



Cities Taking the Lead



NACTO's 2023
Annual Report



Cities Taking the Lead

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A Letter from Our Executive Director



As transportation practitioners, we know that transformative change is a process that can take time. Building out a robust, connected bike network or redesigning city streets to prioritize people and transit often requires years of planning, design, engagement, and construction.

Meanwhile, each new year—and each new day—brings new challenges and surprises. In many ways, 2023 was a moment of transition: the immediate disruptions of the pandemic have given way to deeper shifts in the way we live and work, a new cohort of leaders have taken up the mantle at many NACTO member cities, and funding from recent federal transportation programs are enabling practitioners to transform streets across the country. At the same time, the longstanding, intertwined crises of climate change, racial injustice, and traffic violence manifested themselves in new and old ways.

At NACTO, we've worked alongside our member cities to do the hard work of building the future we want to see, laying the groundwork for a more sustainable and equitable future even as change is happening around us. Across North America, cities have invested in safer streets, more robust transit infrastructure, and more liveable places, in many cases using federal funding from programs NACTO helped shape, like the Safe Streets and Roads for All (SS4A) and Reconnecting Communities grant programs, which are helping to stem the traffic safety crisis and reconnect neighborhoods divided by transportation infrastructure across the country.

We're also looking ahead to the future of safe street design: as part of our ongoing work to re-imagine our *Urban Bikeway Design Guide* to meet the evolving needs of cities, we've published seven working papers that tackle the most critical gaps in vetted bikeway design

guidance. And we're keeping our finger on the pulse with research like our Shared Micromobility Report, which examines data from across the U.S. and Canada and finds the industry is at a crucial inflection point even as it has ushered in a transportation revolution.

NACTO is also working to build a thriving urban future by forging connections in the here-and-now. Our Designing Cities Conference in Denver brought 1,200 transportation planners, engineers, and other practitioners together this May to discuss shared challenges and share best practices. Our Transportation Justice Fellowship is uplifting practitioners of color by providing training and resources they can use to embed mobility justice into transportation agencies and beyond. We've also created several new peer networks and communal learning spaces—on topics ranging from autonomous vehicles to operationalizing equity—to continue building NACTO's learning community and engage thousands of practitioners on the issues that matter most.

The year ahead will bring challenges old and new, but at NACTO, our mission and our north star remains the same: we're working to build cities as places for people, and to build a movement of city transportation practitioners with the boldness, ingenuity, and know-how to make it happen. None of us can do this transformative work alone. As you read this report and celebrate our shared successes in 2023, remember that what makes it all possible is the NACTO network—an engaged, supportive community of practitioners committed to charting a more equitable, sustainable future. Whatever 2024 throws at us, that community is one thing you can count on.

With gratitude,

Corinne Kisner *Executive Director*



“I first learned of the concept of Level of Traffic Stress through Celeste Gilman at the 2023 NACTO Conference. I knew the concept in my heart but her presentation made it tangible and distributable to my network of engineers. It’s now being used as a backbone metric to an upcoming \$46M series of traffic calming and mobility projects across Indianapolis, spurred on by our receipt of a \$25M RAISE grant.”

— **Jordan Williams**, City of Indianapolis

A New National Conversation

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A New National Conversation

Guiding Policy for a Safe, Sustainable Urban Future

In Washington D.C. and across the country, NACTO amplifies the voices of our member cities to fight for transformative policy changes that create more sustainable and more equitable cities.

Winning funding for transformative projects

This year, NACTO notched several important wins for cities, particularly in regards to directing federal funding to transformative projects that will make cities safer and more connected. These programs are not only providing billions of dollars *directly* to cities—they're also empowering cities to spend the funding on proven projects that will advance long-term transportation goals.

Thanks to our advocacy, the Biden-Harris Administration *provided urgently-needed funding* through its Safe Streets and Roads for All (SS4A) Program to stem the traffic safety

crisis in communities across the country, *working directly with cities* to design the program so that it will *maximize the number of lives saved on local streets*. In December, the Administration announced \$817M of funding through this program, including **over \$340M to NACTO member cities**.

Another federal grant program that NACTO helped shape, the Reconnecting Communities program, *awarded \$185 million* to cities across the U.S. to fund projects that quite literally reconnect neighborhoods previously divided by transportation infrastructure and ensure residents can more easily opportunity. And **\$2.2 billion in RAISE grants** will fund over 150 groundbreaking local transportation initiatives nationwide, ranging from the transformation of an unsafe street into a vibrant, multimodal corridor in Fort Worth, TX to a regional bikeway and bus rapid transit corridor connecting Boulder and Longmont, Colorado.

“Current U.S. ratings only consider the safety of the people inside the vehicle. The National Association of City Transportation Officials is leading an effort asking U.S. transportation officials to begin factoring the safety of those outside of vehicles into their 5-star safety ratings.”

AP *Associated Press*
New cars are supposed to be getting safer. So why are fatalities on the rise?

Fighting for safer vehicle design

We continued our push to ensure the vehicles on our roads are as safe as possible. After NACTO and thousands of concerned residents, safety experts, cities, and organizations *called on USDOT* last year to reform the New Car Assessment Program (NCAP) to account for the safety of people traveling outside of vehicles, the agency proposed the addition of an optional pedestrian crashworthiness test. While this proposal was a step in the right direction, it still let automakers off the hook for designing dangerous vehicles. So we redoubled our efforts, *activating city leaders, safety experts and advocates across the country* to demand more and push the issue into *the national spotlight*.

NACTO has also worked to shape the future of transportation technology, partnering with cities and outside experts on the front lines of autonomous vehicle testing to share best practices and develop a **holistic, city-forward framework for AV testing standards**. This work can both ensure safety today and build the foundation for a people-focused transportation system in the future.

Protecting our climate

The science is clear: carbon emissions are accelerating climate change, and the transportation sector is the largest source of greenhouse gasses in the United States. **That's why NACTO strongly supported the Biden Administration's pragmatic greenhouse gas emissions performance measure**—which provides a national framework to track greenhouse gas emissions, along with flexible targets to reduce America's largest source of greenhouse gas emissions.

We also celebrated the administration's \$2.5 billion commitment to fund electric vehicle charging infrastructure across the country, a crucial step toward creating a transportation system that protects our planet and creates economic opportunity for communities that need it most. We know that, on their own, electric vehicles can not solve the climate crisis, or fix the dire economic, social, and racial inequities that plague our transportation system. Nevertheless, the funding represents a significant milestone on the pathway toward a zero-emission transportation future.

With Reconnecting Communities grants, NACTO member cities are building a better future.

- **Long Beach, CA** was awarded \$30 million to transform a highway into a welcoming boulevard, while connecting residents to open space and freeing up land for affordable housing.
- **Tampa, FL** won \$5 million to remove a flyover and ramp that exacerbated economic isolation for historically Black neighborhoods.
- **Baltimore, MD** was awarded \$2 million for critical planning to remove or retrofit an expressway that divides historically Black communities.
- **Philadelphia, PA** won \$1.8 million to cap part of the Vine Street Expressway and reconnect the Chinatown neighborhood.
- **Atlanta, GA** received \$1.1 million to plan for a new 14-acre park over existing freeways that will reconnect neighborhoods and transform a barrier into a site for connection, health, and opportunity.





Reshaping the regulations that shape our streets

In the final weeks of the year, the Federal Highway Administration published the long-awaited 11th edition of the **Manual on Uniform Traffic Control Devices (the MUTCD)**, a federal document that has played an outsized role in the unsafe design of streets across the U.S. As *NACTO's years-long campaign to re-envision the document* has made clear, past editions of the MUTCD prioritized moving vehicles quickly at the expense of safety, sustainability, and accessibility for people walking, biking, using a wheelchair, or riding transit.

While the new edition does not include every necessary reform to create comprehensively safe streets, it moves us closer to USDOT's goal of a transportation system that is safe, sustainable, and equitable. These improvements would not have been possible without the steadfast leadership of NACTO member cities, our advocacy partners, and communities across the U.S. The document is framed more inclusively around safety, accessibility, and access for all modes of travel. It replaces the discredited "85th percentile" method with a requirement to use a context-sensitive method such as *the*

NACTO City Limits guidance. It includes proven safe street and intersection designs, as well as explicit permissions to install new crosswalks, asphalt art, and roadway-level marked sidewalk extensions brought to national attention by NACTO's *Urban Street Design Guide*.

Still, the new MUTCD falls short in key areas. Some life-saving treatments are still not permitted. Engineers are still encouraged to wait until several people are hurt or killed before installing a traffic signal. And the manual poses challenges to important bicycle infrastructure design that cities have advanced in recent years." We plan to work closely with the federal government, our members, and other organizations to ensure future editions of the MUTCD meet the needs of everyone who uses our streets.

Rules of the Road Get a Long-Awaited Update in the US.

The Federal Highway Administration has released an new edition of the Manual on Uniform Traffic Control Devices for Streets and Highways — a document long overdue for revisions, critics say.

Bloomberg



NACTO was also excited to celebrate the U.S. Access Board's adoption of the Public Right-of-Way Accessibility Guidelines (PROWAG). Over 20 years in the making, PROWAG represents an important step forward in advancing the rights and mobility of people with disabilities across the U.S. by mandating more accessible streets and sidewalks. Among other requirements, the Guidelines will ensure sidewalks and shared-use paths have pedestrian access routes that are traversable by those with disabilities; accessible pedestrian signals; curb ramps and detectable warning surfaces at street crossings; and wheelchair-accessible transit stops.

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. Most significantly, the movement to reform urban speed limits, kicked into gear by NACTO's City Limits guidance, continues to expand. An ever-growing list of municipalities—from New York to Nashville to Loveland, CO—have taken action to lower speed limits and save lives on their streets.

Speed limit signs replaced in Nashville neighborhoods lowering speed limits

The Nashville Department of Transportation (NDOT) said it finished installing new 25 MPH in General Service District (GSD) neighborhoods across Nashville. According to the GSD street list, it includes more than 300 streets that had their speed limits reduced from 30 MPH to 25 MPH.



A lower speed limit could be coming to a Colorado road near you

Under the old regime, the speed limit would be raised again. But instead, CDOT and the city are planning to lower it back to 30 mph. And in the heart of downtown Loveland, it's going even lower: 25 mph.



Leading the Conversation 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 reframed the conversation about transportation to focus on safety, equity, and sustainability.

- "For planners, the Urban Street Design Guide from the National Association of City Transportation Officials reads as a gospel of daylighting. It includes design guidelines and best practices based on street geometry. But renderings are still just pictures, said Alex Engel, NACTO's senior manager of communications. Cities have to take it upon themselves to show people what benefits daylighting can provide." – **Bloomberg: This Cheap Street Fix Saves Lives. Why Don't More Cities Do It?**
- "A big piece of it is street design and the way our streets are designed to accommodate faster vehicle travel," said Alana Brasier, director of engagement at NACTO. "But also there's a trend with our vehicle design in the U.S. where our vehicles keep getting bigger and bigger and becoming more and more deadly to people walking." – **Scripps News: Despite Vehicle Safety Improvements, US Pedestrian Deaths Soar**

- "The Safe Streets for All program is really exciting because it's a very well designed program that funds the exact kinds of projects that we know can have a meaningful impact on street safety. And those are projects like bike lanes and connected sidewalks, improved street lighting and improved pedestrian crossings. And what's really important about the Safe Streets for All program is that this funding is going directly to municipalities." – Jenny O'Connell, Senior Program Manager at NACTO – **NPR's 1A: A Closer Look at the Pedestrian Safety Crisis**
- "Sometimes the solution isn't always in design. 'One approach is really actually just having more frequent bus service so that someone isn't spending as much time waiting for the bus,' said Alex Engel, senior communications manager of National Association of City Transportation Officials. 'If that bus is coming every 30-45 minutes, that might be intolerable. But if you have a fast, frequent bus network where the bus is coming in [15 minutes] or less, you're only waiting a few minutes.'" – **Vox: Bus Stops and Playgrounds are Too Damn Hot**



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2015
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STEVCO
Surfresh

Net Weight 4kg
REPLANT

\$2 EACH
Avocado

Reenvisioning Our Streets

3



Reenvisioning Our Streets

Shaping the Future of Urban Bikeway Design

Since it was first published in 2011, NACTO’s *Urban Bikeway Design Guide* has embodied the vision of a better future for transportation, where city ingenuity and values are 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.

In 2023, NACTO began the process of developing the next iteration of the Urban Bikeway Design Guide to meet the evolving needs of cities. Over the course of 2023, we published seven working papers that explore some of the most critical gaps in vetted design guidance for cities:



1 ***Making Bikes Count: Effective Data Collection, Metrics, & Storytelling*** is a practical, how-to guide for planners and practitioners who want to improve their bike count programs for planning, engagement, and storytelling.



2 ***Breaking the Cycle: Reevaluating the Laws that Prevent Safe and Inclusive Biking*** helps policymakers, planners, and advocates understand the adverse impacts resulting from the biased enforcement of bicycling laws and provides guidance on decriminalizing biking in cities.



3 ***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.



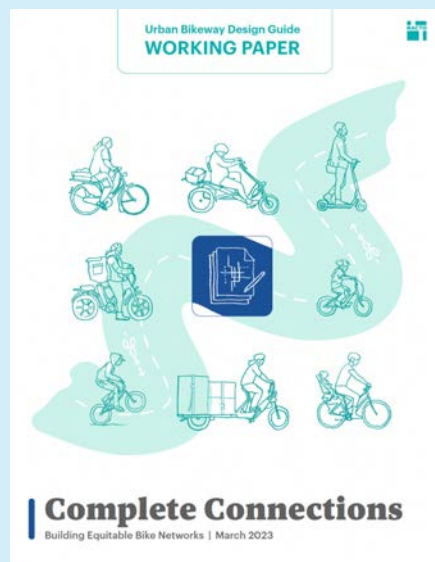
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Moving Together: Collaborating with Communities for More Equitable Outcomes describes the critical role of collaboration in effective, equitable planning, design, and implementation. The working paper focuses in particular on the relationship between city agencies and marginalized communities in developing and implementing transportation projects.



5

Designing for Small Things With Wheels explores the strategies planners and engineers are employing to ensure that people riding an ever-evolving variety of bikes, scooters, powered skateboards and other devices can comfortably ride in urban bikeways. The paper provides an overview of the key design considerations practitioners are examining, including new approaches to passing widths, queueing lengths, turn radii, grade changes, and surface materials.



6

Complete Connections: Building Equitable Bike Networks offers tactics for applying an equity lens to all aspects of bike project development—not just community engagement—and explores ways cities can pivot their planning and development practices from a focus on equal coverage across cities to a more impactful implementation strategy based on the needs of specific communities as well as the city as a whole.



7

Material Success: Designing Durable Bikeways highlights the ways in which cities are switching from typical flexible delineators to more durable materials and the installation and maintenance complexities to consider.

Throughout 2023, NACTO worked directly with staff at member cities and other experts to shape and build out a comprehensive and substantial update to the *Urban Bikeway Design Guide*. This collaborative work has taken different forms:

- At the Designing Cities Conference in Denver, NACTO hosted a peer session in which attendees offered input on the key challenges, ideas, and tactics they wanted to see addressed in the new edition of the Guide.
- Member city staff gathered in a series of virtual meetings in summer and fall 2023 to review big questions about the guide, including curbside activity, the difference between protected and separated bike lanes, community engagement, 3D graphics and vision spreads, and contextual guidance for selecting All Ages & Abilities bikeways. Member city staff then self-selected into focus

- groups to discuss issues from signal timing to detectible surfaces on bus boarding islands.
- Through fall and early winter, planners and engineers weighed in on draft documents. They provided pointed comments on advisory bike lanes, wayfinding, and appropriate sight distances at intersections.

All of this work will culminate in a re-imagined *Urban Bikeway Design Guide* next year. With an expanded scope, the new edition will stretch beyond technical design guidance to encompass topics aimed at policymakers setting the vision of a bikeable city and planners working to plan and implement an equitable bike network. The guide will reflect the most forward-thinking approaches to creating better, more durable bikeways that meet the expanding needs of riders today and into the future.

An Inflection Point for Shared Micromobility

Shared micromobility has become an ever-more integrated and indispensable part of urban transportation systems across North America. Bike share and e-scooter systems are taking cars off the road, reducing greenhouse gas emissions, and getting people where they need to go—to all the opportunities in the cities they live in.

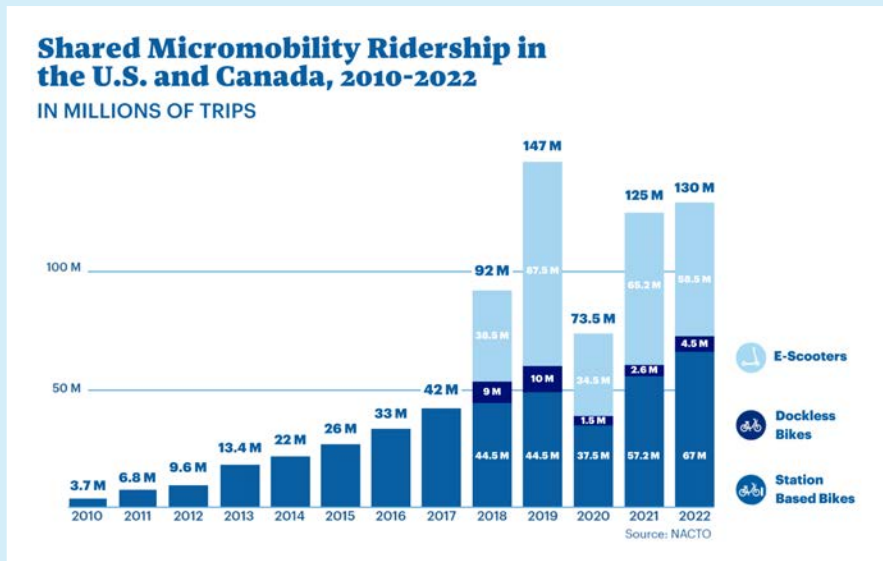
This year, NACTO’s Shared Micromobility Report that examined data from across the U.S.—and for the first time, Canada—and found that shared micromobility has ushered in a transportation revolution, with at least 130 million trips on micromobility systems in the U.S. and Canada in 2022. That’s an increase of five million trips from 2021 and 40% increase since 2018.

The report also highlights notable trends in the usage of shared micromobility. Even as 9-to-5 commute patterns return, people are using shared micromobility for far more than just work trips: an analysis of large systems finds 34% of riders use shared micromobility to access jobs, while 39% use shared micromobility to run errands, 16% to get to school, and 50% for other social

or recreation trips. The e-bike boom has also continued to grow: three-quarters of all station-based systems across the U.S. and Canada expanded the number of e-bikes in their fleets, and in the U.S. alone, total station-based e-bike trips increased from 14.5 million trips in 2021 to 20 million trips in 2022.

NACTO’s analysis also finds some potentially concerning trends, including volatility amongst private-sector operators and climbing costs for riders. Annual membership hikes and rising e-bike surcharges, for example, led to a 70% increase in average per-trip costs for members of station-based bike share systems from the previous year.

The report includes several insights and observations on how to ensure long-term viability and equity for shared micromobility systems, including setting clear goals for pricing; establishing ownership models that offer close municipal control or partnership; and rethinking street design to accommodate more people traveling at different speeds. Shared micromobility can be a competitive and reliable transportation option, the report concludes, but only with holistic planning, clear policy and goal-setting, and close collaboration between cities and operators.



As US Cycling Boomed, Walking Trips Crashed

Across the US, some 113 million trips were made on shared bikes and electric scooters in 2022. That’s up from 112 million rides in 2021, and double the number of trips taken during the first year of the pandemic. ‘We’re seeing these systems continue to recover from the depths of the pandemic,’ says Billy Richling, communications manager for NACTO.

Bloomberg

Bird may be bankrupt, but shared micromobility is doing just fine

The dramatic fall of the pioneer in dockless electric scooters would seem to signal an end of the micromobility era. But small electric vehicles are just getting started.

The Verge



Walk & Bike to School Day

GIANTS
BASEBALL CAMP

Building the Movement



Building the Movement

A Year of Change and Evolution in the NACTO Network

NACTO is building a movement of cities championing streets as places for people—and that movement is growing.

NACTO's member cities and transit agencies are the foundation of what we do, and an engaged, vibrant community is NACTO's bedrock. Collectively, we amplify the movement for better streets and city transportation. We celebrate the successes of city staff, create space for learning and growth, and challenge our members to achieve higher ideals.

When cities join NACTO, they gain access to a peer network of planners, engineers, and policy-makers who are leading the field of urban transportation and transforming street design and transportation engineering practices in North America—in short, they gain access to a community of change agents.

In 2023, we reached a special milestone: NACTO membership reached 100 cities and transit agencies. In 2023, we welcomed Dallas, TX; Charlottesville, VA; Kingston, NY; Norwalk, CT; Ukiah, CA; Greenville, SC; Bozeman, MT, and Beverly Hills, CA.

NACTO member cities rely on our resources and network to advance innovative projects that reshape streets and empower communities. Here are just a few examples of how NACTO cities have used NACTO membership to their advantage:

- **Arlington, VA used NACTO's guides to redesign three sidewalk-less streets to have lower speeds, and more space for pedestrians and cyclists.** To address safety and access issues on three thoroughfares, Arlington County's Neighborhood Complete Streets Program is piloting *shared streets* to slow down traffic and give cyclists and pedestrians more space. Officials relied on "recommended shared street tools from the National Association of City Transportation Officials," *ARLnow reports*, "and opted to pursue a handful of strategies that make use of temporary materials and do not require significant construction."
- **Milwaukee joined NACTO to chart a new path.** While Milwaukee had been building out bike lanes for some time, the city has recently opted for a more transformative approach: in recent years, it has *adopted a Complete Streets ordinance*, announced a Vision Zero policy, and became a NACTO member. "It all kind of came together as a tipping point as we got those different policies — the NACTO, the Complete Streets, and the Vision Zero — all kind of falling in order and then aligning with Mayor [Cavalier] Johnson," Jake Newborn, assistant director of the cycling advocate group Wisconsin Bike Fed, *told The Verge*.



- **New York City cited NACTO as it announced a new effort to make thousands of intersections safer.** This year, New York launched a plan to double the rate at which it makes safety improvements to intersections—delivering upgrades to at least 2,000 intersections next year. Much of that work will focus on daylighting treatments to enhance visibility, an approach that *the city described* as "a recommended tool in the National Association of City Transportation Officials' *Urban Street Design Guide*" that "has contributed to decreases in pedestrian injuries and overall crashes in cities like San Francisco and Hoboken, NJ."
- **Seattle began constructing its first protected intersection, citing NACTO guidance as inspiration.** Seattle is *re-imagining the intersection of Thomas Street*

and Dexter Avenue with floating islands at every corner, creating protected space for cyclists and greater separation between pedestrian and vehicle traffic. The Seattle Department of Transportation *pointed to NACTO guidance* that finds such designs reduce high-speed vehicle turns, improve sightlines, and reduce the time during which people on bikes are exposed to conflicts.

- **Durham upped its game for pedestrians, using NACTO guidance and vision for new safety projects.** Durham *joined* NACTO in early 2020, and has used its membership to jumpstart a new focus on new pedestrian infrastructure and human-oriented design. Sean Egan, Durham's director of transportation, *told The Duke Chronicle* his metric for success is how easy it is to get around without owning a car. "We've joined



this network of city transportation officials to make sure that we can take advantage of the knowledge and the examples that our peer cities have undertaken,” Egan said.

- **San Diego approved plans to permanently pedestrianize seven blocks in the Gaslamp Quarter.** San Diego is transforming Fifth Avenue from Broadway to K Street into a pedestrian plaza, building on a pilot program it instituted early in the pandemic. The promenade will connect to protected bike lanes on nearby J Street, as part of the city’s Downtown Mobility Plan. “It’s important for us to look at streets in busy neighborhoods as a multi-use asset, rather than just a place for

cars,” Ben Nicholls, executive director of the Hillcrest Business Association, *told The San Diego Union Tribune*.

- **Tampa officially adopted NACTO’s Urban Street Design Guide.** This year, Tampa revealed an innovative new redesign for Cass Street that features safer connections for walking and cycling, filling a critical gap in the city’s “Green Spine Cycle Track.” The project was the first in the city’s Quick Build Program, and was completed in conjunction with formal adoption of NACTO design guidance. “With the right plan and playbook, we can make our streets safer while creating streets as places,” *said Mayor Jane Castor*.



The Designing Cities Conference: A Space to Convene, Learn and Inspire

Every year, NACTO's Designing Cities Conference equips attendees with the resources and information to build safe, sustainable, equitable, accessible streets. Just as importantly, the conference is a place where our community comes together and where we build and strengthen the relationships that sustain us year-round. An engaged, vibrant community has always been at the core of NACTO's work, and nowhere is the unique energy of that community clearer than at our conference.

For #NACTO2023, 1,200 transportation planners, engineers, and other practitioners met in Denver, Colorado. Our host, the Denver Department of Transportation and Infrastructure, planned 86 Walkshops across the region as well as a range of local activities, including our first ever "Micromobility Showcase," where participants got comfortable on scooters and e-bikes. Insights from member cities directly shaped every peer session, and city practitioners shared their expertise with over one-hundred speaking roles. Sponsors from across the transportation field supported the conference and showcased new tools and strategies for safer streets.

Over four days in May, NACTO provided programming to staff from over 200 cities across North America, as well as their partners in the civic community and the private sector. Workshops, peer sessions, and Walkshops provided practitioners with practical, actionable skills and insights they can apply to their own projects. At "Meet the Cities," city staff learned from each other about what works—and what doesn't—on innovative transportation projects across North America.

Some of North America's most influential transportation leaders in the federal government spoke at the conference, including Shailen Bhatt, Administrator of the Federal Highway Administration, and Jennifer Homendy, Chair of the National Transportation Safety Board, who called on attendees to "act global, act local" to spur a nationwide mode shift away from private vehicles to safer, more sustainable forms of transportation.

Amidst the technical deep dives and sharing of best practices, we made time for meaningful connection. This year, NACTO Board Member Brad Rawson hosted "Transportation Officials on the Front Lines: Resilience Roundtable for Taking Care of Ourselves," a discussion space to acknowledge the acute and chronic stresses of public service and discuss strategies for addressing grief and burnout. NACTO's Transportation Justice Fellowship cohort planned a BIPOC Breakfast that featured donuts and personalized poetry writings for over 100 transportation professionals of color. On the first day of the conference, the BBSP Roundtable convened a select group of shared micromobility practitioners to attend dedicated sessions on the topic, including a group bike ride to the opening reception that featured a tour of Denver's micromobility initiatives.

At Designing Cities 2023, we caught up with peers and colleagues, made new connections, and felt the buzz of entering a massive room of over 1,000 people committed to a shared mission. We celebrated our successes and supported each other in the face of adversity. We affirmed our commitment to doing the difficult work of addressing the intertwined safety, equity, and climate crises facing our cities. **And we left the conference with a shared vision and a renewed drive to bring that vision to life.**





Prentis Grayson
Trailblazers



Vanessa Gallego
Families United Gaining Accessibility



Carole Artunez
VEO



Sarah Huang
Shred Use Mobility



Sherelle Streeter
City of Detroit



Bryan Nguyen
City of Portland



Ricky Reed
POGOH



Samikchhya Bhusal
Forth

Fostering Strong Leaders through the Transportation Justice Fellowship

Transportation justice aims to provide all communities with access to safe, reliable, affordable, and equitable transportation, connecting people to the places, resources, and opportunities they need to thrive. To help achieve that vision, the Better Bike Share Partnership—comprised of NACTO, PeopleForBikes, and the City of Philadelphia—launched *the Transportation Justice Fellowship*, to support and sustain US-based early- and mid-career professionals of color who are working to embed mobility justice in transportation agency priorities and beyond.

Now in its third year, the program offers eight fellows an eight-month curriculum designed to develop their individual and institutional capacities to create a more just and equitable mobility field. The 2023-2024 Fellowship centers shared micromobility (SMM) as a critical tool for building transportation justice. Our eight fellows work in all sectors of SMM, including government agencies, nonprofits, advocacy organizations, and private operators. 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.

From tools for professional growth to insights on promoting equity in the transportation sector, the Transportation Justice Fellowship offers a talented group of change agents the opportunity to learn together and work at the forefront of transportation justice.

Convening Practitioners to Learn and Share Best Practices

Community and connection is at the core of NACTO's work. We bring together leading transportation practitioners from across North America and beyond to share ideas, identify best practices, and chart a collective path forward for our cities.

Over the past year, we launched several new peer-to-peer networks, communal learning spaces, and strategic convenings—and expanded existing ones—to help our members successfully adapt to a transportation field that changes quickly and often:

Shaping policy and advancing a unified city voice

NACTO created our **IIJA City Coordinators Peer Network to ensure** cities are well-prepared to access and use funding from the Infrastructure Investment and Jobs Act, a \$1.2 trillion dollar opportunity to directly address America's safety, equity, and climate crises. This group of municipal staff coordinate efforts to pursue discretionary federal grant opportunities that can improve everyday life for millions of people, with new sidewalks, more reliable transit, safer streets, and neighborhoods knit back together after past infrastructure projects tore them apart.

Our Autonomous Vehicle (AV) Working Group was created as AV companies deployed thousands of driverless cars on city streets across the country. This rapid expansion, coupled with minimal state and federal oversight, created concerning safety conditions: in NACTO member cities, AVs have injured pedestrians, collided with city buses, downed overhead wires, and interfered with emergency response efforts. NACTO convened city leaders to call for clear

national safety standards for AV testing and operation. NACTO is working to ensure cities have a seat at the decision-making table, and to reiterate that any national AV strategy must pursue a multimodal transportation system that centers people and connection.

Accelerating change on streets—and within city agencies

To successfully connect people to the places and resources they need to thrive, transportation departments and transit agencies must put equity at the center of their work. That basic principle forms the foundation of **NACTO's Operationalizing Equity webinar series**. Each session hosts two cities in conversation as they discuss how to move from an equity framework to on-the-ground implementation. From detailed breakdowns of racial equity frameworks to walk-throughs of real-world projects, these learning spaces provide tools and tangible pathways to turn vision into reality.

As the surge in biking and the use of shared micromobility has soared in North America, so too has the variety of new devices. In addition to pedal bikes, e-bikes, cargo bikes, e-scooters, sit-down scooters, and powered skateboards are all increasingly common on North American city streets. That's why **NACTO and Alta Planning + Design have collaborated on a series of "Designing for Small Things With Wheels" webinars** that bring to life guidance from *the NACTO working paper of the same name*. The series explores the critical bikeway design considerations, including new approaches to passing widths, queueing lengths, and surface materials that ensure that people using this evolving variety of "small things with wheels" can travel comfortably and safely.



Building connections and building the movement

NACTO's lunchtime webinar series offers interactive peer-to-peer learning spaces focused on a critical theme that provides the foundation for sharing and learning. Past sessions included a focus on storytelling during which participants shared successes, challenges, and questions regarding their internal evaluation process and how they share that information with community stakeholders. In October, NACTO board member Veronica Davis shared her newly published book, *Inclusive Transportation* (2023, Island Press), and led discussions on decision-maker accountability and how to tackle practical challenges that can take years to realize.

In May, NACTO hosted its third **Better Bike Share Partnership (BBSP) Shared Micromobility Roundtable** as part of the *Designing Cities Conference in Denver*. Our first in-person roundtable gathering since the coronavirus pandemic, the roundtable brought together 45 shared micromobility professionals for "state of the state" presentations from host cities Denver, Boulder, and Fort Collins; operator presentations from Lyft and Lime; small group discussions on equity and operations; and a group bike tour of Denver's shared micromobility program

Growing Our Capacity

5



Growing Our Capacity

The NACTO Board

Janette Sadik-Khan **Chair**

Principal, Bloomberg Associates

Michael Carroll **President**

Deputy Managing Director, Philadelphia Office of Transportation and Infrastructure Systems

Veronica O. Davis **Vice President**

Director of Transportation & Drainage Operations, Houston

Kim Lucas **Secretary**

Director, Department of Mobility and Infrastructure, Pittsburgh

Brad Rawson **Affiliate Member Representative**

Director of Mobility, Mayor’s Office of Strategic Planning & Community Development, Somerville

NACTO extends a heartfelt thank you to outgoing board member Gia Biagi for her thoughtful and committed service!

Welcome New Staff

NACTO welcomed several new staff members to our organization this year.

Alana Brasier joined us in August as Director of Engagement, leading the team that executes our annual [Designing Cities Conference](#), our professional development efforts like the [Transportation Justice Fellowship](#), our member engagement initiatives, and our wide variety of [networking and professional development events](#).

In the fall, **Stefanie Seskin** joined the team as Director of Policy and Practice, providing strategic direction for NACTO's technical design portfolio—including [the next edition of the Urban Bikeway Design Guide](#)—and major federal policy initiatives.

And in December, **Josh Naramore** joined as Senior Manager for Policy to guide and expand NACTO's strategic advocacy work in D.C. and beyond.

The NACTO Staff Team

Corinne Kisner Executive Director

Alana Brasier Director of Engagement

Lauren Nixon Director of People and Culture

Laurie Alemian-Derian Director of Finance and Administration

Stefanie Seskin Director of Policy and Practice

Alex Engel Senior Manager Communications

Aminah Ricks Senior Program Manager, Capacity Building

Billy Richling Program Manager, Communications

Camille Boggan Program Associate

Cary Bearn Senior Program Manager, Biking

Celine Schmidt Visual Communications Manager

Dana Jacks Events & Operations Associate

Fielding Hong Program Manager, Capacity Building

Hannah McCasland Senior Events Manager

Jenny O'Connell Associate Director of Programs

Josh Naramore Senior Manager, Policy

Katya Tabakina Senior Manager, Finance & Administration

Kris Chandler Program Associate

Matthew Roe Technical Lead

Yadira Cabrera Engagement Manager



Investing in and Uplifting NACTO's People and Culture

As NACTO works to advance safe, sustainable and equitable transportation systems in communities across the country, we are also focused internally on continuous organizational development that aligns with our values. In 2023, NACTO worked to operationalize equity and build an inclusive team culture by deepening and refining our internal policies and protocols, and by engaging in skills-building that has guided us in creating a strong community supported by a robust infrastructure.

At the beginning of 2023, NACTO completed work on an equitable compensation and performance plan that created more clarity on our compensation practices and career pathways for both new hires and current staff. We used this equitable compensation and performance plan to bolster our process for many new hires and promotions, as well as to support our 2023 performance management protocol.

We also worked to strengthen our relationship with our NACTO values by engaging in trainings around navigating conflict, giving feedback, and people management, as well as by developing leadership principles, people management principles, and community principles that will help us in being accountable, communicating and collaborating thoughtfully, and serving our members with purpose.

Finally, we continued to balance our fully remote operations by meeting for quarterly in-person sessions with our entire staff. These sessions have allowed us the space to build a connected organizational culture in person and to do deep and intentional work to ensure that our programming is mission-aligned, forward-thinking, and fresh.

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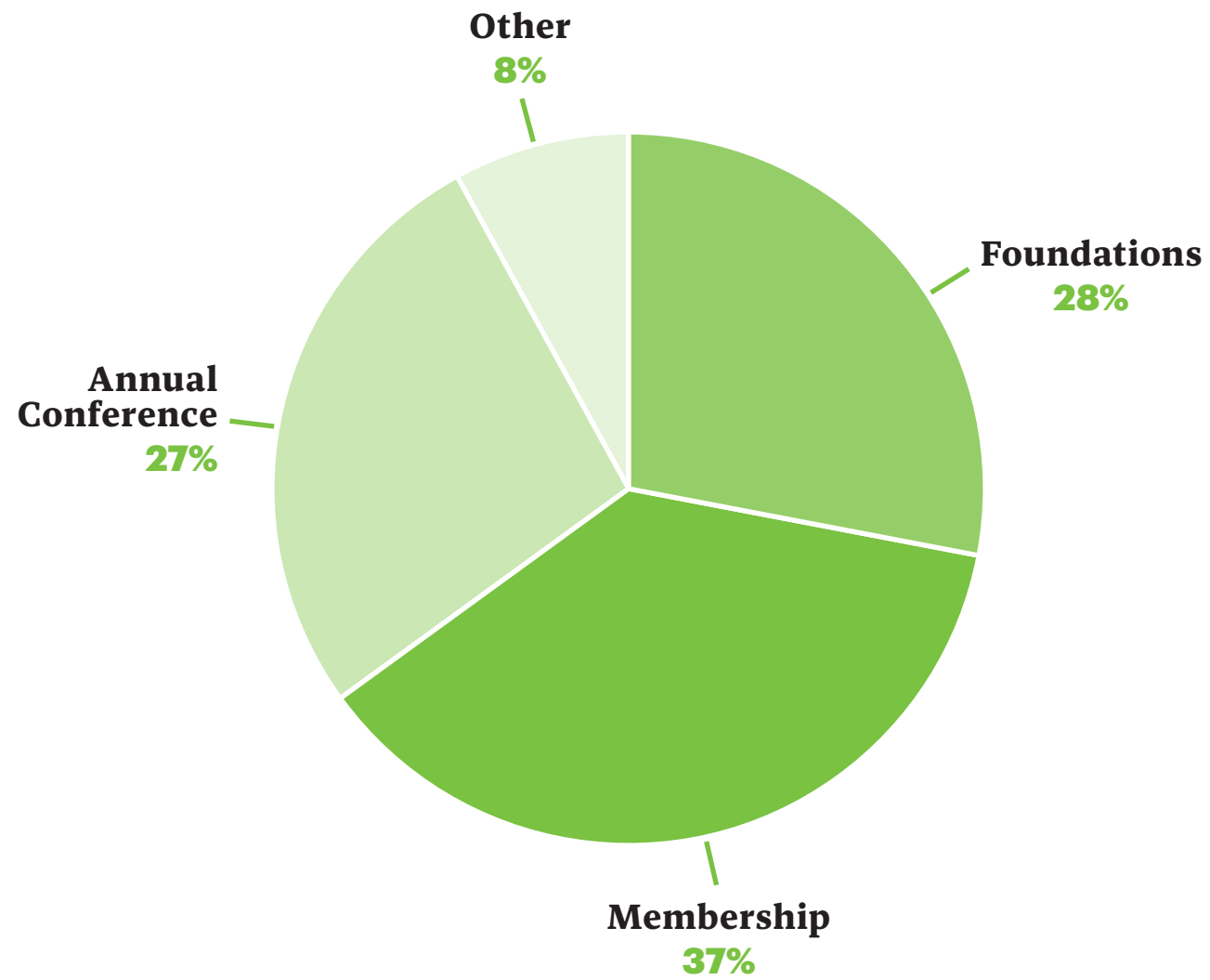
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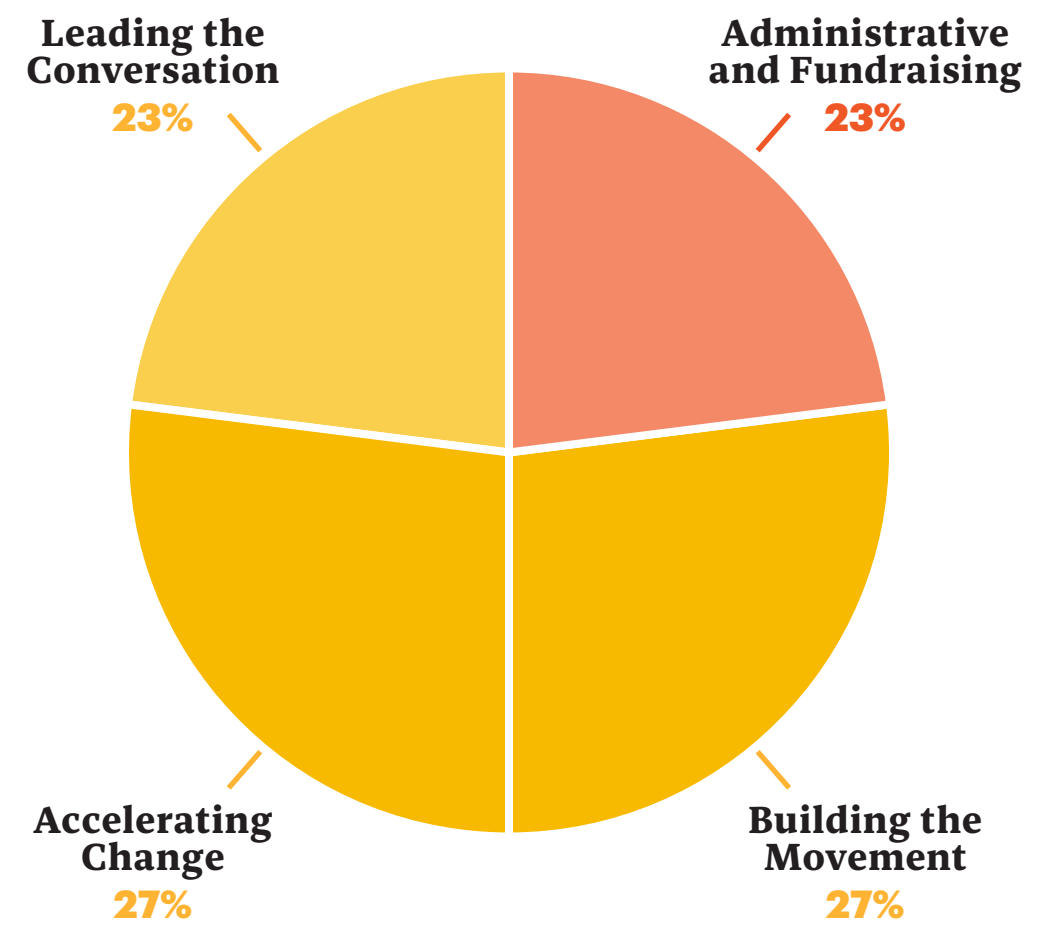
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