

Cities Taking the Lead



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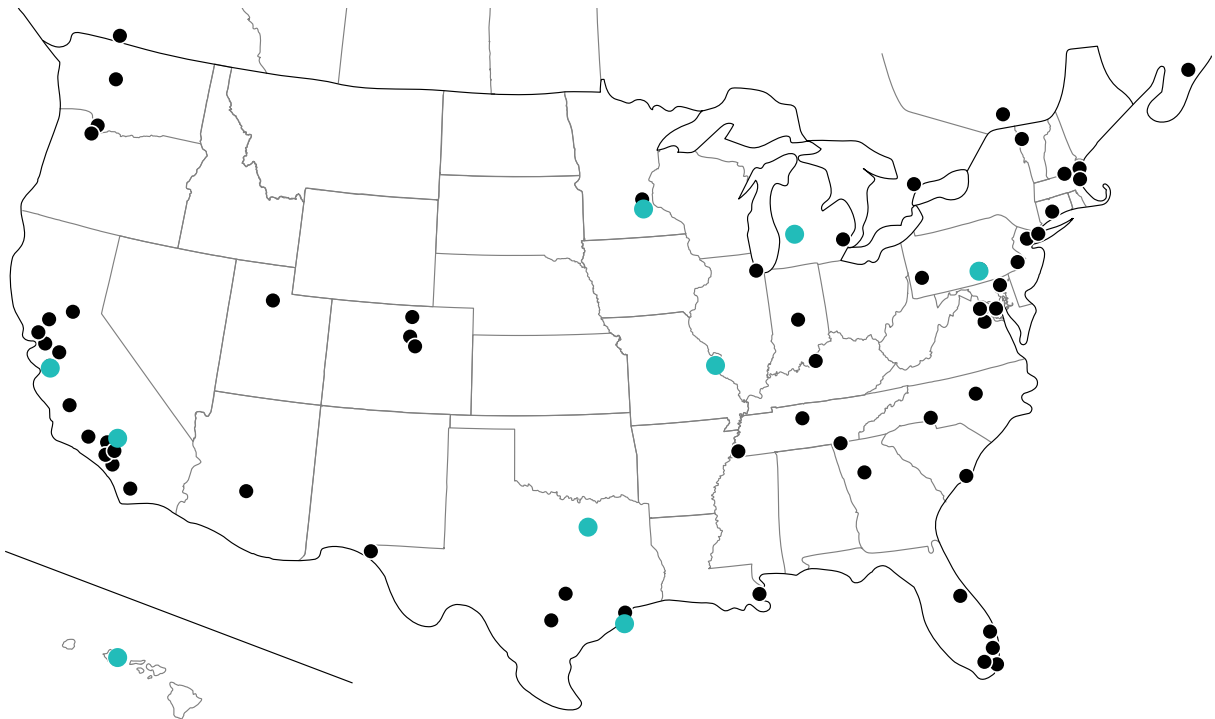
Building the Movement

Expanding Membership

NACTO membership grew to 63 cities and 11 transit agencies in 2018, as we welcomed 7 new cities and 2 new transit agencies:

- **Dallas, TX** as a Full Member City
- **Cupertino, CA; Grand Rapids, MI; Harrisburg, PA; Honolulu, HI; Pasadena, CA; and St. Louis, MO** as Affiliate Member Cities
- Transit Affiliate Members **Houston METRO** and **Minneapolis/St. Paul Metro Transit**

NACTO cities' metropolitan areas now account for 46% of the total U.S. population (~147.5 million people) and 57% of the total 2016 U.S. GDP.



Fostering Strong Leaders

This marked the inaugural year of Leadership NACTO, a professional development program dedicated to cultivating and empowering the next generation of strong, dynamic leaders in city transportation. The cohort of 11 outstanding individuals came together for three in-person events and six virtual mentoring sessions over the course of their nine-month fellowship.

The cohort tackled complex leadership challenges such as talent management, emotional intelligence, motivating teams to achieve results, and conflict management. At the conclusion of the program, every fellow graduated as a more confident and skilled transportation leader. These impressive individuals have bold and fresh visions for the future of city transportation across North America, and a strong cohort of peers to lean on throughout their careers.

"The program provided an opportunity to connect with an amazing group of transportation leaders. I was able to learn from others and their experiences while having a support system in my career."



"This program is incredibly impactful, and will make a tremendous difference in NACTO cities as more and more people get to take part."

Congratulations to the inaugural cohort of NACTO Leaders:

Ahmed Darrat, Transportation Policy Advisor, City of Seattle

Annick Beaudet, Assistant Director, Austin Transportation Department

Brooke McKenna, Assistant Director for Street Management, Cambridge Traffic, Parking + Transportation Department

Janet Attarian, Deputy Director, Detroit Planning and Development Department

Justin Stuehrenberg, Vice President of Planning & Capital Projects, IndyGo

Kelley Yemen, Director of Complete Streets, Philadelphia Office of Transportation and Infrastructure Systems

Leah Dawson Mooney, Director of Strategic Planning & Policy, Chicago Transit Authority

Marcel Porras, Chief Sustainability Officer, Los Angeles Department of Transportation

Nichole Altmix, Executive Director, Transportation Planning and Management, NYC Department of Transportation

Uyen Dang, City Traffic Engineer, City of West Palm Beach

Viktoriya Wise, Chief of Staff, Sustainable Streets Division, San Francisco Municipal Transportation Agency

Bringing Cities Together: Designing Cities 2018, Los Angeles

NACTO's Designing Cities conference continues to be North America's premier transportation conference, exceeding capacity for the third year in a row. Attendees at the 2018 conference represented 170 cities and transit agencies from San Antonio to St. Louis, from London to Anchorage. City practitioners continue to form the core of the conference, with over 65% of conference participants working directly for a government agency, and virtually all breakout sessions led by public sector presenters.

This year's conference kicked off with eight in-depth workshops on topics ranging from bike signal design to planning for racial and social equity, each one filled to capacity. Additional highlights included a bustling Meet the Cities session with diverse presenters from over 50 NACTO member agencies, a standing-room-only session on project prioritization, and sessions on building a positive and productive agency culture, meaningfully defining and measuring equity, contracting for expanded transit, and managing the ever-growing shared active transportation options on city streets.

Thank you Los Angeles for being an above-and-beyond partner for NACTO's seventh annual conference!

1,000+ participants from 170 cities

2,000+ tweets seen by over three million people

47 unique WalkShops showcasing cutting-edge transportation initiatives in LA

34 curated breakout sessions aimed at raising the bar for transportation in cities

200+ speakers from 70+ cities across the globe leading WalkShops, sessions, & plenaries

100% of attendees rated the conference overall as good, very good, or outstanding, with breakout sessions, WalkShops, and networking opportunities receiving the highest marks as contributing to the success of the conference

"It is so great to connect with other people working in cities experiencing similar opportunities and challenges."



"I find NACTO really inspirational—it's a great mix of analysis and practice, and with a focus on public sector in a way I don't see anywhere else."

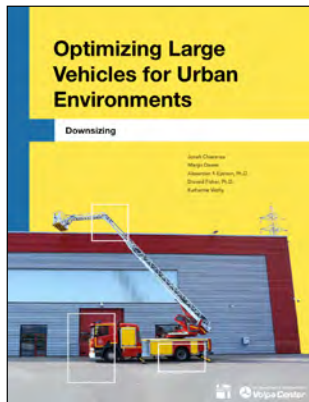


"Depth and material covered in the breakout sessions were second to none."



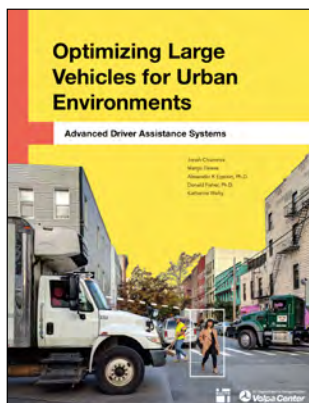
Leading the Conversation on Urban Streets

Optimizing Large Vehicles for Urban Environments



In December, NACTO completed an 18-month study on the impact of oversized vehicles on street safety. The findings were documented in two reports: one on Downsizing large vehicles, and the other on Advanced Driver Assistance Systems.

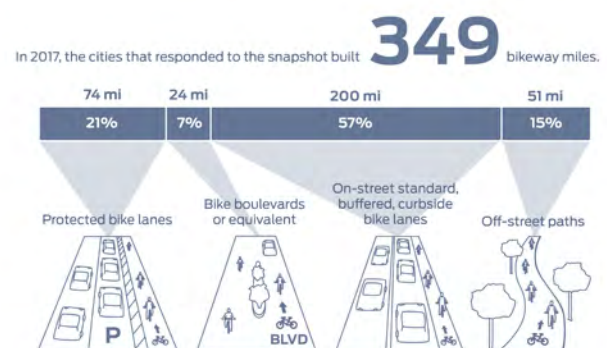
Despite making up only 4% of the U.S. vehicle fleet, trucks account for 7% of all pedestrian and 11% of all bicyclist fatalities. Even as overall traffic fatalities slightly declined in 2017, fatalities involving large trucks jumped 9%. In response to this issue, NACTO pooled funding from six member cities (Boston, Chicago, Los Angeles, San Francisco, Seattle, and Washington D.C.) and commissioned the U.S. DOT Volpe Center to study the issue.



The study found that existing large vehicle models on the market but not yet in widespread use in the United States can dramatically improve driver visibility and street maneuverability. Perhaps most importantly, these safer vehicles have similar or enhanced capabilities as compared to similar trucks on the street today, and some vehicle elements, like teardrop windows, can be easily retrofitted onto existing fleets.

City Data Snapshot

Thirty cities completed NACTO's inaugural data snapshot, sharing accomplishments, activities, and organizational structure details from 2017. Collectively, they built 349 bikeway miles in 2017, bringing the total bikeway mileage across these cities to nearly 7,400. They also installed more than 25 miles of dedicated bus lanes, and built more than 2,200 projects designed to improve safety for all road users. We published these first-year findings in *NACTO's City Data Snapshot*.



Strategies for Engaging Community

In late September, NACTO and the Better Bike Share Partnership teamed up to release *Strategies for Engaging Community*, a practitioner's guide to building meaningful and effective relationships with constituents and historically underserved communities. This guidance, developed with NACTO cities, partner community-based organizations, and shared active transportation operators, outlines strategies to engage with communities and offers examples and best practices for implementation. By reinforcing the idea that engagement is planning, we both advance the profession and produce more effective successful outcomes.



Guidelines for the Regulation and Management of Shared Active Transportation



In April, representatives from 33 NACTO cities gathered in Austin to discuss how best to regulate bike share and implement policies that allow dockless bike share companies to operate in a way that supports cities in achieving their equity and mobility goals. By the close of the roundtable, NACTO had developed an outline for a guidance document on managing shared active transportation on city streets. In June, NACTO released *Guidelines for the Regulation and Management of Shared Active Transportation* (version 1.0), which provided standards and best practices for building out permitting structures for shared active transportation companies (bike share, scooters, etc.). NACTO is now developing version 2.0 of this guidance to keep pace with the rapidly changing industry.

Bike Share in the U.S.: 2017

In May, NACTO released the latest edition of the first and only comprehensive annual data snapshot on the state of bike share in the U.S. The snapshot found that bike share riders took more than 35 million trips in 2017, 25% more than in 2016. NACTO also found that many new companies entered the market, dockless companies nearly doubled the number of bike share bikes on the road, and a growing number of cities offered subsidized passes for users in 2017.



Green Light for Great Streets

Between June 2017 and June 2018, NACTO explored structural challenges facing transportation agencies, and uncovered the patterns and opportunities that cities often use to get more done, faster. In Phase I, we conducted a comprehensive assessment of the responsibilities, capabilities, and resources of transportation departments across the U.S., and during Phase II, we did in-depth “Agency Accelerator” work in San José and Pittsburgh. Throughout the project, NACTO found that there are clear markers of success within agencies that are most effective at delivering projects:

- Defined and clear processes for implementation, and well-informed staff
- Recurring or guaranteed funding sources
- Project pipelines built around standardized designs that allow cities to expedite work
- A strategic use of consultants to bolster efforts or train on unusual skills
- A clear vision, strong political will, and defined metrics for success

These and more findings that are applicable for cities across the NACTO network are included in NACTO’s *Green Light for Great Streets* report.



Making Transit Count



The Transit Peer Network continues to strengthen partnerships between cities and their transit agencies, this year releasing a playbook to help cities shape their messaging on transit projects with evocative performance measures. Cities that succeed at implementing transit improvements, and make their streets safer and more efficient for people, do so because they prioritize collecting and leveraging data that emphasizes rider experience and service quality.

Making Transit Count is a set of guidelines that will help cities and transit operators tell a more complete and compelling story about transit, and about streets.

Shaping the Public Discussion

NACTO's national and international news profile increased in 2018, with mentions and placements in top-tier outlets including *CNN*, *NBC News*, *The New York Times*, *The Wall Street Journal*, *The Economist*, *The Atlantic*, *USA Today*, *Financial Times*, *Vox*, *Politico*, *Bloomberg*, and *The Globe & Mail*.

NACTO continues to be a strong voice in outlets focused on transportation, city planning, urbanism, and technology, with regular mentions in publications such as *CityLab*, *WIRED*, *Curbed*, *Next City*, *Streetsblog*, *The Verge*, and *GOVERNING*.

Local publications also find NACTO's materials invaluable. Local news media outlets, such as *The Chicago Tribune*, *The Seattle Times*, *The Toronto Star*, *The San Francisco Chronicle*, *The Detroit Free Press*, and *The Minneapolis Star Tribune* regularly cite and quote NACTO materials and staff, with dozens of press mentions in 2018.

NACTO's web presence increased dramatically in 2018, with 350,000 unique visitors to nacto.org (15% more than in 2017), 18,000 Twitter followers (an increase of 30%), and 11,000 active newsletter readers (a 40% increase).

"The Urban Bikeway Design Guide was just the beginning. NACTO later released the Urban Street Design Guide, a broader effort to push back against America's car-first road designs and define streets that support urban life."

-Steven Higashide in *The Atlantic*

"The thing we should be thinking about is how many people can we move, not how many cars."

-Kate Fillin-Yeh in *The Guardian*



"A city's walkability is dynamic and can be improved with people-oriented city planning which will benefit the local economy and make societies more equitable."



Why walkable cities are good for the economy, according to a city planner
People spend more money when cities are less vehicle-oriented.
vox.com

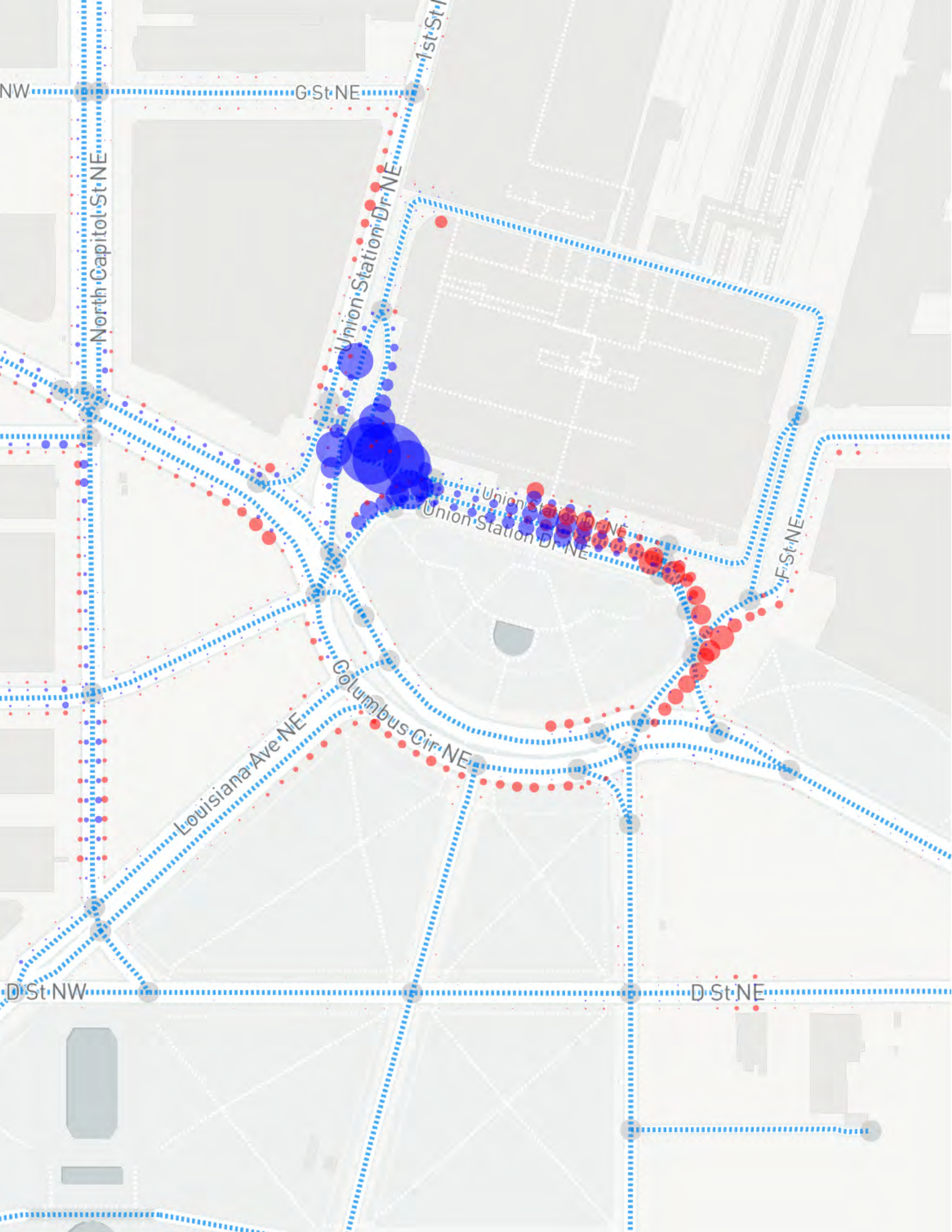
120 Retweets 199 Likes

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Replying to @NACTO @grescoe · Oct 29

Walking: better conversations, better family, better community, less obesity, less mental illness. Old people stay longer, extra spending in local economy, etc.



Leveraging Technology

Mobility Pricing

In May, NACTO teamed up with the Natural Resources Defense Council to convene 10 cities that are developing pricing mechanisms to move more people in less space. NACTO cities continue to share their knowledge to set a more sustainable path forward—from Vancouver’s Mobility Pricing report ‘It’s Time’ to Chicago and New York’s implementation of per-ride fees on for-hire vehicles.

SharedStreets: A Shared Language for the World’s Streets

Managing streets increasingly means collecting, understanding, and using data. Despite this, public agencies and private companies often find themselves using different languages, missing the opportunity to align on a shared understanding of the street.

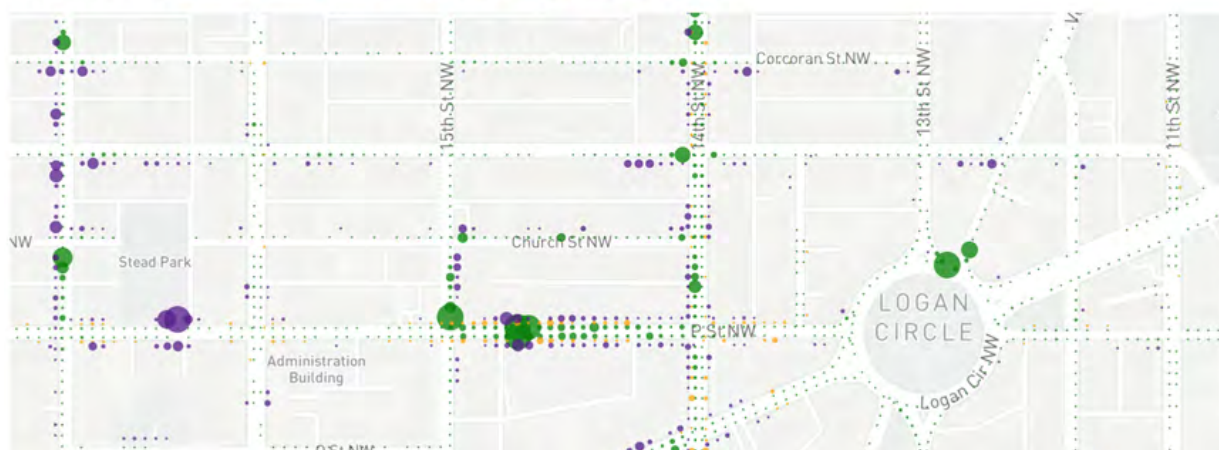
In response to this dynamic, NACTO and the Open Transport Partnership launched SharedStreets, an open source transportation data ecosystem. The initiative utilizes a common referencing system to make it possible to easily share anonymized data between cities and private companies. More than lines and points on a map, SharedStreets allows partners to match any previously-incompatible street-level geographic data set—while maintaining privacy.

Pilot projects with a small number of NACTO cities and private mobility providers, including Ford, Uber, Lyft, Bird, and Lime are producing data standards, dashboards, and tools for real-time curb demand, vehicle driving speeds, and shared active transportation (bike and scooter) demand and usage.

As Laura Bliss from *CityLab* put it, “Now... there’s a single map that everyone can use—and a common language to read it.” Learn more about the initiative at SharedStreets.io.

Micromobility Analysis

by Mode (Conventional Bike, e-Bike, Scooter)



Better BikewaySJ

San José is going all-in on bicycling, and NACTO is accelerating its efforts. In 2018, the city cut the ribbon on Better BikewaySJ, an ambitious two-year plan to transform its streets by installing 23 miles of all ages & abilities bike infrastructure. With NACTO's comprehensive technical assistance, as well as support from the Knight Foundation and encouragement from a network of other cities, San José created an ambitious network plan during a NACTO Cities for Cycling Roadshow in 2017. By August 2018, the City of San José began laying down the striping and flex posts on the first half of its planned protected bike lane and bike boulevard projects.

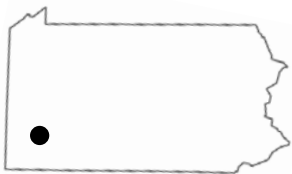
By launching the full network all at once, San José is remaking bicycling downtown as a full experience, with seamless connections between cultural, business, neighborhood, and transit hubs previously separated from downtown by major freeway crossings. In the space of two years, San José has transformed itself into a national leader on designing and implementing inclusive bike infrastructure, speaking at conferences and webinars on their lessons learned, and serving as a model for how a city can quickly open the door for more people to move around safely, comfortably, and conveniently.



Green Light for Great Streets Phase II: Agency Accelerators

As part of the two-phase Green Light for Great Streets project, NACTO did in-depth Agency Accelerator work in San José and Pittsburgh to help each city tackle a specific organizational hurdle.

In San José, the challenge was how to design a marketing campaign for Better BikewaySJ that would most resonate with local residents and therefore minimize backlash about implementation. NACTO worked with DOT staff to develop and disseminate a survey to understand what marketing messages would work best, and to craft an engagement strategy to help message the project during the early stages of implementation. SJ DOT now has a clear communications strategy based on a couple of broadly applicable findings: first, survey respondents consistently ranked safety as the most resonant message to convey the value of bike lane projects; second, the online survey captured a more diverse set of respondents than in-person surveys at public meetings; and third, motor vehicle drivers had considerably more positive attitudes about all messages than non-drivers.



In Pittsburgh, NACTO worked with the Department of Mobility and Infrastructure (DOMI) to build a preliminary process for prioritizing projects. NACTO interviewed staff in seven cities specifically about their processes for prioritizing projects, and invited two of these cities plus DOMI to present on their processes to a packed room at the Designing

Cities Conference in Los Angeles. Through interviews with multiple cities and workshops with DOMI, NACTO found that project prioritization processes can be grouped into one of three paths, depending on local and political context; a strong vision from the top was at the core of successful prioritization; and even the most scientific prioritization systems rely on artful conversations and decision-making.

Sister Cities, Columbus: Better Bikeways in the Buckeye State



In May, NACTO partnered with the City of Columbus, the Ohio Department of Transportation, and the Mid-Ohio Regional Planning Commission to host the fifth Sister Cities Roadshow. NACTO and Columbus hosted cities from across Ohio, as well as peers from as far east as Pittsburgh, as far west as Indianapolis, and as far south as Louisville for a two-day deep-dive regional workshop into how cities can design streets and bikeways for all ages and abilities. Participants shared projects, traded lessons, built new relationships, and ventured out into the field to see Columbus' latest work in complete street design. Finally, the workshop concluded with the peer cities rolling up their sleeves for a design charrette on a street in downtown Columbus.

The Sister Cities Roadshow series continues to raise the state of practice in small and midsize cities across the U.S., and creates opportunities for more cities to engage with NACTO principles and guidance.



Global Designing Cities Initiative

NACTO's Global Designing Cities Initiative (GDCI) continues to offer technical assistance and guidance based on the Global Street Design Guide to help cities around the world shape safe and sustainable urban streets. Throughout the year, GDCI staff conducted 16 capacity building workshops for 400 practitioners and supported 18 street transformation projects across the globe. Most of this work was concentrated in five cities that are part of the Bloomberg Initiative for Global Road Safety (BIGRS): Addis Ababa, Ethiopia; Bogotá, Colombia; Mumbai, India; and São Paulo and Fortaleza, Brazil.



Bogotá, Colombia

GDCI supported the transformation of 6 sites using interim materials, held 5 trainings for more than 100 practitioners (city staff, private practitioners, and journalists), and helped with the development of the city's first street design manual. Bogotá by the numbers:

- Created 8,500 square meters of public space
- Transformed 6 sites using interim materials
- Trained 122 practitioners
- Reviewed 32 site designs

São Paulo, Brazil

GDCI supported a pilot Safe Routes to School program in São Paulo. Based on the pilot's initial success and positive feedback from the community, the city is planning to launch this program citywide. The GDCI team also conducted two trainings for a total of 75 city technicians this year.



Fortaleza, Brazil

GDCI trained more than 100 practitioners through capacity building workshops, and supported the implementation of interim street transformation projects to reclaim over 8,000 square meters of road space for people. As a result of these successful transformations, the city leveraged this approach into a citywide program.

Addis Ababa, Ethiopia

As part of the Safe Intersections Program, GDCI supported Addis Ababa to transform 10 intersections using temporary materials. Three of these intersections are now on their way to permanent implementation as the result of data collected during the temporary phase.

Mumbai, India

GDCI trained more than 100 engineers on safe street design principles, which are being applied at select intersections across the city.

This was a hallmark year for the Global Street Design Guide (GSDG), which is now available in Portuguese and Chinese, expanding its reach to over 1.3 billion new readers. With such a broad audience, the GSDG has been endorsed by more than 40 cities and 40 international organizations.



In addition to its core work with 5 cities under the Bloomberg Initiative for Global Road Safety, GDCI also launched its newest program, Streets for Kids, in May. Under this program, GDCI is developing a supplement to the Global Street Design Guide that will provide design guidance and highlight strategies, programs, and policies focused on children and their caregivers. The guide will be released in 2019.



A Streets for Kids WalkShop in Los Angeles uses a reverse periscope to see the street from a child's eye level.



Introducing a Streets for Kids WalkShop in Bogotá, Colombia, where participants looked at different street typologies for safety, comfort, and inspiration.

Sharing Knowledge and Growing NACTO's Presence

Conferences & Webinars

NACTO staff presented on publications and key strategic initiatives to thousands of leaders and practitioners across the world at events including:

- Rail~Volution in Pittsburgh, PA
- Walk Bike Places in New Orleans, LA
- Transportation Research Board Annual Conference in Washington, DC
- Institute for Transportation Engineers in Minneapolis, MN
- Velo-City in Rio de Janeiro, Brazil
- Congress for New Urbanism in Savannah, GA

NACTO hosted 12 webinars during 2018, including 5 webinars open to the public that each had more than 450 participants. These included:

- Oh, Snap! Modular Construction Materials
- Public Engagement that Counts
- Fire Trucks and Vision Zero

Growing Capacity

In May, NACTO welcomed **Celine Schmidt** as a Design Associate to lead the organization's graphic design work across all programs. **Sindhu Bharadwaj** joined the team as a Policy Associate in June to support NACTO's Federal policy work and to be the key NACTO staff contact and organizer for the newly formed California City Transportation Initiative (CaCTI). In August, NACTO also welcomed **Katya Tabakina** as a Grants Manager to support both the national and international programs.

In May, GDCl welcomed **Annie Peyton** and **Anna Siprikova** as Senior Program Associates to co-lead the Streets for Kids program. In September, **Kat Gowland** joined GDCl as a Design Associate to support Streets for Kids and the Bloomberg Initiative for Global Road Safety (BIGRS) work.

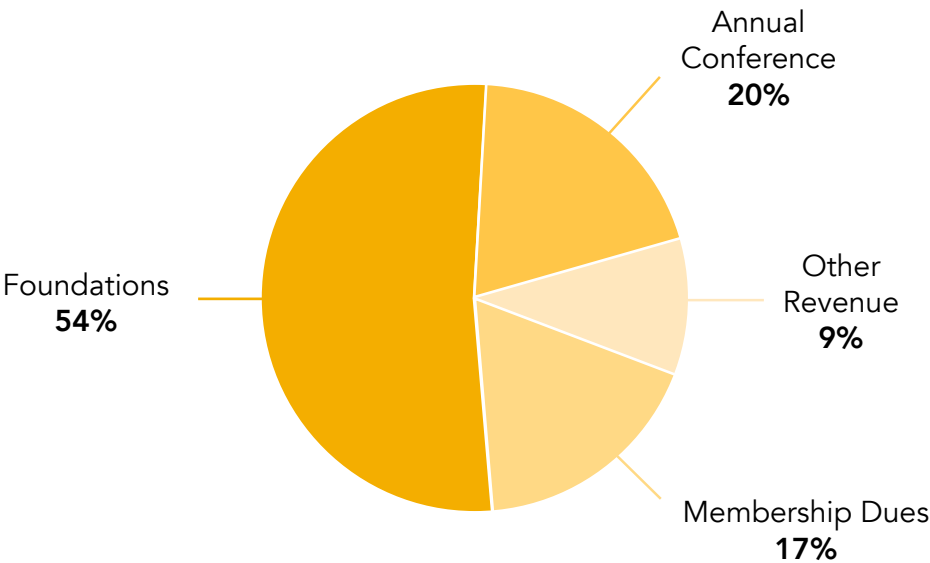
Total staff capacity at the end of 2018 includes 22 full-time staff.



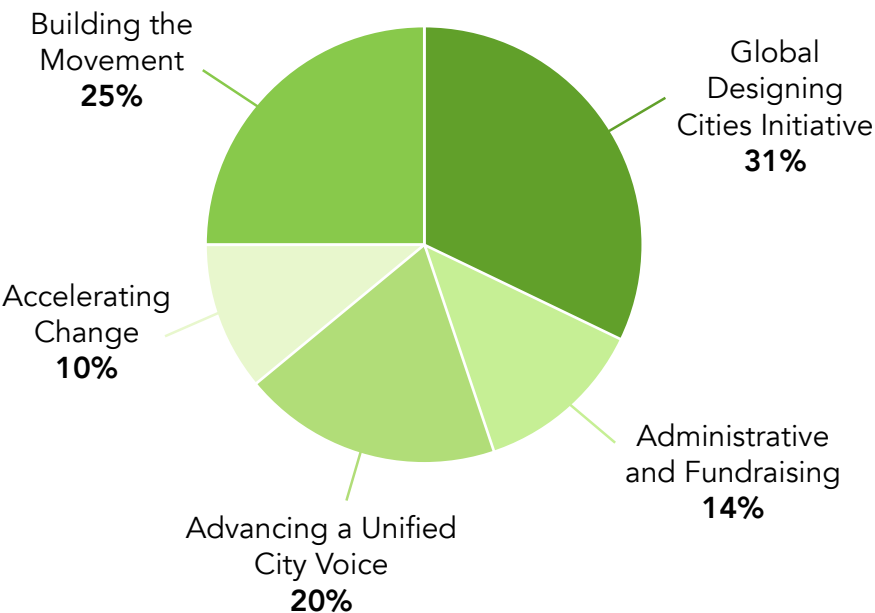
Financial Report

FY 2018 YTD Financials as of November 2018
(January through November - 11 months)

Revenue



Expenses





December 2018