

2018 TRANSPORTATION CHOICES COALITION STRATEGIC PLAN



Transportation Choices
transit for all

A MESSAGE FROM TCC'S BOARD PRESIDENT

Dear TCC Supporters,

In 2018, Transportation Choices turns 25 years old. As we celebrate this important milestone, we are proud of our successes at the ballot box and on the policy front. Our hard-fought wins are coming to fruition with new transit choices all across the state.

As we chart the next years for Transportation Choices, we are energized by what's ahead. The rapid growth of the Puget Sound region has placed tremendous pressure on our mobility and our shared prosperity. These challenges underscore the critical role of TCC's leadership towards a sustainable, prosperous, and equitable future for our community.

We are continuing on our journey to center equity in our programs, organizational priorities, and practices. Since our last strategic plan, we helped create groundbreaking programs such as ORCA LIFT, the most expansive low-income transit fare in the country. Transportation is a pathway to opportunity, and addressing the policy barriers that people face will continue to be central to our work moving forward.

Our five-year strategic plan articulates TCC's priorities and focus as we work towards thriving and equitable transit communities. We know that it is the shared work of our coalitions, and the support of our donors, volunteers, and community that will power our bold plan for success.

We hope that you will join us on this journey.

Rob Berman | Board President



OUR VISION

AFFORDABLE, WALKABLE,
BIKE-FRIENDLY, VIBRANT
COMMUNITIES CONNECTED
BY GREAT TRANSIT

CURRENT CONTEXT

We adopted our first ever strategic plan in 2011. As a small organization with big dreams, that plan was intended to hone our policy focus and create the framework for a strong and effective organization. In the last seven years, TCC has grown both in terms of programmatic achievements and organizational infrastructure.

Anchored by a strong and diverse employer base, the Puget Sound region is experiencing an economic and population boom, with nearly one million more people expected by 2040. With this growth comes pressures, challenges, and opportunities we can seize by supporting great transit service:

- **Growth has accelerated demand** for mobility and affordable housing options, a challenge that must be met if we want to remain prosperous, inclusive, and competitive. Great transit service is needed to connect affordable housing to jobs, schools, and services.
- **The reality of climate change**, with regional and state emissions dominated by the transportation sector, has catalyzed the urgency to act. Great transit service reduces emissions by taking cars off the road, moving people more efficiently, and supporting better land use.
- **Growing economic inequality** is widening the gaps in access to mobility. Research is clear that reliable transportation is a key determinant of whether communities can thrive and realize their full potential. Great transit service is an essential transportation option.
- **The automobile-dominant paradigm** of the past fifty years has left our communities less connected, increasing emissions that are harming the planet, and resulting in adverse health outcomes, particularly for communities of color and low-income communities. Great transit service can provide more opportunities for physical activity, reduce stressful commutes, and help strengthen social networks.

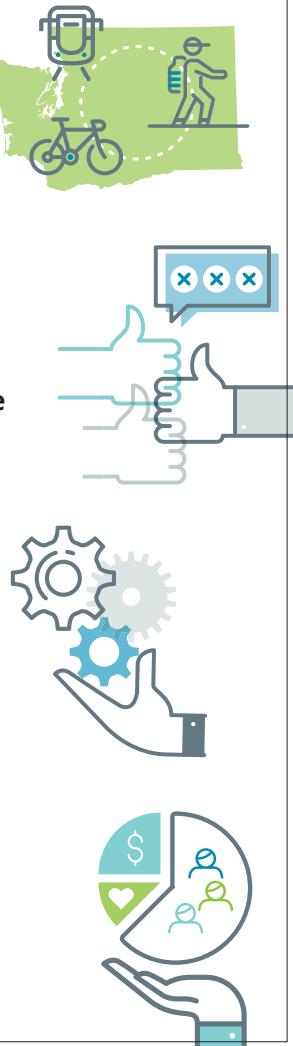
Washington has an opportunity to embrace a more mobile, sustainable path forward. The Puget Sound region has chosen this future with the approval of Sound Transit 3, which will complete a 116-mile light rail system connecting growth and employment centers. Across the mountains in eastern Washington, a shift towards a more multi-modal system is underway with voter-approved investments in Spokane and Garfield County.

For these shifts to transform communities, it will take steadfast courage, innovation, and commitment to equity. We stand ready to take on this challenge.



OUR GROWTH AND BIG WINS

- **Funding system growth:** We have won \$56 billion in transit, bike, and pedestrian investments at the state and local level.
- **Strong public appetite:** From the creation of a brand-new transit agency in Okanogan to the approval of the Sound Transit 3 measure in 2016, we have seen that voters want more transit and are willing to pay for it. Transit agencies emerged from the great recession and we worked alongside them to preserve service for those who needed it most.
- **Powerful coalition building:** We built intersectional coalitions, bringing together business, labor, social justice, environmental, health, and transportation advocates to win policies and funding that will support thriving and sustainable communities for decades to come.
- **Organizational maturity:** We have matured as an organization, building financial reserves and other capacity to support our programs.





STRATEGIC GOALS

We identified the following strategic priorities after considering the current context for our work, theory of change, and guiding principles. Strong community outreach, education, and engagement will be essential to realizing each strategic goal below.

- 1. Connect people to opportunity.** We will prioritize equity and access to transit so that everyone can connect more easily to activities, services, and opportunities.
Our greatest contribution to vibrant communities is our success building pathways to opportunity. Great transit service supports our state's high quality of life and helps strengthen our rich social fabric, connecting people to the activities and services that help them thrive.
- 2. Implement essential transit improvements.** We will ensure that policies and voter-approved transit expansions are effectively implemented to support access and foster equitable, healthy communities connected by great transit.

Recently passed ballot measures – including ST2, ST3, and Move Seattle – provide an unprecedented opportunity to expand the Puget Sound region's high capacity transit system. Delivering this large suite of projects in concert and in alignment will not be easy. Much is at stake, and public support must be maintained during construction before realizing future benefits. We have a crucial role to play helping transit agency partners be successful.

- #### Objectives
- The Puget Sound region's high capacity transit system's service expansion is timely and efficient
 - Transit agencies and local jurisdictions are held accountable to deliver transit system improvements
 - Transit agencies adopt race and social justice policies and tools to shape their work

STRATEGIC GOALS

3. Lead the way toward progressive solutions. We will be at the forefront, developing, advancing, and implementing solutions that maximize and expand sustainable and equitable transportation options.

Finding the resources and tools to continue delivering great transit service will require a balance between pragmatic solutions and reforming the status quo. Great transit choices must be part of the answer to address pressing statewide challenges like explosive population growth, affordable housing, and environmental stewardship. At the same time, new and exciting approaches are changing the way people move from place to place – innovations that must be aligned with existing multi-modal opportunities to maximize public benefits.

Objectives

- A. A secure, long-term transit funding source is identified and implemented
- B. Proactively address regional growth at the intersection of transit and land use
- C. Address intersectional issues relevant to great transit service and access
- D. Mobility innovations and technology (e.g., Lyft, Uber, autonomous vehicles) are harnessed to maximize transit-related benefits

4. Strengthen support for transit. Through our proven leadership, coalition building, and advocacy, we will leverage, amplify, and expand statewide support for thriving transit communities.

In 2016, our diverse and powerful coalition helped deliver the largest public transit package in Washington State history. This success depended heavily on grass-roots and grass-tops support – a strong foundation we've established through decades of education, outreach, and advocacy work. We will continue to prioritize these programs to sustain and grow transit support across the region and state.

Objectives

- A. TCC remains a trusted and effective voice for transit locally and at the state level
- B. Transit leadership at the community and decision-maker level is strengthened
- C. Transit is broadly considered an essential community benefit and increasingly supported by the public
- D. TCC supports an intersectional coalition, working to support members' shared strategic priorities



5. Pursue ongoing operational excellence. Systems, processes and resources are in place to support a thriving staff and Board, and to achieve organizational goals.

We will do our work well – and have fun doing it – if we have the skills, knowledge, and resources needed to maximize our impact.

Objectives

- A. TCC incorporates our vision for equity into our internal organizational processes and decision-making
- B. TCC builds organizational capacity to implement strategic priorities described in this plan
- C. TCC continues to build organizational resiliency



This strategic plan is a culmination of a year of work by the TCC Board and staff. It would not have been possible without the feedback and input from our stakeholders, partners, and donors. We are deeply grateful for our community and eager to move Washington forward together!

Thank you for being part of Transportation Choices Coalition.



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1402 3rd Ave Suite 310 | Seattle, Washington 98101
www.transportationchoices.org

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CONNECT WITH **TCC**

Our work brings results.

MORE transportation **CHOICES** mean **MORE TIME** for yourself and your family, **MORE MONEY** in your pocket, and a cleaner environment.

We are working hard to preserve Washington's economic, environmental, and social health, but we can't do it without you. Renew your **CONTRIBUTION** today to ensure that our state continues to give transportation choices the priority they deserve.

GET ON BOARD!