



Source: Chris Cruz for Visit Alexandria



# Cities Taking the Lead

## NACTO Annual Report 2022

# Table of Contents

<b>Letter from Our Executive Director</b>	<b>3</b>
<b>Leading the Conversation Nationally, Locally and in the Press</b>	<b>4</b>
Shaping Policy for a Safe, Sustainable Urban Future	5
Guiding State and Local Policy	6
A Year of Growth and Evolution in our Member Cities and Agencies	7
A Vital Presence in the Press and Online	8
<b>Reenvisioning and Reshaping Our Streets</b>	<b>9</b>
A New Era of the Urban Bikeway Design Guide	10
Move! That! Bus! And Save the Planet	11
The Present—and Future—of Shared Micromobility	12
<b>Fighting for a More Just, Sustainable Future</b>	<b>13</b>
Fostering Strong Leaders Through the Transportation Justice Fellowship	14
Shifting from Projects to Programs for Transformative Change	15
Centering Equity in Projects and Design	16
Fighting for Climate Justice	17
<b>Building the Movement</b>	<b>18</b>
Designing Cities is Back and More Vital Than Ever	19
Welcoming New Members	20
<b>Growing, Evolving and Changing</b>	<b>21</b>
Global Designing Cities Initiative: Growing in New Directions	22
The NACTO Board	23
New Staff	23
Investing in NACTO's People and Culture	24
Financial Report	25

## Letter from our Executive Director

Throughout the past year, cities grappled with a litany of challenges old and new, including a 16-year-high in U.S. traffic fatalities, economic inflation, the continued disruption wrought by the pandemic, and the ever-present crises of climate change and racial injustice.

**Nevertheless, 2022 also proved to be a year filled with creativity, resilience, and hope, throughout NACTO's network of nearly 100 cities across North America.**

While the first two years of the pandemic were largely defined by quick, improvised responses to immediate crises, in 2022, we laid the groundwork for longer-term, transformative changes to our streets.

From Boston to San Francisco, cities took programs piloting car-free streets, bus lanes and bike infrastructure and made them exciting permanent parts of the urban landscape. Our work at NACTO also turned toward this new future, including with our new *"Move! That! Bus!"* report, which offers decision-makers a clear action plan to quickly increase transit ridership and curb emissions—in line with the Paris Agreement. Our [federal policy resources](#) ensure cities see lasting benefits from the federal funding offered by last year's infrastructure law. And the several [forward-thinking working papers](#) we published this year, which grapple with the toughest challenges in bike safety and access, will form the backbone of a new, reimagined NACTO *Urban Bikeway Design Guide*.

**Perhaps most importantly, after two pandemic years defined largely by separation and isolation, NACTO served as a hub for our community, gathering**

**transportation practitioners to learn, strategize, dream, and experience all the sparks of in-person connection.** The [10th Designing Cities Conference](#)—our first in-person gathering since 2019—showcased the power of collaboration and partnership, and was an opportunity to celebrate the dozen new members that joined NACTO since we last met in Toronto three years ago.

Even when we weren't all together in a conference hall or on a WalkShop, NACTO connected city staffers with resources, expertise, and each other through programming ranging from policy briefings and one-on-one office hours to the second cohort of our [Transportation Justice Fellowship](#), which seeks to invest in and empower those doing the hard work of creating a more equitable mobility field.

**Above all, 2022 reinforced the vital role NACTO plays as a convener, leader, and forward-thinking voice in the movement for safer, more equitable, and more resilient cities.** Like a multimodal transportation system, NACTO's network connects thinkers and doers across geography and expertise, inspiring them to adapt and thrive, to find new solutions, and to envision a better world.

The year ahead will require us to practice transformative new ways of thinking, working and being. Even as our cities develop better tools to manage the pandemic, we continue to face other intertwined crises: the traffic safety crisis, the climate crisis, an economy that increasingly leaves people behind, and enduring racial inequities in our communities.

**As you read this report, I encourage you to join me in celebrating what we have collectively accomplished this past year, and this past decade. Though the path ahead holds challenges for those of us committed to charting a more equitable, sustainable future, these challenges are not insurmountable, and they require all of us to commit our creativity and perseverance. At NACTO, we've already rolled up our sleeves and are ready for the work ahead.**

With gratitude,



**Corinne Kisner**  
Executive Director

# 1

Leading the Conversation Nationally,  
Locally, and in the Press



## Shaping Policy for a Safe, Sustainable Urban Future

**NACTO cemented our role as a vital and respected voice on federal transportation policy issues, simultaneously building on past successes and opening up new fronts in the fight for more sustainable, equitable cities.**

**We've worked hard to maximize the benefits of last year's Infrastructure Investment and Jobs Act (IIJA)** by successfully pushing for new rules that explicitly allow cities to apply NACTO street design guidance to federally-funded projects on city streets—even if a state requires different, less-safe standards. With the guidance of member cities, NACTO also compiled comprehensive recommendations for the U.S. Department of Transportation (USDOT) about the implementation of the Biden Administration's new "Safe Streets and Roads for All" initiative, many of which were reflected in the final program. We celebrated the launch of the "Reconnecting Communities" program, which commits \$1 billion to reconnect communities divided by transportation infrastructure and right historical wrongs. And we organized briefings with both city and USDOT speakers to ensure local leaders could take advantage of "flex funding," allowing them to divert dollars from highway to transit projects.

**NACTO also fought aggressively to ensure the vehicles on our roads are as safe as possible.** In an effort to reform outdated and misleading federal vehicle safety standards, **We helped generate over 15,000 comments to the National Highway Traffic Safety Administration (NHTSA) in support of updating the New Car Assessment Program to account for the safety of people traveling outside of vehicles for the first time in the program's history.** We also pushed

NHTSA to think holistically strategically about safety standards for autonomous vehicles, arguing against ad-hoc exemptions for AVs that make an already murky marketplace less safe and even harder to understand.

Our ongoing partnerships with other organizations focused on climate justice, many of which were forged through Bloomberg's American Cities Climate Challenge initiative, also paid dividends; working together, **we generated over 100,000 comments in support of USDOT's proposed greenhouse gas rule**, which would establish a national framework for tracking emissions reductions and require states and metropolitan planning organizations (MPOs) to set declining targets for transportation-related emissions.

**NACTO continues to advocate for overhauling the federal rulebook—the Manual on Uniform Traffic Control Devices (MUTCD)—that dictates what nearly every street in North America looks like.** Since NACTO's members proposed 400 specific edits to the manual, and received the support of 25,000 others calling on the Federal Highway Administration to update this outdated yet critical regulation, we've begun to hear the first whispers of change.

In September, at NACTO's Designing Cities conference, FHWA Deputy Administrator Stephanie Pollack shared that her team heard what cities need, and that a revised MUTCD will be released in 2023—with future updates coming shortly thereafter. Our staff and cities will continue to closely monitor the manual's progress, to ensure that it is a tool—not an impediment—to safer streets in our cities.

”

**NACTO is one of dozens of groups calling on the federal government to strengthen its criteria for awarding safety ratings to new cars.**

*"As Feds Update Auto Safety Standards, City Officials Want a Say"*

ROUTE  FIFTY

”

**NACTO said the petitions do not show that the robotaxis will serve the public interest. Both NACTO and San Francisco urged NHTSA to develop performance standards for robotaxis. Currently there are none.**

*"GM's Cruise wants to add 5,000 more robotaxis to American streets. This city warns it could backfire"*

**CNN**

## Guiding State and Local Policy

Beyond D.C., NACTO and our city partners notched important wins for safety and equity at the state and local level, and facilitated conversations about forward-thinking policies to transform streets.

**Perhaps most significantly, the movement to reform urban speed limits, kicked into high gear by NACTO's City Limits guidance, is growing.** In July 2022, Hoboken lowered its citywide speed limit to 20mph; that same month, Salt Lake City reduced the speed limit from 25 mph to 20 mph on 70% of its public streets. And the changes aren't limited to big cities: in October, the city council in Lake Forest Park, WA, formally adopted NACTO's guidance to set speeds using a Safe Systems approach designed to reduce traffic fatalities and injuries. These municipalities join a growing list of places—ranging from New York to Fayetteville, AK—that have taken action to lower speed limits and save lives on their streets.

With our partners through the American Cities Climate Challenge, we also reconvened a cohort of ten cities to exchange ideas and information to advance efforts towards congestion pricing. Across North America, we've encouraged city and state governments to act creatively, strategically and holistically to create a more just and sustainable urban future.



Source: Seattle Department of Transportation

**Across North America, we've encouraged city and state governments to act creatively, strategically and holistically to create a more just and sustainable urban future.**

# A Year of Growth and Evolution in our Member Cities and Agencies

## WASHINGTON D.C.

Has now installed  
**LEADING PEDESTRIAN INTERVALS AT 75%** of all signalized intersections in the city



## ARLINGTON, VA

Updated their high visibility crosswalk policy, which led to the implementation of

**238** high visibility crosswalks

## MINNEAPOLIS

Developed and negotiated a regional shared bike and scooter program solicitation to create a multi-year program across multiple jurisdictions



## GRAND RAPIDS, MI

Installed **200**

designated parking zones for shared micromobility vehicles

## OAKLAND

launched its Universal Basic Mobility pilot program, which provides 500 low-income Oaklanders

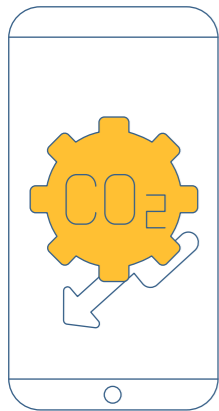
**\$300 A MONTH**

to pay for rides on AC Transit, BART, bike share, and scooters. **LOS ANGELES** and **PITTSBURGH** also launched universal mobility programs.

## The SEATTLE

Department of Transportation developed an internal tool called the **CLIMATE CALCULATOR**

which models how specific combinations of strategies can bring Seattle towards achieving **transportation emissions and VMT reduction goals**



## The CHICAGO

Department of transportation's grass-roots and community-informed bikeway implementation process led to the construction of

**45 MILES OF BIKEWAYS**

throughout 3 neighborhoods, in just one year

## PHILADELPHIA

Secured over

**\$100M** In the city budget for new internal staff to support IJIA-funded projects over the next 5 years

## The SAN FRANCISCO

Sfmta board of directors approved an ongoing, post-pandemic

## SLOW STREETS PROGRAM

creating safe corridors for kids to walk themselves to school, families to run errands by bike, and people with disabilities to navigate their communities



## NEW YORK CITY

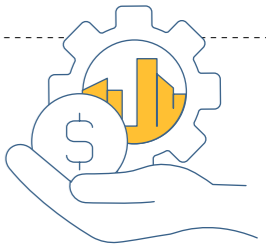
launched its first

## TRICK-OR-STREETS PROGRAM

activating nearly 100 Open Streets and other newly pedestrianized streets to allow families to safely celebrate Halloween night. The city also made 5th Avenue car-free for select days during the holiday season.

## In VANCOUVER Translink

unveiled the first decade of work plans for its



## Transit 2050 initiative

detailing ambitious priority investments to meet increasing demand for transit



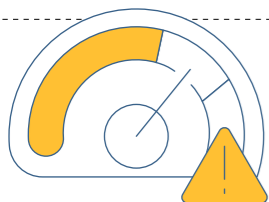
PeopleForBikes named

**MONTREAL** the **BEST LARGE CITY FOR BIKING** in 2022



## HOBOKEN

reduced **speed limits** to 20 mph citywide



## AUSTIN

reduced **speed limits** by as much as 15 mph on 50 arterial streets outside of its urban core

## HALIFAX

continued to

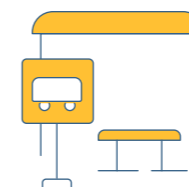
**expand their All Ages and Abilities cycling network**

reaching 40% completion in the spring of this year with 23 km of bike infrastructure

The

## HOUSTON METRO

team celebrated the completion of 2,500 universally accessible bus stops this spring

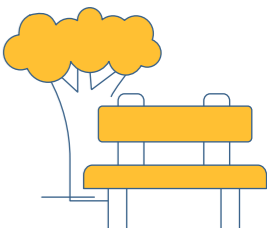


## CALGARY

advanced their

## Memorial Parkway Program

to combine flood mitigation efforts with new vibrant and dynamic public spaces



## A Vital Presence in the Press and Online

In breaking news stories, long-form features and webinars, NACTO has served as a trusted expert voice that journalists and industry peers rely on to provide context, data and thoughtful analysis of our transportation system. In articles and presentations, we've helped reframe the conversation about transportation to focus on safety, equity and sustainability.

"The materials themselves should send the message that this is where cyclists belong," says Zabe Bent, the design director at the NACTO, an organization that published a set of national bike-lane design standards in 2010, which has since been endorsed by the Federal Highway Administration."

"How to Design a Bike Lane"

The  
New York  
Times

[KATE FILLIN-YEH, NACTO'S DIRECTOR OF STRATEGY], SAID HER TOP REQUEST FOR FEDERAL AND STATE POLICYMAKERS IS THAT THEY EMPOWER LOCAL LEADERS TO MONITOR AND MANAGE AVS USING THEIR STREETS. "CITIES NEED TO BE A PART OF THESE CONVERSATIONS ABOUT PERMITTING AND REGULATING AVS," SHE SAID. "THAT ISN'T ALWAYS HAPPENING."

"Self-Driving Taxis Are Causing All Kinds of Trouble in San Francisco"

SLATE

The MUTCD plays an oversized role in determining how our streets look, feel and function. Groups such as NACTO rightly contend that this document is single-mindedly fixated on the efficient movement of vehicular traffic, sometimes at the cost of safety.

"How the Dutch Delivered a Traffic Safety Revolution"

Bloomberg

"Cary Bearn, senior program manager of biking at NACTO, said that over the past decade, shared mobility evolved from relatively simple bike-share programs into multimodal programs involving professional partnerships between cities and contractors."

"Successful micromobility programs require long-term partnerships"



SMARTCITIESDIVE

Many cities have increasingly turned to re-engineering crash-prone intersections, "The intersections are the hardest part of the street to design — they are where the most conflicts are," said Alex Engel of NACTO, whose organization is helping cities apply for federal infrastructure funds to help pay for street redesigns.

"Raising Crosswalks to Make Deadly Intersections Safer in New York"

The  
New York  
Times



Source: City of San Diego

2

## Reenvisioning and Reshaping Our Streets

# A New Era of the Urban Bikeway Design Guide

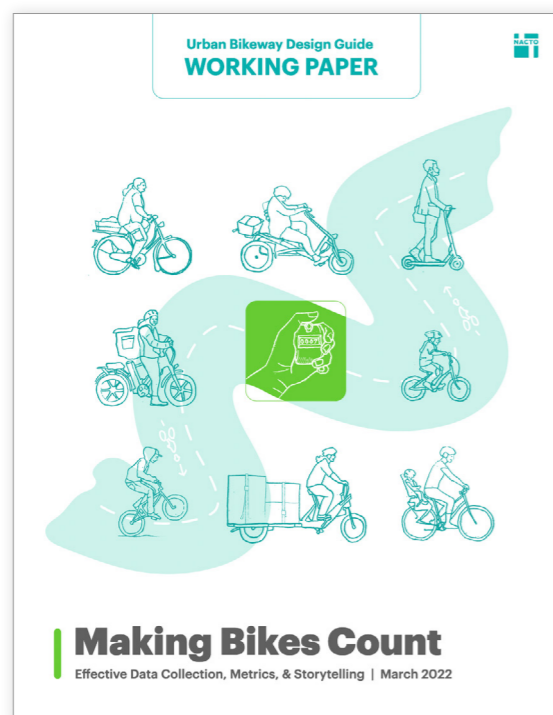
In 2011, cities banded together to create a first-of-its-kind document: bikeway design guidance developed by cities, for cities. The NACTO *Urban Bikeway Design Guide* sparked a design revolution, where city ingenuity and values were elevated in service of safe and vibrant streets and transportation networks. In the decade since the Guide was first published, redesigning city streets is now widely understood to be a crucial

strategy in addressing North America's safety, equity, and climate crises.

This year, NACTO began the process of developing and publishing the next iteration of bike design guidance for cities, by cities. The first part of this process involves writing seven working papers that explore some of the most critical gaps in vetted guidance for cities, including

best practices for data collection, equitable network expansion, and collaborating with communities to better meet the challenges of our time. This work will feed into an even larger resource: the first new edition of the *Urban Bikeway Design Guide* since 2014.

**To date, NACTO has published three of these working papers:**



## Making Bikes Count: Effective Data Collection, Metrics, & Storytelling

A practical, how-to guide for planners and practitioners who want to build better bike count programs, using technical knowledge and best practices from cities across North America.



## Breaking the Cycle: Reevaluating the Laws that Prevent Safe and Inclusive Biking

A resource designed to help policymakers, planners, and advocates understand the adverse impacts resulting from the biased enforcement of bicycling laws, and to provide guidance on decriminalizing biking in cities.



## Shared Micromobility Permitting, Process, and Participation

Outlines emerging trends in how cities manage micromobility networks, including the growth of electrified devices, the selection of operators based on strategic goals, and regulations to better organize devices.

Additional working papers will be published in the first quarter of 2023.

# Move! That! Bus! And Save the Planet

In August, NACTO published ***Move! That! Bus! Tactics for Transforming Transit in Two Years***, a report designed to provide decision makers—including elected officials, transit board members, department and agency executives—a clear action plan to quickly curb greenhouse gas emissions and incentivize more people to ride transit.

Inspired by research from the United Nations that shows leaders have less than three years to avert the worst effects of climate change, and supported by funding from the American Cities Climate Challenge, NACTO convened its network of transit professionals from cities across the U.S. and Canada to identify fast, high-impact actions cities can take to reduce pollution from the transportation sector, which is responsible for the greatest share of greenhouse gas emissions in the U.S.

The local city bus emerged as the key focus of these conversations because of its efficiency, ubiquity, and the flexibility; a single bus can carry up to eight times more

people than a personal car, reducing emissions by as much as 82% per trip. Based on feedback from NACTO members, the report identifies three key steps to get buses moving:

1. Offer frequent, all-day bus service
2. Redesign streets to prioritize buses
3. Adopt policy reforms that support transit

In conjunction with the report, NACTO curated a **virtual transit discussion series** in May, convening practitioners, policymakers, advocates, and riders to dig deep into specific strategies for transforming transit. Sessions focused on how to implement quick-build bus infrastructure, transportation demand management, and maximizing limited operating dollars, and attracted hundreds of attendees. In total, over 500 practitioners, advocates, and policymakers attended the three-part series.



”

“Every day, millions of people take a city bus—the most effective tool we have to stem America’s climate, traffic safety, and equity crises. Elevating, funding, and prioritizing high-quality bus service means more access to jobs, faster trips home to family, less pollution in our cities, and a more vibrant quality of life for everyone.”

- Corinne Kisner, NACTO Executive Director  
“Make 2023 the Year of the Bus” | **CURBED**

”

In a new report, NACTO makes the case that the “humble city bus” is a powerful tool in the fight against climate change and, with implementation of several tactics included in the report, a transformation can be achieved in two years.

Extract from:  
“Want to reduce emissions and increase transit ridership?  
NACTO says the answer is to ‘Move! That! Bus!’”

**MASS TRANSIT**  
BETTER TRANSIT THROUGH BETTER MANAGEMENT

# The Present—and Future—of Shared Micromobility

Since the first modern North American bike share system launched over a decade ago, shared micromobility has ushered in a transportation revolution, providing safer, cheaper, and more accessible ways for people to get around. From the beginning, NACTO has helped keep our members' fingers on the pulse of this rapidly-evolving movement.

In 2022, we published a new **Shared Micromobility Report**, which dives deep into the data from micromobility systems across the U.S. to identify the significant changes that have occurred since 2020, and the trends that are likely to continue into 2022 and beyond.

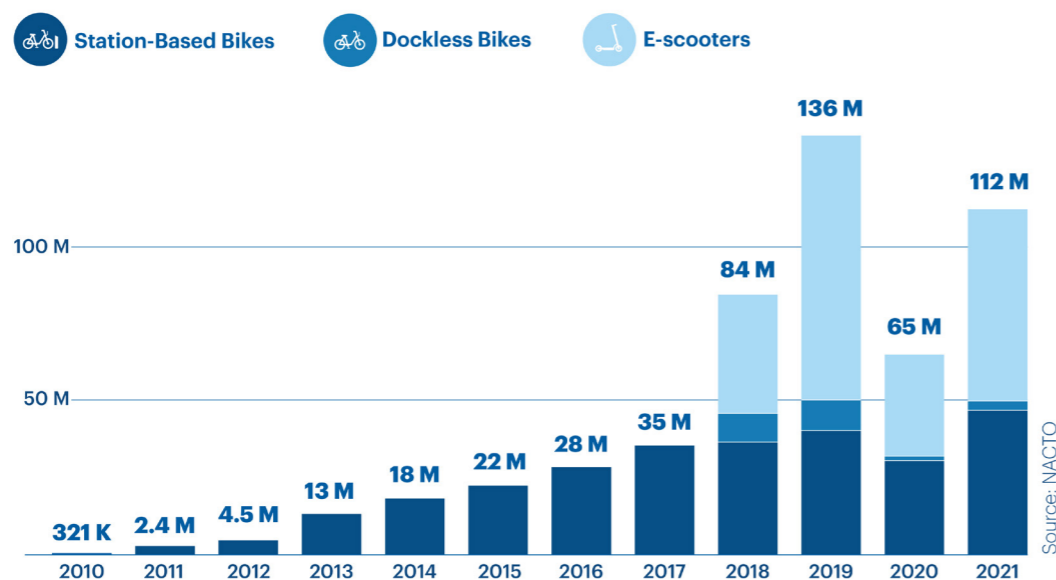
Our research found that Americans have taken over half a billion trips on micromobility systems since 2010, and that shared bikes and e-scooters were crucial for keeping essential workers moving during the pandemic. The snapshot uncovered several other important insights too, like the fact that ridership has shifted away from the AM rush hour towards increased trips throughout the day, and that shared e-bike trips nearly doubled from 9.5 million in 2018 to 17 million in 2021. This analysis is designed to help agency staff, policymakers and industry leaders make informed decisions about how to sustainably and equitably grow the micromobility movement.

The snapshot wasn't created in a vacuum: many of its observations and insights were informed by a **week-long virtual "Micromobility Summer Camp" hosted by NACTO and the Better Bike Share Partnership in June to tease out trends, strategies and best practices in the world of shared micromobility.**

In five sessions proposed, programmed, and led by member cities, participants shared case studies from across the U.S. and explored topics ranging from designing systems that incorporate market competition to creating designated parking areas for micromobility. Each session was designed with equity as a key component, and offered practitioners, micromobility operators and nonprofit leaders a chance to have candid conversations with peers, to learn from each other, and to collectively tackle the toughest challenges facing the field.

## Shared Micromobility Ridership in the U.S. from 2010-2021

IN MILLIONS OF TRIPS



”

Ridership of shared micromobility has almost completely bounced back from a dip during the first year of the pandemic, according to the new report, even as prices have risen and user patterns have changed.

"Bikeshare Roars Back From the Pandemic"

**CITYLAB**



Fighting for a More Just,  
Sustainable Future

# Fostering Strong Leaders through the Transportation Justice Fellowship

**Transportation justice means all communities have access to a safe, reliable, affordable, and equitable transportation system that connects them to the places, people, and resources they need to thrive.** To help achieve that vision, NACTO and the Better Bike Share Partnership launched the Transportation Justice Fellowship, an initiative to amplify the work of professionals who identify as people of color and who embed mobility justice in transportation agencies and beyond.

Now in its second year, the program offers twelve fellows an eight month curriculum designed to develop their individual and institutional capacities to create a more just and equitable mobility field. Throughout this time, NACTO, in partnership with the Wright Institute for Transformative Change, facilitates skills-building sessions, one-on-one coaching, special trainer visits and structured collaboration, and fellows receive deep

support as they advance professionally and work on tangible ways to improve mobility for communities of color.

By creating community, fellows will be better able to tackle some of the toughest transportation challenges facing our country today.

## MEET THE 2022 TRANSPORTATION JUSTICE FELLOWS!



**Elese Daniel**, Education & Outreach Manager Cincinnati Red Bike, Cincinnati, OH



**William Ethridge**, City Planner Baltimore City Department of Transportation, Baltimore, MD



**Barry Greene**, Transit Advocate, RVA Rapid Transit, Richmond, VA



**Julia Jannon-Shields**, Community Engagement & Co-Creation Program Lead, King County Office of Equity & Social Justice, Seattle, WA



**Jeremiah Jones**, Community Engagement Coordinator, Propel ATL, Atlanta, GA



**Bryan Lopez**, Regional Planning Manager, North Carolina DOT, Raleigh, NC



**Nikki Navio**, Transportation Planner, Wasatch Front Regional Council, Salt Lake City, UT



**Anne Phillips**, Fuse Executive Fellow, Fuse Corps, Durham, NC



**Xiao Posadas**, Transportation Demand Management Specialist, Portland Bureau of Transportation, Portland, OR



**Alvan-Bidal Sanchez**, Senior Transportation Planner, Denver Regional Council of Governments, Denver, CO



**Kevin Shen**, Policy Analyst/ Advocate, Union of Concerned Scientists, Silver Spring, MD



**Manali Sheth**, Senior Program Coordinator, Shared-Use Mobility Center, Chicago, IL

# Shifting from Projects to Programs for Transformative Change

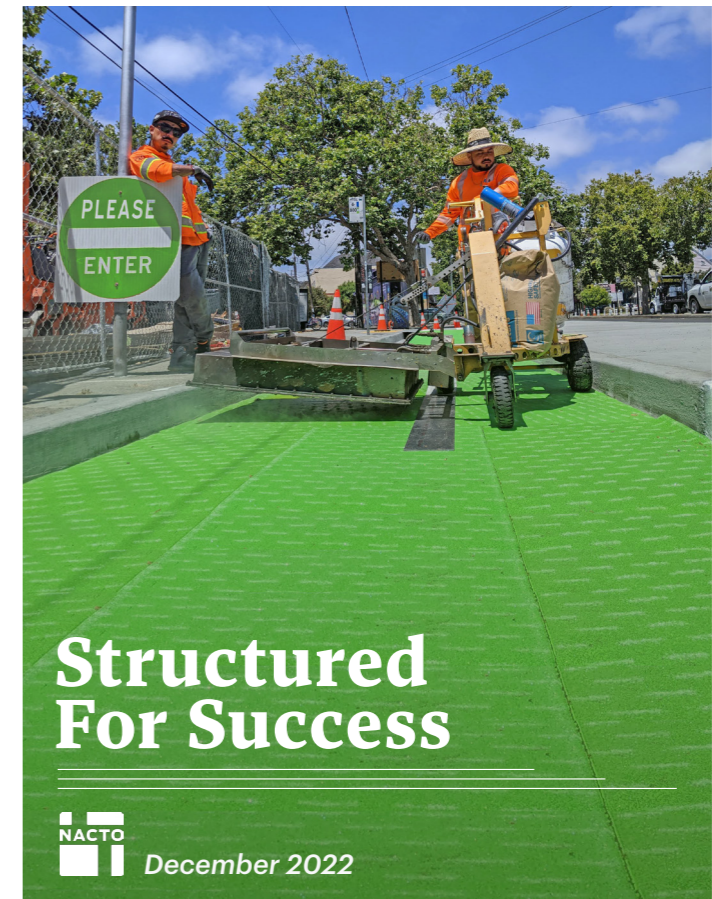
Across North America, cities are looking for ways to deliver high-quality transportation projects faster and at a larger scale. **NACTO's "Projects to Programs" initiative is designed to help cities make the shift from project-by-project delivery to a programmatic framework for transformative change.** A holistic programs approach allows cities to achieve increased efficiency, consistency, and impact for communities. Because city governments often operate with limited resources, this change can help agencies develop greater capacity to make streets safer.

Through in-depth workshops and trainings with city staff as well as direct project support, NACTO and our partners at Delivery Associates have developed tools cities can use to assess agency conditions, structure work plans and create the conditions for continued success. Working groups with representatives from cities ranging from Denver and Portland to St. Petersburg and San Antonio participated in sessions to create our Projects-to-Programs framework, test and adjust ideas against real-world projects, and put pencil to paper to offer best practices to other cities.

Our framework highlighted five key focus areas—policy, public engagement, planning, design and delivery, and evaluation—and identified best practices and streamlined approaches for each. Using our Self-Assessment Tool, city staff can define their agency's current approach to project planning across these focus areas, and strategize ways to shift to a more holistic program-based approach. Our Building Momentum Guide uses a metaphorical bike wheel to help city staff shift their thinking from one-off projects to self-sustaining programs that consistently deliver high-quality street improvements.

We also published a detailed report, **Structured for Success**, that's designed to serve as a starting place for transportation-minded decision-makers and advisors who want to improve project delivery in their cities. This report provides a framework to explore where transportation sits within city governments, the strengths and limitations of different configurations, and a roadmap for taking the steps necessary to make meaningful process changes.

Organizational conditions—agency structure, internal processes, and transportation's positioning within a city government—can support or hinder an agency's ability to consistently deliver high-quality transportation projects. *Structured for Success* synthesizes the approaches of dozens of transportation professionals who manage city streets across North America, and connects research on organizational design with survey responses and detailed interviews with leading transportation practitioners. The report builds upon NACTO's earlier capacity-building work, including NACTO's Green Light For Great Streets initiative.



# Centering Equity in Projects and Design

NACTO members depend on our guidance to help them embed equity at the core of their work. Though our initial focus in participating in the American Cities Climate Challenge program was finding ways to reduce greenhouse gas emissions, we knew that, for cities to holistically and sustainably meet their climate goals, they also needed to address long-standing racial equity issues.

It was with that lens in mind that NACTO partnered with ACCC participants NRDC and Nelson Nygaard in 2022 to form a transportation-focused “Equity Cohort” that brought together various cities and nonprofit organizations to study the intersection of transportation justice, climate change and racial equity. These conversations resulted in the creation of a virtual “Transportation Equity Peer Learning Series”, which consisted of three sessions focused on the ways city leaders can address these intertwined issues:



Source: BikeWalkKC

**For cities to holistically and sustainably meet their climate goals, they also need to address long-standing racial equity issues.**

- 1** | **Federal Funding and Transportation Equity.** This session explored opportunities to advance equity with transportation funds from the federal Infrastructure Investment and Jobs Act, and the importance of local governments to working hand-in-hand with community partners.
- 2** | **Defining Mobility Equity and Developing a Mobility Equity Framework With Community.** In this session, we discussed strategies to deepen community partnership and co-creation, starting by ways to work directly with communities to define what “equity” means.
- 3** | **Cross-Cutting Equity Strategies to Advance E-mobility and Mode Shift.** In our third session, participants learned about strategies that advance both electric mobility and mode shift in cities, including motivations for integrating electrification and multimodal transportation strategies.

## Fighting for Climate Justice

**2022 marked the formal end of NACTO's participation in the American Cities Climate Challenge, a program that has guided and supported much of our work for the past three years.** Since 2019, NACTO has supported the 25 participating cities by providing technical

assistance and policy guidance via one-on-one office hours, webinars, design charrettes, and peer network programming. NACTO also provided in-depth topic-based support to six cities and three cohorts, and "Accelerator" support to six additional cities.

Throughout our ACCC work, we've deepened relationships with both city leaders and allied organizations fighting for climate justice. It's difficult to fully capture the impact this program has had on NACTO's work, but below are some top-line numbers that encapsulate what we accomplished through the ACCC:



Source: City of San Diego

**6 Accelerator cities** focused on taking climate action through more effective transit and bikeway programs.

**12 Digital Charrettes** focused on design and policy issues, covering topics ranging from bikeway design and on-street transit priority to congestion pricing and engagement strategies. These events produced real-world impact:

- San Diego constructed the long-awaited 30th Street bikeway, following a 2019 charrette.
- San José added protection to existing painted bike lanes using a design they tested in a 2020 charrette.
- Philadelphia has made plans to construct permanent public space and traffic safety improvements vetted during a 2020 charrette.
- Charlotte piloted a bus-only lane on Central Ave following a 2020 charrette.

**50 Office hour sessions with 70 staff members** from **15 member** cities to review design challenges for projects, discuss on-street transit priority, and explore engagement, policy, and agency coordination questions.

**21 Webinars**, ranging from cities-only topical discussions to COVID-response webinars providing real-time pandemic updates, to policy briefings that helped make the case for increased federal support for transit service and local control in transportation decision-making.

**13 Workshops and trainings** that engaged directly with over 450 staff members in support of ongoing complete streets, pedestrian safety, transit operations, and agency coordination initiatives.



Source: Cidgy Bossuet, Billy Richling and Alex Engel

## Building the Movement

# Designing Cities is Back and More Vital Than Ever

For the first time since the pandemic shut down gatherings around the world, NACTO convened city leaders and transportation professionals in Boston, Cambridge, and Somerville for our 10th Designing Cities conference. **The event was our biggest gathering to date, with 1,200 transportation experts, policymakers, advocates, and practitioners in attendance.**

**“At the end of the day, that is where our focus lies: On making transit less about the movement between people and spaces, and more about the connection between them.”**

*- Boston Mayor Michelle Wu*

We heard from some of the region’s and country’s highest-profile leaders, including Boston Mayor Michelle Wu, Congresswoman Ayanna Pressley, USDOT Deputy Director Polly Trottenberg, and FHWA Deputy Administrator Stephanie Pollack, who shared their personal histories and their visions for the future of transportation policy. On dozens of WalkShops led by city staffers and local experts, we learned about themes ranging from the social and economic impacts of the Big Dig, the struggle for environmental justice in East Somerville, and the power of regional collaboration.

Just weeks before the conference, the MBTA announced unprecedented plans to shut down its Orange and Green line for emergency repairs; the dramatic news offered us a first-hand look at how local governments can jump into action to quickly transform streets: Boston built miles of new bus lanes in a matter of weeks—some of which will now be made permanent—and the Bluebikes bikeshare system set ridership records, proving its value as part of the public transportation network.

In many ways, that creativity and perseverance in the wake of unpredictability embodies the work our member cities have done these past few tumultuous years. #NACTO2022 was an opportunity to honor and reflect on that work, and to get re-energized to tackle the myriad challenges our cities still face.

Above all else, the conference was a chance to come together in community after multiple years apart, to share new ideas and experiences.

**The last two-and-a-half years have been defined by distance and physical isolation, but the conference was a reminder that NACTO’s role as a connector and convener is crucial to advancing solutions to our toughest transportation problems.**

As Mayor Wu reminded us in her remarks: “At the end of the day, that is where our focus lies: On making transit less about the movement between people and spaces, and more about the connection between them.” Similarly, our conference can be a conduit for connection between members of the transportation community in North America and beyond.



## Welcoming New Members

NACTO is building a movement of cities championing streets as places for people—and that movement is growing. Membership currently stands at 94 cities and transit agencies, with no signs of interest letting up. In 2022 alone, NACTO received applications from 20 organizations interested in membership, many of which are currently pending and under review.

This year, we welcomed five new members: The cities of Richmond, VA; Spokane, WA; and Milwaukee, WI; and two prominent transit agencies, MBTA (serving the Boston region); and SEPTA (serving the Philadelphia region).

**In the last decade, NACTO has grown from a couple dozen city transportation departments to nearly 100 local governments across North America.** The steady interest in NACTO membership has prompted us to refocus in centering our mission and values throughout the process of admitting and evaluating potential new members.

NACTO believes aligning with change-driven cities and transit agencies will allow us to achieve more sustainable, equitable and accessible transportation systems that underpin a thriving urban future. Our revamped membership application process will allow us to infuse this more values-centric approach in the evaluation of prospective members and continue to champion the changes needed to carry out the mission and spirit of NACTO membership.

Agencies gain access to numerous resources when they join NACTO, including an invitation to virtual, members-only peer network groups where city and agency staff discuss everything from one-off technical questions to long-term strategies. Our Mobilize discussion platform now hosts over 2,300 actively-engaged practitioners working on street design and policy. These peer networks and listservs are NACTO's social glue and a core offering for our members; we plan to further nurture this connection in 2023 by creating new peer networks based on interest and demand from our members.





Source: GDCI

# Growing, Evolving and Changing

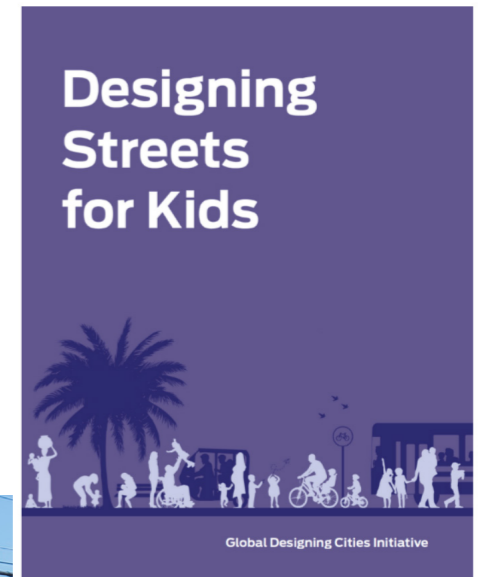
# Global Designing Cities Initiative: Growing in New Directions

In just seven years, the Global Designing Cities Initiative (GDCI) grew from a small startup incubated within NACTO to one of the most influential leaders on city streets around the world.

From the *Global Street Design Guide* to *Designing Streets for Kids*, GDCI has transformed streets around the globe, working directly with 30+ cities, training over 5,000 practitioners, receiving over 100 endorsements from cities, organizations, and countries worldwide, and receiving a Prince Michael International Road Safety Award.

**In 2022, GDCI took the next step in its organizational growth and became an independent program.** GDCI is now managed under the fiscal home of Rockefeller Philanthropy Advisors—an international thought leader specializing in the support of high-impact global projects and strategic philanthropic initiatives.

We're excited for GDCI to continue its vital work of making streets safer around the world! See what the GDCI team is up to at [globaldesigningcities.org](https://globaldesigningcities.org).



## The NACTO Board



**Janette Sadik-Khan**

Principal,  
Bloomberg Associates  
*NACTO Chair*



**Michael Carroll**

Deputy Managing Director,  
Philadelphia Office of  
Transportation and  
Infrastructure Systems  
*NACTO President*



**Veronica O. Davis**

Director of Transportation  
& Drainage Operations,  
Houston  
*NACTO Vice President*



**Gia Biagi**

Commissioner,  
Chicago Department of  
Transportation  
*NACTO Secretary*



**Kim Lucas**

Director,  
Department of Mobility and  
Infrastructure, Pittsburgh  
*NACTO Secretary*



**Brad Rawson**

Director of Mobility,  
Somerville  
*NACTO Affiliate  
Member Representative*

NACTO welcomed two new leaders to our Board this year: **Kim Lucas** and **Brad Rawson**. Both Kim and Brad have been engaged members of the NACTO community for years, and were participants in our Leadership NACTO program. Kim has been engaged in micromobility, asset management, and other peer network conversations, while Brad has explored conversations on agency structure, and was deeply involved in hosting our 2022 Designing Cities conference. Both Kim and Brad have been reliable sources of ideas, energy, enthusiasm, and commitment, and we're thrilled to have them on our team.

NACTO extends a heartfelt thank you to two outgoing board members, **Ryan Russo** and **Robert Spillar**, for their exemplary service!

## New Staff



**Claudia Preciado**  
Director of Engagement



**Hannah McCasland**  
Senior Events Manager



**Billy Richling**  
Program Manager,  
Communications



**Fielding Hong**  
Program Manager,  
Capacity Building

NACTO added several new staff members to our organization this year. **Claudia Preciado** joined our leadership team in February as Director of Engagement, overseeing NACTO's capacity-building programs, membership engagement strategy, and in-person and online programming. Later in the year, NACTO brought on Senior Events Manager **Hannah McCasland** to lead the production of the Designing Cities conference, as well as two Program Managers: **Billy Richling**, who joins our Communications team, and **Fielding Hong**, who supports NACTO's capacity building work.

## Investing in NACTO's People and Culture

During a time when many workplaces are grappling with critical questions around equity, life/work balance, employee well-being, and retention, NACTO recognizes that creating a thoughtful infrastructure to support and retain staff is essential in living up to our values of fostering community and centering justice.

In 2022, NACTO developed its first Internal DEI Work Plan, which is designed to strengthen our team's communication, collaboration, and equitable

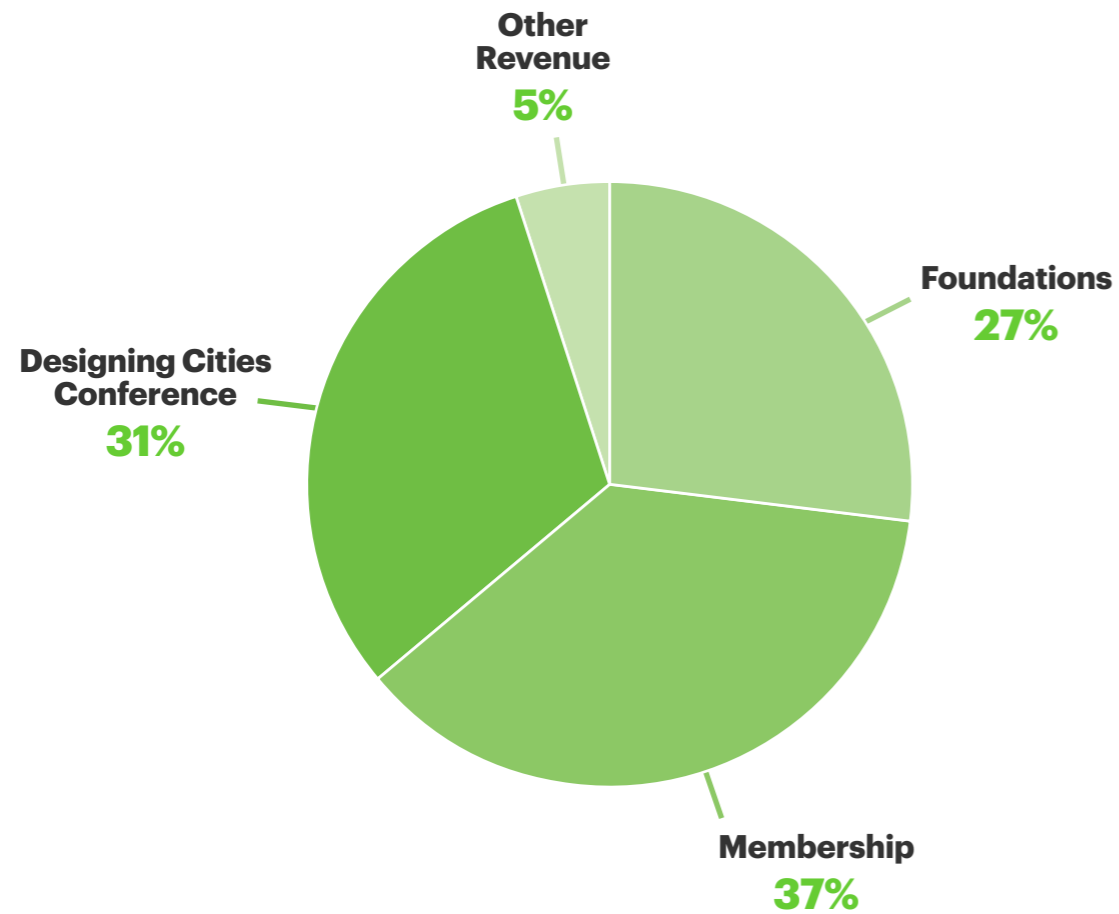
infrastructure efforts. To ensure staff is in sync on the organization's priorities, we also developed a cadence for leadership and senior managers to connect throughout the year, both virtually and in person, for Team Alignment Meetings. These meetings have allowed leadership and senior managers to connect and brainstorm on topics related to NACTO's programmatic work and internal infrastructure, before disseminating this information to the rest of the staff.

In order to develop a strong operational infrastructure, NACTO has also worked to create resources that ensure staff have the resources necessary to develop in their roles, and stay informed on organizational policy, including a comprehensive **hiring guidebook**, a detailed permanent **remote work policy**, processes for **performance reflection**, **performance improvement**, and a **360 review**, and a **project debrief template** detailing a process for analyzing and reflecting on NACTO projects.

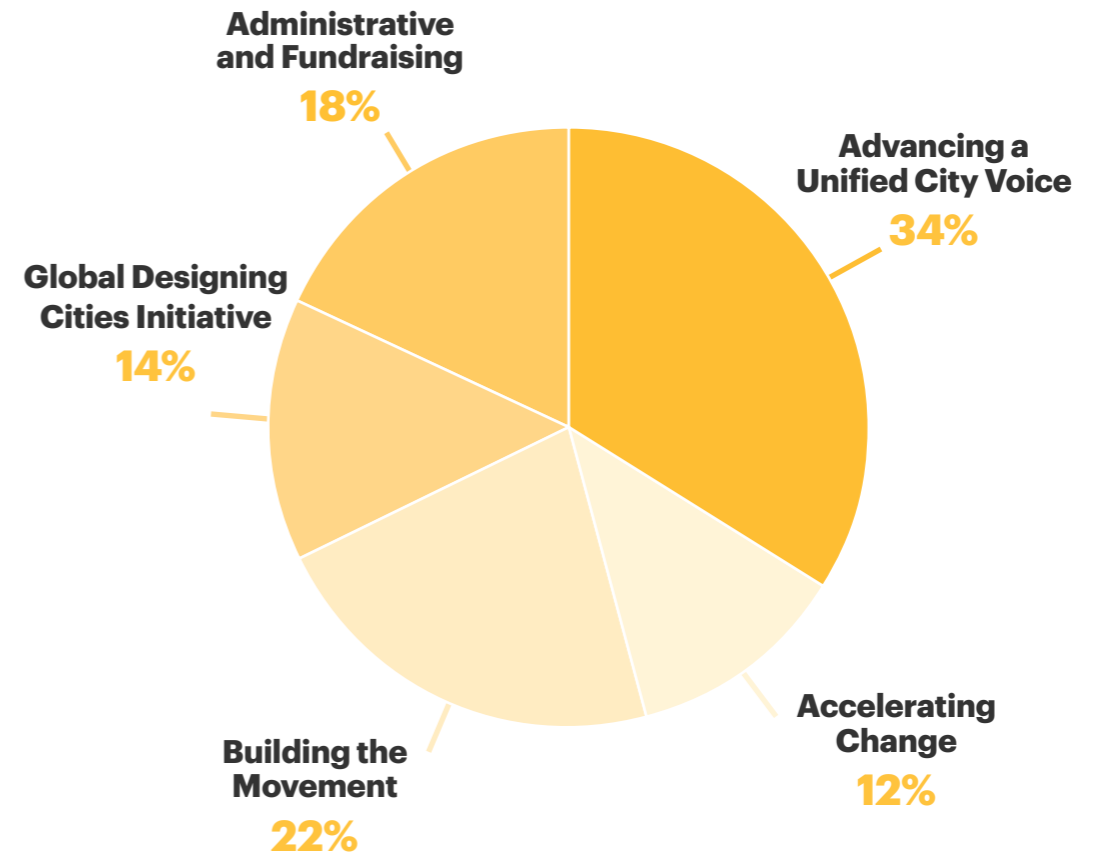


# Financial Report

## REVENUE



## EXPENSES





# Cities Taking the Lead

NACTO Annual Report 2022