



Transportation Transformation

September 24, 2014 Background Document

PLEASE READ BEFORE THE MEETING

Introduction

This background document provides a summary of the key objectives of the Transportation Transformation project and findings from work conducted to date by MZ Strategies, LLC. This material is provided to help inform participants of the September 24, 2014 Transportation Transformation Conversation. We will provide a very short highlight of this work at that meeting, but wanted to provide participants with a bit more detail and pose some of the questions that we will explore with you that morning through facilitated discussion, small group break-outs and additional survey questions.

This memo summarizes: 1) project objectives and context; 2) key preliminary findings from the spring MZ Strategies reform survey, 3) case studies of transportation reform work in the Bay Area and Washington DC regions, and 4) the potential role of technology in transforming transportation advocacy. Input from the September 24th discussion will be reflected in the final report and set of recommendations submitted in December 2014 to the project funders. More detailed information on the project is also available by contacting Mariia Zimmerman, Principal of MZ Strategies, LLC and the Transportation Transformation project's lead researcher and project manager:

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Project Overview

Many metropolitan areas witnessed a wave of innovations in the last ten years as public and private sectors advanced progressive investments in bicycling, pedestrian and transit networks. Shared mobility options, transit-oriented development projects and transportation-related mobile phone apps are exploding in the marketplace. Yet a number of questions remain regarding how replicable these efforts may be to other kinds of market and policy environments, and their connection to other reform objectives including those related to healthy communities, clean economy jobs, sustainable development and technological innovation. The Transportation Transformation Project is a year-long effort funded by the Ford, Rockefeller and Surdna Foundations and TransitCenter to define the factors that contribute to successful adoption of locally-driven, market-oriented transportation transformations including reformed planning and decision-making processes that elevate equity outcomes and better integration of development and transportation investments. MZ Strategies, LLC is leading this effort in coordination with the Funders' Network for Smart Growth and Livable Communities (TFN).

The changes can be seen in cities of varying populations and across regions of varying political, fiscal, and geographic landscapes. Changing consumer preferences, shifting demographics, growing market demand, and stronger awareness of the linkage between health, mobility and urban design are all factors contributing to this transformation. So too, is a transformation occurring in how planning decisions and investments are prioritized with improved analytic tools, more transparent decision making and municipal data, performance metrics and new engagement strategies that bring a broader set of voices to the table.

Transportation reforms are far more meaningful when situated within the context of broader community development, public health and economic development goals. Parties outside the rigid structures of government agencies are often most suited to define that context and drive innovation. Accelerating market transformation and policy innovation requires strategic collaboration between national advocates, philanthropic funders, and local stakeholders.

Transportation innovation is meaningful to residents of all income levels. Over the past decade, the Great Recession accentuated income and racial inequality nationally and in most regions, creating an environment where transportation equity and affordable housing are increasingly crucial to livable cities. At the same time, employers are recognizing that quality of life and regional sustainability matter to their bottom line whether in attracting and retaining workers or moving goods and ideas.

How we think about transportation is being transformed as planners, engineers, advocates and policy makers view it less as just a mobility tool, but more in terms of its impact on improved access, equity and prosperity. Reform is occurring when transportation is considered within a broader planning strategy connected to infrastructure, public health, economic resiliency and access to opportunity.

Project Objectives

The Transportation Transformation Project seeks to address the following five key questions to inform **Funders** in prioritizing their grant making, **National Advocates** in their work to support local innovations, and **Local and Regional Stakeholders** in expanding their ability to advance market and transportation transformations:

1. What are the key elements of Policy, Civic and Market Innovation that communities and the market are seeking, and what are the major obstacles to reform at the local and regional level?
2. What is the optimal level and type of coordination needed between local/regional and national groups?
3. How can community- and regional-level actions be coordinated and scaled to catalyze larger state and federal policy change and market transformation?
4. What are the greatest capacity building needs, specifically for advancing market innovations that provide equitable outcomes?
5. What role should philanthropy play in public and private sector transportation transformation?

Over the past six months **MZ Strategies, LLC** and **TFN** convened local and national stakeholders to help answer these questions and identify Pathways for Reform to accelerate transportation and market transformation in emerging innovation regions and map the ecosystem of advocacy groups working on these issues in key regions. Recognizing that every community has different political, cultural and financial goals and constraints, this project doesn't seek a one-size-fits all model for reform, but rather to uncover the essential ingredients for successful and wide-scale transportation policy and market transformation.

We intentionally do not provide a tight definition of "transportation reform", but rather seek to uncover what reform means to those working in the field. However, we are focused on those reforms which ensure that "transportation policies and systems better respond to changing markets, technological innovation and emerging social and environmental needs." To borrow a transportation phrase, we are "mode agnostic" in the type of reform, be it increased funding for bike, transit or other mode; new

mobility provided by public or private sectors; or policy changes to land use, long-range planning, funding criteria or performance measurement. We are interested though in how fundamental shifts happening in the private sector and with technological innovation are changing both what and how reforms are being advanced.

We found that transportation reforms are happening everywhere at different scales and speeds. Expanded access is being fueled by new mobility systems like bike and car sharing in Washington DC, Minneapolis and New York City that utilize technology and accessible, real-time data. Policy innovation in regions such as Nashville and Houston and in smaller communities like Indianapolis, Columbus and Oklahoma City are happening where mayors and city transportation departments are integrating land use and mobility investments as a center point of their economic competitiveness strategies. Equity objectives are happening through innovative civic alliances in places like the San Francisco Bay Area, Denver, and Boston to shape planning and transportation decisions.

At the same time, we are also seeing a growing push back from those who resist reforms whether it is because they feel threatened, overwhelmed by the rate of change, or have self interest in the status quo. This is also influencing the type of reforms advocates are pushing and the pathways they use.

Mapping the Reform Ecosystem

This past spring, MZ Strategies, LLC designed and conducted a national survey to map the transportation advocacy field. The following summary of responses shows the variety and depth of work by national and local organizations working to transform transportation – either directly through transportation reforms or related efforts focused on social equity, community development, climate change or other community issues. The survey asked about each organization's work at the national, state, regional, and city scale. A more complete analysis of the survey results can be obtained by contacting Mariia Zimmerman (Mariia@MZStrategies.com)



Figure 1. Top Reform Issues Reported, by Geographic Scale, in MZ Strategies Spring 2014 Survey

Key Highlights from the Survey Include:

- A total of 227 survey responses were received between April 7 and May 28, 2014.
- The survey asked respondents to select issues they were working on at the national, state, regional, and city level. Respondents could choose as many of the issues as applied, and Figure 1 presents the top responses.
- In describing their work and theory of change, respondents often cited a desire

to empower communities and citizens to make smarter choices, or to demonstrate and catalyze change. Several respondents noted very issue specific goals for their work, i.e. a commuter transportation group working to provide mobility options, but a majority of those surveyed use sustainability, quality of life and healthy places as frameworks for their work on issues and across places.



Figure 2. Top Overall Reform Issues Reported in MZ Strategies Spring 2014 Survey

- The overall top issues bringing together the national, state, regional and local levels are described below. Groups working on these issues often reported working on them at a variety of scales and the connection to other survey responses, such as working on transit and engaging in capacity building to provide “technical assistance on transformative and replicable smart transportation reforms.”

National Level Reform Work

As shown in Figure 3, local and national organizations are working on a range of issues with many groups working on more than one issue area. There is also some overlap within the survey between issues with groups indicating, for instance, they are working on transit and also TOD, transportation funding and capacity building (presumably related to these topics). Key survey findings:

- A total of 157 survey respondents reported that their organization works on the national scale.
- The top area for national work was Transit (54% of organizations reporting working the issue).
- Other top issue areas: Bicycle & Pedestrian (47%), TOD (45%), and Community Engagement (41%).

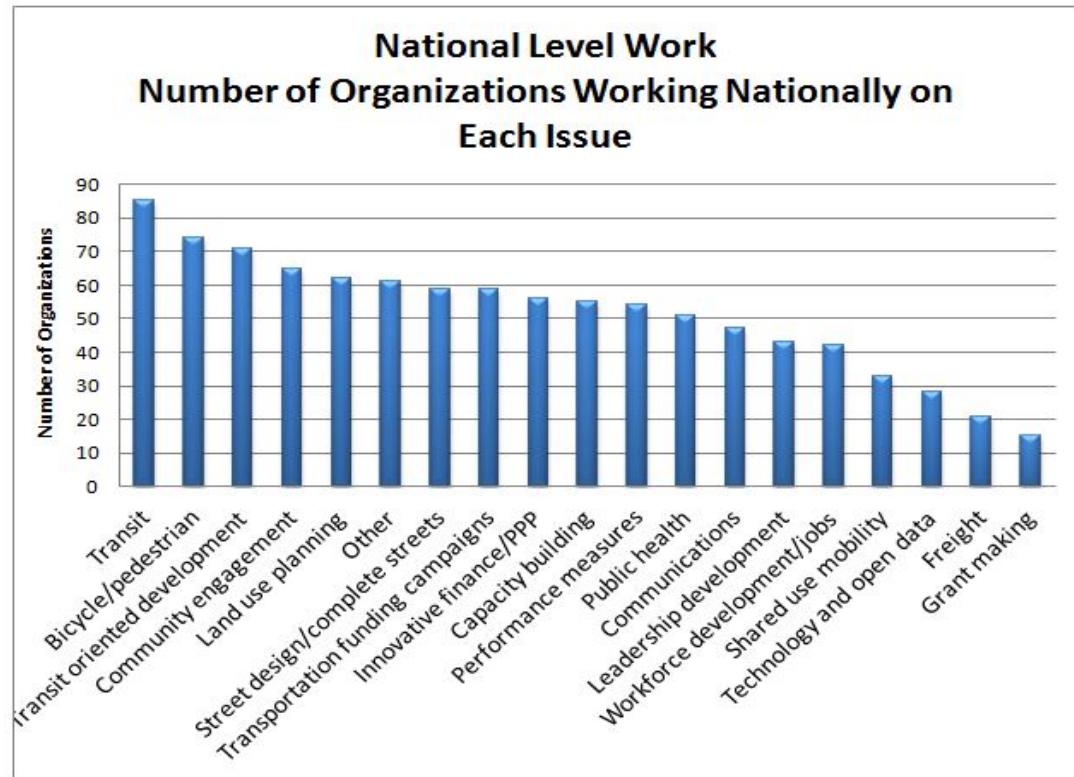


Figure 3. Concentration of Work on Key Areas of Focus (MZ Strategies Spring 2014 Survey)

State Level Reform Work

- The top state level issues were Transit (76%) and Bicycle/Pedestrian (75%).
- The other top work areas were TOD (62%), Transportation Funding Campaigns, which likely also are connected to transit (60%), Land Use Planning (58%) and Community Engagement (57%).
- Like the national scale, Grant Making (13%) was the lowest, with technology and open data a close second.

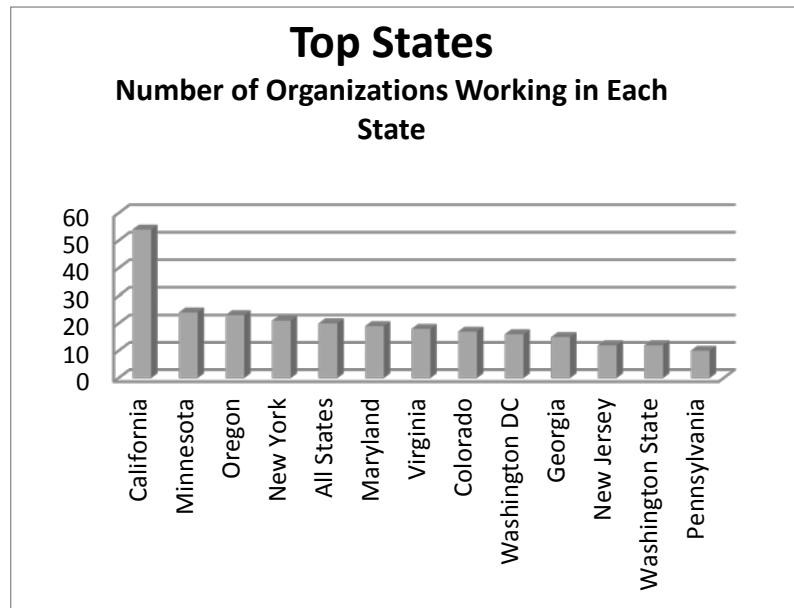


Figure 4. Organizations working by State (MZ Strategies Spring 2014 Survey)

- Over 60 organizations report working on innovative finance and public-private partnerships, some of whom are also working on funding campaigns reinforcing the recognition that most states are trying to develop new funding sources to meet demand and fill federal gap.

City Level Reform Work

152 of the organizations represented in the survey reported doing city-level work in 254 (non-unique) cities throughout the country. The following cities receiving 6 or more mentions:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Baltimore • Chicago • Denver • Los Angeles • Minneapolis | <ul style="list-style-type: none"> • Sacramento • San Diego • San Francisco • Seattle |
|--|---|

Top areas for city-level work include Community Engagement, with 90% of organizations who worked with cities reporting they worked on the issue. Other major areas of city-level work include Bicycle/Pedestrian (83%), Transit (82%) and TOD (78%). Figure 8 illustrates the number of organizations working at the city level on each issue. It seems somewhat surprising that fewer groups than anticipated are working on workforce development and technology or open data, which both seem to have a strong local focus in their targeted audiences. Not surprisingly, complete streets and capacity building both were frequently selected as areas of focus by respondents.

Questions to Explore

1. How to bring individual efforts to scale especially to effect larger systems change?
2. What are the most pressing capacity needs and how are they best delivered?
3. How can we more effectively coordinate work by national and local advocates, especially when working in the same regions?
4. Where do national partners add most value and what do local partners need to better leverage work by national groups?

Pathways to Reform: Key Lessons from Regional Innovation Leaders

The Greater Washington DC metropolitan area (referred to as the National Capital Region) and the San Francisco Bay Area (Bay Area) were chosen for their demonstration of innovative policy and market tools in implementation of several transportation and equity reforms. While the two regions have vastly different political cultures, funding mechanisms, industries and geography, each has a developed regional transit network and long history of advocacy focused around transportation. Both are incredibly complex regions in terms of their geography, politics, and number of local or regional public organizations that must be coordinated.

Market strength, political leadership, resident diversity, and local advocacy capacity were also factors in their selection. Both regions have ranked highly in recent surveys and studies measuring innovative characteristics. For example, a recent national study from Smart Growth America ranked both regions in the top of the country



Figure 5. Emerging Innovation Regions. Word size indicates the number of mentions the region received. (Source: MZ Strategies 2014 Transportation Innovation survey)

for walkability. Of the 30 largest U.S. metropolitan areas, the National Capital Region ranks first, while the Bay Area ranked fourth in walkability.¹

The Bay Area and National Capital Region were both highly recognized as innovators by respondents of the spring MZ Strategies survey (see Figure 5). The Bay Area received the top ranking in the survey question regarding what US cities or regions respondents felt were innovation leaders. Next were New York City and

Portland, while the National Capital Region (including Washington D.C. and Arlington, Virginia) ranked fourth.

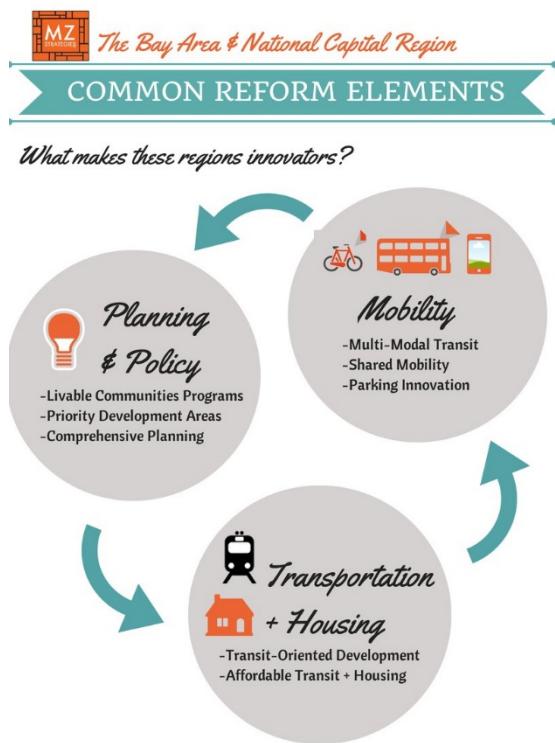


Figure 6. Common Reforms Pursued in the Bay Area and National Capital Regions

Common Transportation Reform Elements in Bay Area and National Capital Regions

A full case study report of these two regions is available at www.mzstrategies.com. The following pages provide a snapshot of some key reforms these regions have pursued and lessons learned that may be replicable for other regions.

Figure 6, at left, highlights the key reform focus areas from both regions. There are a number of similarities in the types of reforms they have both advanced. Equitable TOD is a major area of focus for both regions, with much more limited philanthropic support for this work in DC which has limited the ability of advocates to develop strategies to address gentrification or needed finance and land use reform.

The key challenges stakeholders identified in moving forward are those shared by many regions around the country: money – how to get more, how it's spent and who benefits; equitable TOD and regional disparities; and local-level implementation and community organizing.

¹ Leinberger, Christopher B., and Lynch, Patrick. "Foot Traffic Ahead: Ranking Walkable Urbanism in America's Largest Metros," Smart Growth America, 2014. Web. 17 June 2014.

Common Factors Contributing to Success in Bay Area and National Capital Regions

Both the Bay Area and the National Capital Region are relatively affluent regions with highly-educated populations, significant regional economic and racial disparities, and have majority-minority populations. So too, both have active non-profit advocacy networks, plus a cadre of progressive developers, business leaders and public officials. These groups have been at the center of leading reform and have utilized a number of common strategies, summarized in Figure 7 below.

Among the Common Strategies Utilized:

Collaboration. Deep, broad and sustained coalitions have been essential to reform success in both regions. The Coalition for Smarter Growth in the National Capital Region and the Bay Area's 6 Wins for Social Equity Network

are just two among many that have made significant impact and represent a diversity of regional perspectives. Through sustained philanthropic support and strong non-profit leadership, the Bay Area has had a steady and evolving collaborative table. Regional coalitions came together in the late 1990s on transportation, environmental and land use issues and have expanded to include collaborative efforts between NGOs and foundations, with conservation, health advocates and equity partners and business leaders.

National Advocacy Partners. Seminal events in both regions stemmed from the involvement of The Surface Transportation Policy Partnership (STPP) when it operated a state campaign network. Local chapters of larger environmental organizations such as the Sierra Club, the Natural Resources Defense Council, Environmental Defense Foundation, and the National Trust for Historic Preservation have played key roles. Other national organizations like Enterprise Community Partners, Smart Growth America, and PolicyLink were also mentioned as providing key technical expertise to supplement local efforts,

communications and messaging support, and in some instances grants to support local community organizing.²

Political Power. At critical times, advocates in both regions had to flex their political muscle before they were viewed by the regional power brokers as a force to be taken seriously. In DC this happened when advocates came together to lobby against a Northern Virginia tax measure being championed by the Governor. This was followed up by spending time to nurture relationships with future gubernatorial candidates to demonstrate the voting constituency who cared about smart growth strategies and repairing political relationships that were tested. In the Bay Area, this happened in the late 1990s when environmental, equity and land use advocates came together as the Bay Area Transportation and Land Use Coalition to activate hundreds of low-income residents to protest at public meetings for greater transit investment in the regional transportation plan. In

² Two former national non-profits: Surface Transportation Policy Project and Reconnecting America were also frequently mentioned as playing seminal roles in both regions.

2013, the 6 Wins Network went further, visiting decision makers in all nine Bay Area counties a month before the final vote on *Plan Bay Area*, the regional transportation plan and sustainable communities strategy.

Technical Expertise. Transportation is a highly technical field with acronyms, modeling and travel forecasts, and detailed federal regulations that govern the process. Effective advocacy requires getting technically proficient. This can be done through building in-house expertise found in groups like the Bay Area's TransForm which has had a significant impact on shaping transportation plans and policies, and through working with national organizations on specific issues, tapping into a pool of consultants and technical experts, and/or leveraging specific coalition members who bring this expertise.

Open Data. Public agencies in both regions, notably Arlington's Mobility Lab and The San Francisco Municipal Transit Agency (SFMTA)'s customer focused information sharing through its website and mobile apps, have created new private sector partners, supported tech entrepreneurialism and greater public awareness and support for the transportation system. Open data is a major push for advocates in both regions as a concrete step that public agencies can do to improve transparency. Foundations have supported some of this work including developing performance measures, scenario planning and other tools that bring data, engagement and performance based decision making.

Public Health Emphasis. Increased awareness regarding obesity, asthma and heart disease and their connection to transportation have brought in new partners, funders, and messaging that has been important to broader transportation reforms. Environmental justice advocates and federal guidance also provide important leverage points, such as when Public Advocates filed an administrative complaint against BART's Oakland airport connector resulting in FTA's withdrawal of \$70 million in federal stimulus funds from the project.

Communications. Without a good narrator, even the most exciting story fails to move the audience. Both regions have developed strategies to make their reforms accessible and compelling. The Six Wins Network (6 Wins) early on developed a video using community of color voices, pictures and people to tell their own story about transportation's impact. In Virginia, the conservative voice of "Bacon's Rebellion" has helped to build bi-partisan bridges necessary to impacting change in a Purple state. Communication strategies need to be authentic, easy to grasp and motivate action. This is essential to successful community organizing.

Following the Money. Advocacy leaders in both regions recognized early that transportation represents billions of dollars invested in the region, significantly impacting development patterns, economic competitiveness, and public health, to name just a few. Transportation became a frame for influencing these broader goals and required getting a seat at the transportation decision making table. Building and sustaining the capacity of groups like Greenbelt Alliance in the Bay Area and the Piedmont Environmental Council have helped to unpack the complex planning process to influence it at needed times and in needed ways.

Differences in Approach between Bay Area and National Capital Regions

While similarities exist, there are important leadership, strategic, tactical, and funding differences in the pathways the Bay Area and the National Capital Region have taken to achieve reform. The case studies uncover some important distinctions in how philanthropy has engaged in each region with strong local and national funder involvement in the Bay Area and more limited, largely local funders in the National Capital Region. This has important implications for what and how advocates push reforms. It also signals that a strong philanthropic

presence is not a requirement but does substantially accelerate transportation reforms and systems change especially around equity issues.

Equity + Environment v. Economy + Sprawl. The Bay Area frames its work – from who is at the table, to what they are advocating, to how they make their case – around equity and environment. From the beginning, Urban Habitat focused its regional work around improving the condition of low-income communities of color. California is a global leader on climate change where state mandates and public support make it a powerful frame. Environmental groups have worked over many years to build public support, elected leadership, and coalitions that demand positive environmental outcomes from transportation.³ In contrast, advocates in the politically more conservative National Capital Region use an economy and urban sprawl frame to organize. The region's equity policy work is limited, as small community foundations have focused scarce funds more on direct services. The economy and sprawl connection lends itself to partnering on occasion with the business community and developers.

Political Strategy. Maybe it's inevitable, but advocacy groups in the National Capital Region are first and foremost political animals. Getting strategic about who ultimately has the political power to drive change or hold it up, understanding what political levers exist or are needed, and at what point political pressure should be applied were repeatedly mentioned as being key to reforms that have occurred in the National Capital Region. Rather than building a groundswell of grassroots support, this approach is more tailored in execution. Advocates would like to have the grassroots network, but with limited funding they utilize a much more strategic, inside-game to influence the system. Recognizing that community members focus on local issues, organizations like CSG target local grassroots advocacy. Of course Bay Area advocates have also used political strategy, especially to advance state legislative reforms, but the weight given to this approach and how it was executed appear to be different between the two regions.

Public Sector Leadership. A notable contrast between the regions was the repeated importance given to individual public leaders as reform agents in the National Capital Region. This may be an outcome of the above topic, but change appears to strongly correlated to having someone in a position of influence who is a visionary leader willing to innovate and who can bring along others. In both regions, however, interviews highlighted the importance that peer exchanges played in building public sector leadership of elected officials and of staff. Given the changing demographics of both regions, it would seem important going forward to build leadership among communities of color to continue to shape and influence future transportation reforms.

Regional v. Local Approach. The Bay Area story is much more regionally focused, while the reforms in the National Capital Region are more local. Both regions are incredibly complex places so its not just a factor of governmental complexity - though metro DC's three divergent state frameworks and cultures present considerable challenges. Rather, it may be a reflection of the MPOs. In the Bay Area, the MTC fully utilizes its considerable planning and funding leverage while in metro DC, MWCOG does not even exercise its sub-allocation authority provided under federal transportation law. The impacts are profound with MTC being among the few MPOs in the nation to fund local station area planning and land acquisition for affordable housing, or to adopt performance measures that include strong housing and equity metrics, or to establish a multi-million dollar livable communities planning program that evolved into the OBAG grant program, to name just a few. While MWCOG has adopted several of these strategies it has been more limited in effect. This may

³ For instance, the Greenbelt Alliance was formed in 1958 to address regional urban sprawl issues and protect open space. It helped to found a number of other coalition and advocacy efforts including TransForm. <http://www.greenbelt.org/>

be a factor of leadership, but is probably fairer to say it reflects the much smaller amounts of funding that the regional agency can directly influence.

Litigation. Several Bay Area advocacy groups – both conservative and liberal - filed lawsuits against ABAG/MTC-adopted Plan Bay Area regarding housing and transportation spending elements.⁴ It is currently unclear how most will be settled and the longer term impacts of this advocacy approach. On the one hand, this is a powerful means to hold public agencies accountable and demand stronger reforms. On the other hand, interviews uncovered a concern that agency staff do not feel adequately supported for the reforms they have promoted within challenging bureaucratic and political climates nor that enough pressure is applied to local jurisdictions who ultimately are responsible for implementation of decisions relating to issues such as inclusionary zoning, capital budget spending, or land use regulations and codes.

Questions to Help Apply Case Study Lessons Learned to Broader Set of Emerging Regions:

1. How well do these issues and strategies reflect reform efforts in other Emerging Regions?
2. How do we strike the right balance between technical policy advocacy and community organizing to push reform given resource limitations?
3. How can we honestly and effectively advance equity and economics together, especially in politically-challenging regions?
4. When and how should advocates flex their political muscle, and how do they recover when it goes wrong?

Leveraging Technology for Transportation Transformation

Technology-driven transportation innovation is increasingly creating solutions relevant to communities.

Philanthropy can play an important role in fostering technology-led transportation innovation and ensuring that all community members benefit. The field is growing exponentially, allowing for better public engagement, more comprehensive data analysis, transportation efficiencies, increased ridership and improved passenger experience.

Based on outreach to a number of leading private and non-profit technology leaders in the areas of open planning and shared mobility, MZ Strategies has identified some preliminary recommendations for philanthropy to consider.

Focus on Equity: While technology in the public and private sector can assist with transportation innovation, equity remains an area needing additional attention. Technological solutions are increasingly based on sensors and feedback from smart phones, yet low income residents and the elderly have significantly lower smart phone ownership rates than the rest of the population.⁵ This means that their input and issues may not be counted. Moreover, technology provides a means for public input for people who cannot provide input through public meetings, and many disadvantaged groups lack adequate access to or training in the use of computer or smart phone technology.

Fix Procurement: Government procurement stifles innovation by limiting technology contract vehicles and awards to large, well-funded or well-connected companies. Many cities have proprietary technology systems

⁴ <http://news.theregistrysf.com/plan-bay-area-settlement-doesnt-stop-challenges/>

⁵ Smith, Aaron. "Smartphone Ownership 2013" Pew Research Internet Project. 5 June 2013. <http://www.pewinternet.org/2013/06/05/smartphone-ownership-2013/>

and procurement processes designed for large, multi-year projects. However, if governments change the way they buy technology to allow small entrepreneurs to compete, they would benefit from creating an environment for demonstration projects and newcomers like small software firms to innovate, fail and eventually succeed.

Encourage Open data: Public access to open data, or information made freely available for other organizations' use, benefits both the city and its residents. Releasing open data spurs third party vendors and hackers to build useful mobile transit apps at no cost to the city.⁶ For example, Capital Bikeshare's open data is used by coders to create mobile apps to help riders by showing which stations have open bicycles or docks, and for bikeshare operators there are data visualization tools to help understand the most popular routes to plan for rebalancing efforts to ensure efficient service.

Support Open Source: Open source software reduces development costs and lowers barriers to entry by allowing developers to build solutions without regard for hurdles involved with intellectual property rights. Companies like Red Hat and Open Maps provide open source software for any developer to create applications. This stimulates innovation because it reduces development cost and legal complications for small companies and individuals to build solutions. Using open source software, civic innovators can build solutions for problems they see in their own cities.

Back Blogs, Social Media, and Community Connections: Blogs, social media, and online communications play a crucial role in spring boarding communication of new ideas in the transportation field. Philanthropy is essential in supporting and disseminating information about demonstration projects to produce wider acceptance of ideas. For example, this summer, community groups across the country built low-cost temporary protected bike lanes and blogged about them.⁷ This Green Lanes project was designed to create broader experience and acceptance of protected bike lanes across the country, and social media extended the reach to additional audiences.

Questions to Explore

Given our limited time and ambitious agenda for the September 24 discussion, we will not be able to get into these issues. Nonetheless, we wanted to share some of the key findings we've uncovered thus far and that our project team is continuing to explore. We welcome thoughts you may be willing to share with us when, if time allows when we're together, or if you are interested in discussing more please contact Mariia Zimmerman at Mariia@MZStrategies.com Thanks!

1. How are advocates taking advantage of technological innovations and challenges? What are the greatest concerns?
2. Where can philanthropy add the most value in supporting advocates and public agencies to address transportation reform through technology?
3. How are non-profits working with the private or public sector to promote innovation that also creates improved environmental and equity results?

⁶ Jaffe, Eric. "Do Real-Time Updates Increase Transit Ridership?" 6 March 2012

<http://www.citylab.com/commute/2012/03/do-real-time-updates-increase-transit-ridership/1413/>

⁷Anderson, Michael. "The Summer of Demos: One-Way Protected Bike Lanes Sweep Across America." 14 August 2014.

<http://www.peopleforbikes.org/blog/entry/the-summer-of-demos-one-day-protected-bike-lanes-sweep-across-america>