



# Cities Taking the Lead

NACTO Annual Report 2020



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*Cover: Boston, MA*

## A Year of Uncertainty, and a Drive to Respond

Over the past year, the COVID-19 pandemic upended lives, livelihoods, and economies, and laid bare existing inequities. The police murders of George Floyd and Breonna Taylor led to wide-scale demonstrations worldwide about the ongoing impact of police brutality and anti-Black racism in society, and deepened our profession's ongoing reckoning with systemic injustice. And the climate crisis became more widespread and urgent, while transportation remained a primary source of carbon emissions.

Within this context, local governments rose to the challenge in 2020. They adapted, acted purposefully, and persevered, inspiring action from city to city, and within NACTO. Even with restricted budgets and limited capacity, city and transit agency staff launched new initiatives to reinforce public health guidelines, refined pandemic response strategies to support people and economies, and addressed community needs in partnership with local organizations.

NACTO pivoted quickly too. We started working remotely and refashioned our programs to provide more targeted COVID-19 response support to members. We applied local expertise from NACTO members to support nationwide efforts, like the American Cities Climate Challenge and the Biden-Harris administration's transition. We took our knowledge of running digital events, from webinars to Digital Design Charrettes, and expanded it to meet the evolving needs of our members and the public, programming over [100 hours of COVID-19 content through a newly-launched Transportation Response Center](#). We also held our first large scale virtual events, including the Bike Share/Cities for Cycling Roundtable and [Designing Cities 2020: Virtual Convening](#).

2020 demonstrated that there are constants we can look to for grounding and vision, especially in the face of uncertainty and hardship. This past year, to better support the hard work of our members and field, NACTO published [Our Values](#). These foundational statements inform the “why” and “how” of our work, reminding us that, through all our interactions and products, NACTO seeks to:

### **Foster Community**

An engaged, vibrant community is NACTO's bedrock. Our role is to inspire and champion our members and partners, and amplify the movement for better streets and city transportation.

### **Center Justice**

The ability to move safely, easily, and comfortably through streets and public spaces is a cornerstone of freedom. In centering justice, NACTO works to undo the long history of racism and gender-, class-, and ability-based discrimination that shape the physical world we live in today.

### **Strive for Impact**

We aim to raise the state of the practice in city transportation and consistently strive to do our best work. We are purposeful, pursuing our mission with focus and diligence to maximize our impact and achieve powerful results.

### **Lead with Imagination**

We are motivated by the potential for transformative change through urban design and transportation policy. This radical optimism, and belief in our collective ability to shape change, fuels our work and drives all that NACTO does.

The overlapping crises of this year, and our members' response to them, demonstrated that transforming streets is not only possible—but necessary—to address structural inequalities, a faltering economic recovery, and a changing climate. These challenges are enormous, but the radical optimism infused into NACTO's work compels us to keep pushing. So, please, join us in celebrating NACTO's 2020 work, as we reflect on what we've achieved and what we still seek to do: support cities as they build streets that put people first.



*Corinne Kisner, Executive Director*



# Responding to the Crisis



Miami, FL





## COVID-19: Transportation Response Center

### COVID-19 Transportation Response Center

When the COVID-19 pandemic hit North America, the nature of work for many changed almost overnight. Priorities and deadlines shifted, as individuals and organizations adjusted to a new paradigm.

City transportation practitioners demonstrated their ingenuity and quick thinking, rolling out temporary infrastructure, revising transit operations, and continually striving to promote public health and safety under extraordinary pressures and constraints.

NACTO adjusted, in turn, building out the [COVID-19 Transportation Response Center](#) (TRC), a clearinghouse of resources to support city and transit agency staff as they responded to immediate needs brought on by the pandemic. Through this resource, we:

- Documented city actions using trackers, network calls, webinars, and audio briefings, so practitioners could see what their peers were doing
- Provided a cities-only listserv for immediate and candid conversations between cities about pandemic response
- Created toolboxes as rough manuals capturing on-the-ground trends
- Produced *Streets for Pandemic Response and Recovery*, a resource documenting emerging practice as opposed to individual city actions

Over 2020, more than 100,000 people from cities across North America—and over 100 countries—visited and used these resources.



## Action Tracker

NACTO documented hundreds of actions taken by cities and transit agencies in a searchable and sortable database, providing easy access to ideas and examples, and enabling city staff to make decisions more quickly. NACTO updated this resource daily from March-August 2020, recording the emerging knowledge of staff, as well as emerging practices that were ultimately featured in the City and Transit Agency toolboxes and *Streets for Pandemic Response and Recovery*.

## Toolboxes

While staff developed solutions in real-time on the ground, NACTO collected and collated their work into two referenceable toolboxes, one for transit agencies and the other for city transportation agencies. These toolboxes capture a critical evolution in the field's response to COVID-19, demonstrating the speed at which governments were required to make decisions and the ways in which practice advanced over 2020.

“ The Rapid Response guide on your website is an excellent resource for those of us adapting transit service to the new environment in which we find ourselves. ”

- Transit Agency Staff



Memphis, TN

“ I am so appreciative for all of the work you and everyone at NACTO has been doing during this time. The resources and community of other cities is an incredible lifeline with everything changing so quickly. ”

- Member City Staff

## Interviews and Webinars

From March-August 2020, NACTO hosted and produced 55 webinars, audio briefings, and peer network meetings featuring transportation professionals grappling with challenges brought on by the pandemic. We met the evolving needs of members by testing formats and mediums, ultimately releasing over 100+ hours of multimedia content that gave city staff options for how to access critical information.

These recordings are now part of an important archive that documents how city transportation responded to, and was impacted by, the first six months of the COVID-19 pandemic.

### 55 interviews, conversations, and webinars produced

#### 12 Audio Interviews & Briefings

141 average listeners

1,693 total listeners

##### Most popular

*Mark de la Vergne, Detroit:  
New Mobility Options for  
Citizens in Need*

#### 31 Members-Only Conversations

43 average attendees

1,348 total attendees

##### Most popular

*Centering Equity in Transit  
Decisions; Winterizing  
COVID-19 Response  
Projects*

#### 12 Public Webinars

689 average attendees

8,267 total attendees

##### Most popular

*City Streets during  
Coronavirus: a Public  
Health Perspective*



## Streets for Pandemic Response and Recovery

While cities and transit agencies took swift action to leverage the public right-of-way for pandemic response, NACTO staff, with partnership from Bloomberg Associates, Street Plans, and Sam Schwartz Consulting, translated on-the-ground lessons learned into a rapid implementation playbook. The resulting resource, [Streets for Pandemic Response and Recovery](#), compiles emerging practices and outlines detailed strategies cities can use to promote public health on their streets, while acting quickly and equitably. *Streets for Pandemic Response and Recovery* reflects the flexibility and creativity that transportation practitioners demonstrated throughout the pandemic.

After its release in May 2020, NACTO's Global Designing Cities Initiative translated the resource into nine additional languages—Arabic, French, Italian, Japanese, Mandarin, Portuguese, Russian, Spanish, and Turkish—expanding its international reach and providing tools and support to a global network of cities.

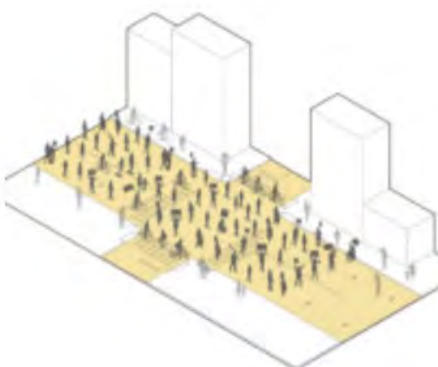
### MANAGING SPEEDS



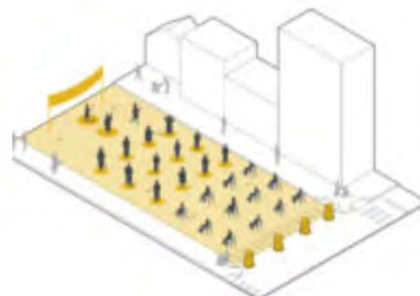
### CARRILES PARA EL TRANSPORTE PÚBLICO



### 学校道路



### СОБРАНИЯ И МЕРОПРИЯТИЯ



## Streets for Pandemic Response and Recovery Grants: Direct Aid to Cities Working in Partnership with Communities

In June 2020, as the demand for rapid response projects grew and city budgets shrank, NACTO launched a [competitive grant opportunity](#) for cities putting principles from *Streets for Pandemic Response and Recovery* into action. We sought applications from member agencies that, in partnership with community-based organizations, were reimagining streets, testing ideas, and supporting efforts to meet the needs of people disproportionately harmed by COVID-19.

The program was based on the view that community partners play a critical role envisioning and implementing smart, equitable public projects and services. By working together, city agencies and community-based organizations are well-poised to navigate the tension between the speed required for emergency pandemic response, and the thoughtfulness required to ensure that rapid project delivery doesn't further perpetuate inequity or harm to those communities most in need of support.

NACTO awarded grants to ten projects that, despite different approaches, all enabled a shift in thinking about what issues people face in this moment, and how cities can leverage their power to help identify and address them. The success of these grant projects relied on collaborative partnerships between local government, community organizations, and the people they serve.

### Information sharing and service delivery

*Alexandria, Atlanta, Detroit, New York City,  
Minneapolis*

Retrofitting the right-of-way into public spaces or adapting existing community spaces to share information, program events, or increase access to services.

Atlanta, GA







### **Traffic calming**

*Atlanta, Detroit, Durham*

Altering the design of the street to slow traffic and increase safety for residents.

*Durham, NC*



### **Local business support**

*Denver, Long Beach, Philadelphia, Portland*

Providing materials and technical support to help local businesses in specific neighborhoods.

*Portland, OR*



## Federal Policy

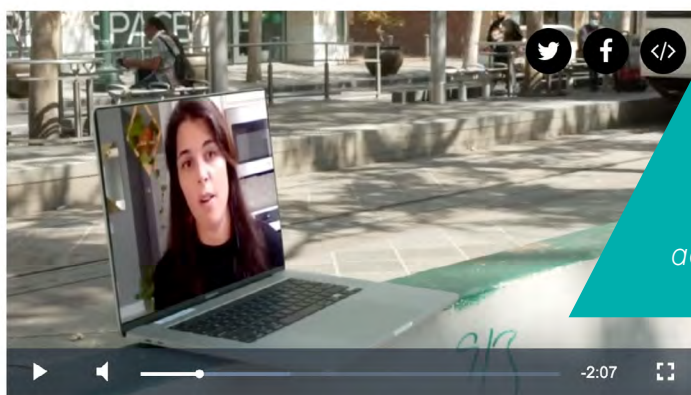
Addressing the public health, equity, and economic impacts of COVID-19 will be a long-term effort requiring strong federal support. In 2020, NACTO retooled our policy program to reflect this. We became a vocal advocate for emergency aid and stimulus funding to cities and transit agencies, urging Congress to provide local agencies with resources to run essential services and support for pandemic response projects, like open streets for social distancing.

Over 2020, as crises intensified and transit agencies exhausted short-term CARES Act funding, NACTO joined a multi-organizational effort to secure the billions of dollars needed to save transit and invest in the future of cities. Forty member city transportation directors signed on to a statement addressed to US Senate leadership urging Congress to provide financial support for transit agency partners through FY20 and FY21, with billions in additional emergency aid to keep systems, and cities, running.

Together, NACTO, its members, and partner organizations—Transportation for America, the American Public Transportation Association, the Natural Resources Defense Council, and TransitCenter—secured an additional \$14 billion in desperately-needed emergency relief funding for transit agencies. This group will [continue to press the case](#) to national lawmakers on the urgent need for additional aid to rescue cities from impending fiscal collapse.



### Public transportation departments fear 'death spiral' if federal funding doesn't come



*NACTO Executive Director, Corinne Kisner, was featured on the local newscast in dozens of key cities advocating for transit funding*

Public transportation departments fear 'death spiral' if federal funding doesn't come





# Leading the Conversation on Urban Streets



Toronto, Canada



## Seats on the NCUTCD

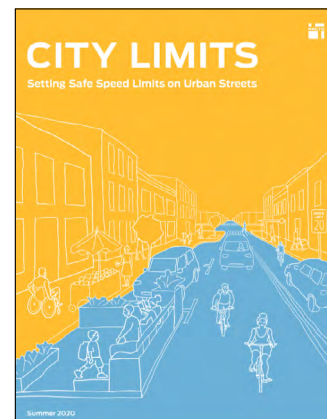


In January, [NACTO joined the National Committee on Uniform Traffic Control Devices \(NCUTCD\)](#), which advises the Federal Highway Administration (FHWA) on the content of the MUTCD, a manual of codified roadway marking and signage standards. NACTO was allocated three voting seats on the National Committee, marking the first time in fifty years that cities have a formal voice and providing balance and a city-focused perspective alongside representatives of AASHTO, ITE, APBP, and industry groups.

As FHWA prepares a new edition of the MUTCD, the participation of experienced city engineers in the US national standards dialogue is timely: best practices from cities can be codified into federal recommendations and spread to more places across the country, faster.

## City Limits

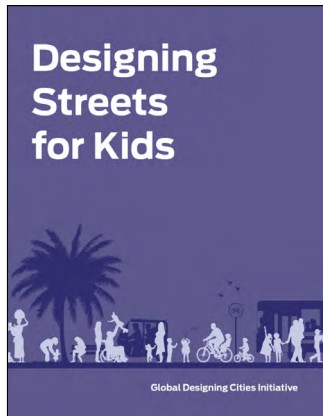
In July, NACTO released [City Limits](#), a resource detailing proven strategies for setting safe speed limits on urban streets. Developed over two years with a steering committee of NACTO members, *City Limits* outlines how to use a context-sensitive, safe systems approach to set speed limits on urban streets, marking a departure from [legacy speed limit setting methods](#) that often result in unsafe speeds for urban environments.



The guidance offers three tools for setting speed limits on city streets: setting default speed limits on many streets at once, designating slow zones in sensitive areas, and setting corridor speed limits on high priority major streets based on the street's Conflict Density and Activity Level. *City Limits* maps a new path for US cities, codifying tested and documented speed limit setting best practices from across North America, and releasing them as a practitioners' guide for the first time.



## Designing Streets for Kids



In August, NACTO-GDCI released the publication, *Designing Streets for Kids*. As a supplement to the *Global Street Design Guide*, this guide builds on the approach of putting people first, focusing on the specific needs of children and caregivers using urban streets as pedestrians, cyclists, and transit users. The guide includes numerous case studies of projects, programs, and policies from cities around the world, and discusses different street design strategies to make streets safer and more playful. *Designing Streets for Kids* is [available as a free PDF](#) as well as in [print from Island Press](#).

## Shared Micromobility in the US: 2019

In August, NACTO released the [latest edition](#) of our national comprehensive annual snapshot of the state of shared micromobility. The snapshot found that ridership continued to grow over 2019: 136 million trips were taken on shared bikes and scooters across the US, a 60% increase from 2018. The sustained popularity of dockless scooters was evident, as the number of cities with dockless mobility programs grew two-fold. Released during the summer, the snapshot also explored early trends in bike share use during COVID-19, and noted how systems successfully retooled their operations to respond to the need for transportation options to hospitals and other essential services.



## Shaping the Public Discussion

Throughout 2020, city leaders, transit agencies, community advocates, and the media looked to NACTO as an authoritative national voice. As communities worldwide sheltered in place, and streets took on profound new importance, NACTO helped disseminate information between cities, to the public, and through the media, including through a weekly newsletter during the crucial first months of the pandemic.

### The New York Times The Traffic Trade-Off



**“ By redesigning streets, cities can quickly tackle the urgent crises of climate change and road safety at the same time. The best global solutions have immediate local impacts. ”**

grist



NACTO’s major media moments in 2020 included explaining the role and possibility of streets in responding to the pandemic, the critical need for Congress to fund transit through this crisis, the urgency of setting safer speed limits on streets empty of traffic, and the ways the incoming Biden-Harris administration can set a new course for American transportation policy.





NACTO was mentioned in over 1,000 news stories in 2020, including in the world's most prominent news outlets like *The New York Times*, *The Washington Post*, *The Wall Street Journal*, *The Guardian*, *NPR*, *CBC*, *CNN*, *CBS*, *NBC*, *Associated Press*, *USA Today*, *Business Insider*, *Bloomberg*, *El País*, and *The Boston Globe*.

NACTO also continued to have a strong and growing voice in urban and policy-focused outlets like *Politico*, *Smart Cities Dive*, *Fast Company*, *Streetsblog*, *Curbed*, *Architectural Digest*, *Grist*, *Government Technology*, *Stateline*, *Next City*, and *Government Technology*.

NACTO's guidance was also featured in hundreds of local news outlets, most prominently this year across 60+ local TV networks in key media markets to call on Congress for transit relief funding.

NACTO continued to build its own platforms, reaching over 45,000 followers across its social media channels, and 18,000 practitioners subscribed to its mailing list.

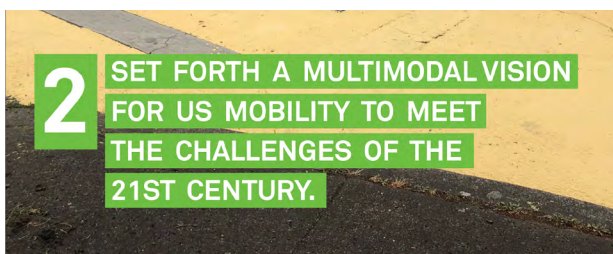
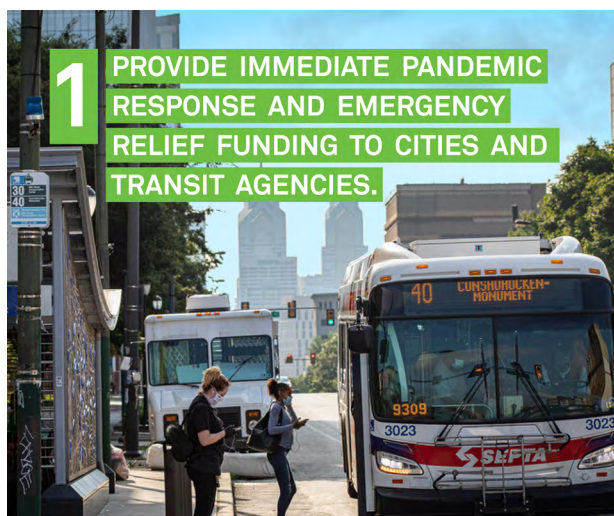
NACTO's website continues to be a heavily-used resource across the field: 465,000 people viewed more than 1.6 million pages of content on NACTO's website in 2020. More than 100,000 people viewed information on NACTO's website related to the COVID-19 pandemic.

## Guiding the New Administration's Transportation Agenda

In November, NACTO was pleased to work with the Biden-Harris administration's transition team to present a series of federal transportation policy recommendations. NACTO staff and member cities outlined actions the new administration and each agency under the US Department of Transportation could take to improve city transportation safety, sustainability, and equity—with and without Congressional action. These recommendations were also deeply informed by city needs amidst the pandemic and the economic downturn it precipitated.

The top priorities NACTO shared with President-Elect Biden's transition team include championing funding for cities and transit agencies to weather the pandemic and associated economic crisis, restructuring USDOT-administered projects and programs to meet ambitious climate, equity, and safety goals, and overhauling design standards to meet the needs of urban areas.

To communicate these goals to a broader audience, NACTO released a list of recommendations to the Biden-Harris team for the [concrete actions the new administration can take within its first 100 days](#). The Biden-Harris campaign made history by winning on a platform promising to address climate change, racism, and the ongoing economic crisis. NACTO looks forward to working with the incoming administration to deliver on these promises.





# Building and Accelerating the Movement

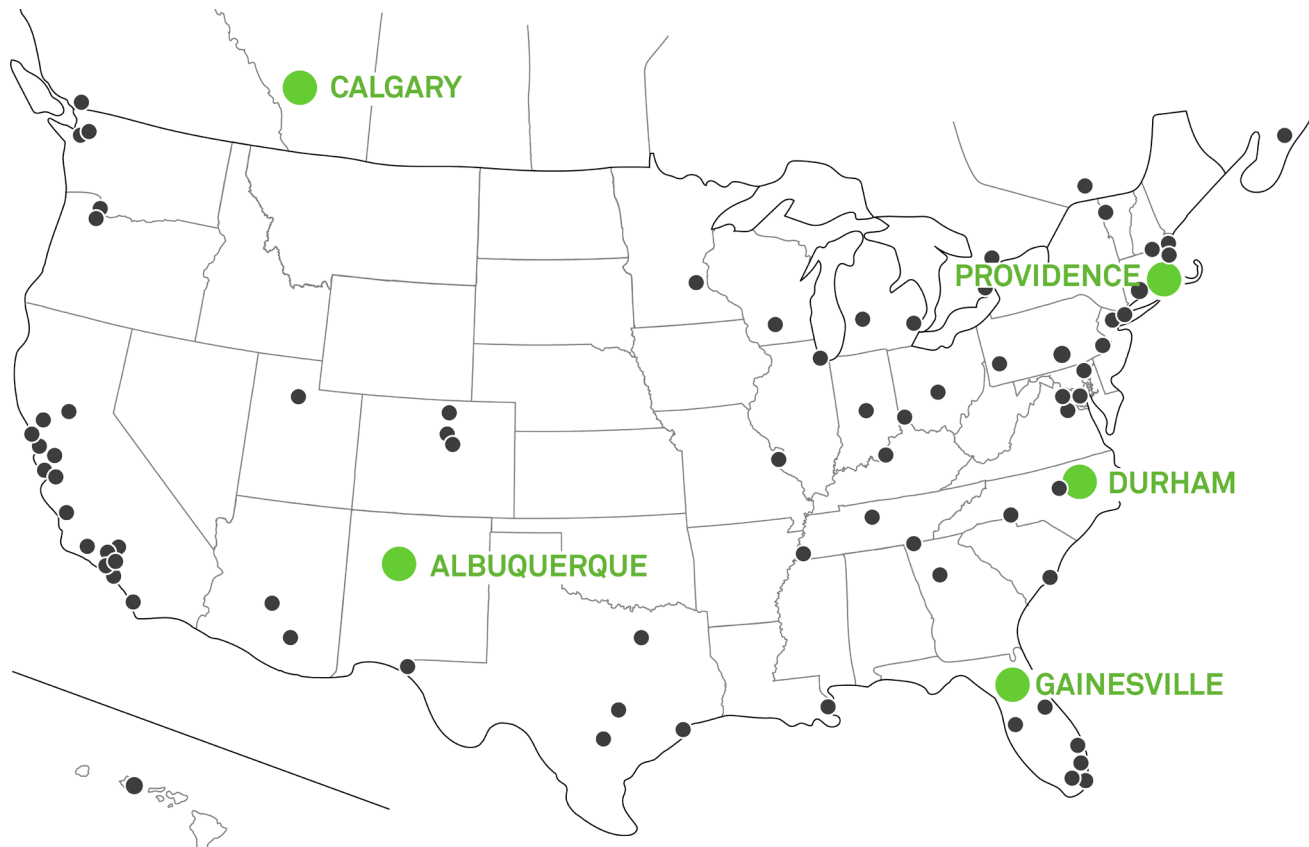


## Expanding Membership

NACTO membership grew to 76 cities and 10 transit agencies in 2020, as we welcomed 5 new Affiliate Member Cities:

**Albuquerque, NM; Calgary, Alberta, Canada; Durham, NC; Gainesville, FL; and Providence, RI.**

The work of NACTO's member base impacts more than 50% of the total US population, while the wellbeing of their transit and city transportation agencies affects more than 60% of the total US GDP.





## Fostering Strong Leaders

2020 marked the third year of [Leadership NACTO](#)—a professional development program for the next generation of strong, dynamic leaders in city transportation—and the first year it was held entirely online.

In the spring, NACTO hosted six monthly office hours and mentor sessions for current and former fellows to gather for problem-solving and inspiration. In November, the third Leadership NACTO cohort gathered for their first curriculum-based session as a group. They will continue to meet monthly for group and one-on-one coaching sessions into 2021.

At the end of 2020, NACTO sent a one-year-follow-up survey to the 2019 cohort to assess the program's efficacy. The results show that Leadership NACTO has a strong and lasting impact, not only on program fellows, but also on their teams, divisions, and agencies.

**“ I don't think I could have handled the sudden change in reality from the COVID-19 pandemic if I hadn't spent the year before in the cohort. I am really proud of how well my team continues to collaborate, share needs, creatively solve problems we didn't know could exist, and still deliver results for our residents. ”**

*Congratulations to the third cohort of Leadership NACTO fellows!*

**Angela Martinez**, Senior Right-of-Way Manager, Department of Mobility and Infrastructure, City of Pittsburgh

**Jennifer Ruley**, Mobility and Safety Division Manager, Department of Public Works, City of New Orleans

**Valérie Gagnon**, Mobility Director, Ville de Montréal

**Charles Penny**, Chief of Transit and Sustainable Transportation, Baltimore City DOT

**Betty Smoot-Madison**, Mobility Director, Atlanta DOT

**Brad Rawson**, Head of Transportation & Infrastructure, City of Somerville

**Jennifer Donlon Wyant**, Transportation Planning Manager, City of Sacramento

**Jacquelyn Hayward**, Director, Project Design & Management, Transportation Services, City of Toronto

**Cindy Patton**, Interim Director of Transportation Operations, Department of Transportation and Infrastructure, City of Denver

**Hank Kelley**, Transportation Planning & Programs Supervisor, Mobile GR, City of Grand Rapids

**Anna Chamberlin**, Associate Director, District DOT

**Katie Roth**, Manager, Arterial Bus Rapid Transit, Metro Transit

## Structured for Success

Building on earlier work under the 2017-2018 [Green Light for Great Streets](#) initiative, in 2019 NACTO began work on a new project: Structured for Success. The project will culminate with guidance—to be released in 2021—that provides city transportation staff with recommendations on how to structure their agencies to consistently deliver high-quality projects. In January 2020, NACTO held a Structured for Success symposium in New Orleans with 30 staff from member cities to share ideas and gather lessons learned on how to set up systems and processes that enable consistent delivery of high quality projects. While there, staff in these cities heard from leaders who have shepherded their agencies through major structural changes and exchanged ideas on how to set up nimble processes that can evolve over time.



New Orleans, LA



New Orleans, LA



## Bike Share/Cities for Cycling Roundtable

In June, over 150 practitioners from across North America took part in a virtual [Bike Share/Cities for Cycling Roundtable](#), hosted by NACTO and the Better Bike Share Partnership. This was our first shared roundtable, convening city staff from bike programs and bike share and shared micromobility initiatives to discuss overlapping topics in a curated setting. Also our first foray into virtual multi-day programming, we brought host cities Alexandria, Arlington, Baltimore, and Washington, DC to our living rooms through digital partnerships with local community groups and regionally-specific raffle prizes.

Between virtual tours of host cities, we discussed how street design can safely encourage bike and scooter ridership and identified needs for growing bike and scooter share into a sustainable, equitable mobility service.



## Taking Climate Action: American Cities Climate Challenge

As one of the leading transportation partners in the [American Cities Climate Challenge](#), NACTO spent the past 18 months advancing climate action through street design. In 2020, we supported initiatives in ACCC cities by offering workshops, technical and policy guidance, and, in six cities, in-depth “Accelerator” support.

NACTO hosted over 15 events through the Climate Challenge in 2020, including webinars on before and after project photography, equitable community engagement, and strategies for reducing gridlock, as well as two Digital Design Charrettes featuring projects in [Charlotte](#) and [Washington, DC](#) and the expertise of six peer cities.

### Climate Action in Accelerator Cities

In March, when NACTO postponed all in-person events, the ACCC team quickly adjusted outreach with the six Accelerator cities to find ways to support their work remotely.

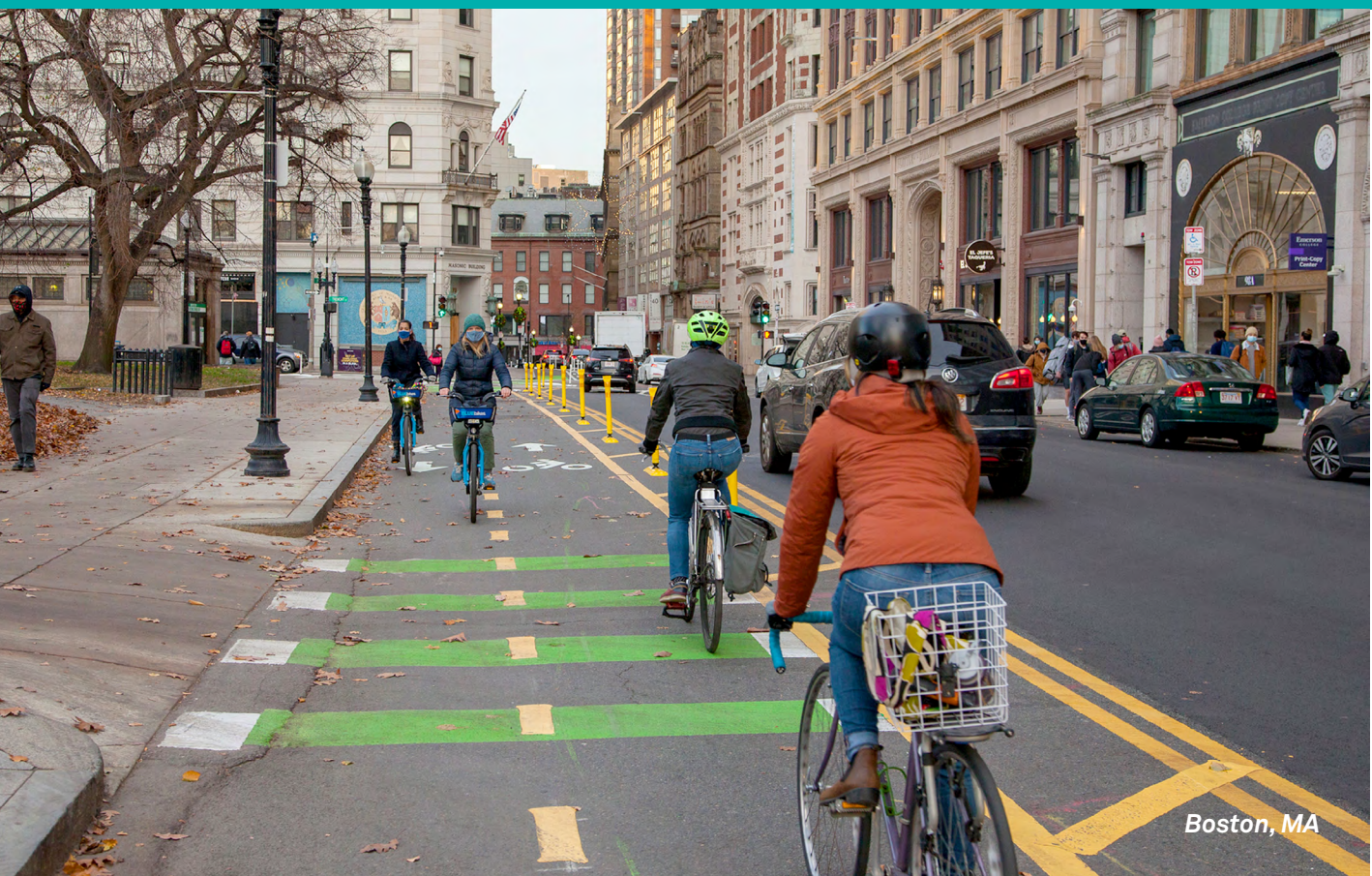
In Atlanta, Denver, and Philadelphia, NACTO pivoted planned visits into virtual workshops and charrettes to advance critical bikeway projects, provide technical assistance to safety and transit projects, and support the development of policy and design guidelines.

In Boston, Minneapolis, and San Antonio, NACTO held regular meetings with city staff, facilitating interdepartmental discussions to align project teams on goals and tradeoffs, hosting Digital Design Charrettes on enhancing and expanding bikeways, and convening interagency design sessions to advance high-profile complete streets projects.

Despite enormous challenges, Accelerator cities applied Climate Challenge and peer city support over 2020 to [advance landmark transportation actions](#), while NACTO offered unused event funding as direct aid, including providing funding for red paint for bus lanes in Minneapolis and interim bikeway materials in Philadelphia.

We look forward to continuing to work with a cohort of the Climate Challenge cities in 2021 to advance critical safety, bike, and transit projects and set cities up for success as they transition from pandemic response to recovery and continue advancing carbon-reducing projects.







## Bringing Cities Together: Designing Cities 2020, Virtual Convening

NACTO shifted its premier transportation conference to a global digital experience in early December 2020. Corporate sponsorship and grants enabled staff from all NACTO member agencies to participate at no cost; over 90% of members were represented this year! Our focus on the public sector continued, with 80% of [#NACTO2020](#) attendees working for public agencies. We also welcomed over 80 attendees from outside North America during Global Day, a space for learning and connection across time zones hosted by NACTO-GDCI.

Based on feedback from our community, the conference team offered a virtual convening with new experiences that emphasized small group connection and responsiveness to the evolving and overlapping challenges of the year. We revived the Designing Cities tradition of NACTO Camp, an “unconference” where city and transit agency staff proposed and ran sessions. Professionally-facilitated discussion cohorts and affinity groups gave hundreds of participants space to share challenges and joys, and build networks to seed continuing mutual support. Virtual social events included live music from arts-for-transit performers, and even a transportation-themed improv comedy show!

Thank you to our planned 2020 hosts in Boston/Cambridge/Somerville for adapting to a moment of disruption by graciously delaying host duties to 2022. We are overwhelmed by, and indebted to, the creativity and enthusiasm of hundreds of speakers, trainers, facilitators, and co-conspirators who made the pivot to a virtual convening possible.

**1,400+** **participants**, 80% of whom work for a public agency

**100+** **cities** represented

**32** **countries** represented, from Ethiopia to the Philippines to Algeria

**33** **NACTO Camp sessions** led by city and transit agencies

**24** **highly curated experiences**: hands-on workshops, global city case study sessions, affinity group discussions & members-only peer network meetings

**15** **demos and dialogues** with event sponsors





“ A+ work on inclusivity and bringing hard conversations to the table. ”

San Francisco, CA



Austin, TX

“ It exceeded my expectations and experience for a virtual conference (the best I’ve attended). ”



“ I was impressed by what the organizing team pulled off. It still “felt” like Designing Cities! And the keynotes all made me cry. I was inspired and encouraged. I walked away feeling proud to be part of this community. ”

Washington, DC



## Training Cities on People-first Design

For years, NACTO's Certified Trainings program has partnered with private-sector practitioners to expand the reach of NACTO design guides to more jurisdictions and give practitioners the tools they need to transform their streets. In early 2020, before the pandemic hit, NACTO hosted a complete streets design training in Cincinnati, Ohio, which focused on promoting equity through multimodal street design and included a site visit to apply the design tools and techniques covered.

With in-person events on pause for most of the year, we focused on restructuring our training program to better reflect the evolving work of NACTO cities and the city transportation field. In-person sessions were shifted to collaborative virtual workshops and charrettes in the short term, with a new broader format for ongoing support. To continue developing the highest quality trainings, we expanded our content structure to pull information from across NACTO's publications, as well as from other organizations. This ensures what we're presenting is as nuanced and critical as possible. Feedback from 2020 informs our new programming, with new ways to support our members in 2021 and beyond.





# Global Designing Cities Initiative



*Addis Ababa, Ethiopia*



NACTO's Global Designing Cities Initiative (GDCI) continues to offer technical assistance and guidance based on the *Global Street Design Guide* to help cities around the world shape safe and sustainable urban streets. This year, while every region of the globe confronted the physical, social, and economic toll of the COVID-19 pandemic, GDCI focused on supporting response and recovery efforts in partner cities—while facilitating capacity-building workshops, trainings, and presentations for practitioners around the world and supporting 15 implementation projects that led to the transformation of 7+ km (~4.5 miles) of streets.

GDCI was able to offer this support to more cities than ever in 2020, under two different programs—the Bloomberg Initiative for Global Road Safety (BIGRS) and Streets for Kids.

## Bloomberg Initiative for Global Road Safety

2020 marked GDCI's fifth year of partnership with the Bloomberg Initiative for Global Road Safety (BIGRS). Our recently-released video, "[A Vision for Safer Streets](#)," highlights this work and celebrates our 5-year partnership with the cities of **Addis Ababa**, Ethiopia; **Bogotá**, Colombia; **Fortaleza**, Brazil; **São Paulo**, Brazil; and **Mumbai**, India. In 2020, as part of Phase III of this groundbreaking program, GDCI began work in eight new cities (including two continuing cities\*):



Recife, Brazil





Bogotá, Colombia

## Salvador, Brazil

GDCI engaged with local planning and traffic departments to lay out ambitious plans for the coming administration cycle, including two neighborhood-scale projects aimed at promoting safe and sustainable mobility in strategic areas of the city.

## Recife, Brazil

GDCI partnered with the local traffic agency Companhia de Trânsito e Transporte Urbano do Recife (CTTU) to review street designs for seven project sites—four of which were implemented—and facilitated a capacity-building training to nearly 40 staff members based on the *Global Street Design Guide*.

## Bogotá, Colombia\*

GDCI provided guidance on a multi-agency city-wide program to create a system of Barrios Vitales or Vital Neighborhoods. With the aim of designing areas where services are provided locally, in a 15-minute trip using sustainable mobility modes, Bogotá is planning network strategies to provide safe environments for all road users.

## Guayaquil, Ecuador

GDCI presented at nine meetings with the city to develop upcoming annual work plans, conducted a bike design training for 20 technicians, and provided design review comments on 13 km (~8 miles) of an upcoming cycle lane project.

*\*continuing city*





### Delhi, India\*

GDCl, along with the Department of Transportation in Delhi, launched a journalist training course, “Fundamentals for Road Safety,” as part of several ongoing virtual training modules for local and regional road safety stakeholders.

### Mumbai, India

GDCl supported the city on the completion of two high-risk locations and the monitoring of their implementation. Alongside guest lectures for the City’s MSL Learn platform, GDCl also launched an online self-paced journalist training.

### Cali, Colombia

GDCl facilitated capacity building sessions with over 140 engineers, designers, local organizations, traffic agents, and academics, and supported an intersection transformation that increased over 1,000 m<sup>2</sup> (~11,000 ft<sup>2</sup>) of protected space in an underserved area.

### Quito, Ecuador

GDCl led 19 workshops and 13 presentations, and reviewed designs for 15 km (~9.5 miles) of streets, including 18 intersections.

*\*continuing city*



## Streets for Kids

Under the Streets for Kids program, the GDCI team began work in four new cities in 2020—**Tirana**, Albania; **Fortaleza**, Brazil; **Santiago**, Chile; and **Kigali**, Rwanda—to implement child-focused street transformation projects.

### Santiago, Chile

GDCI assisted *Ciudad Emergente* with reviewing a COVID-19 mobility plan and selected a site for a 2021 interim intervention, working with two municipalities towards their goal of improving mobility for all children and their caregivers.

### Fortaleza, Brazil

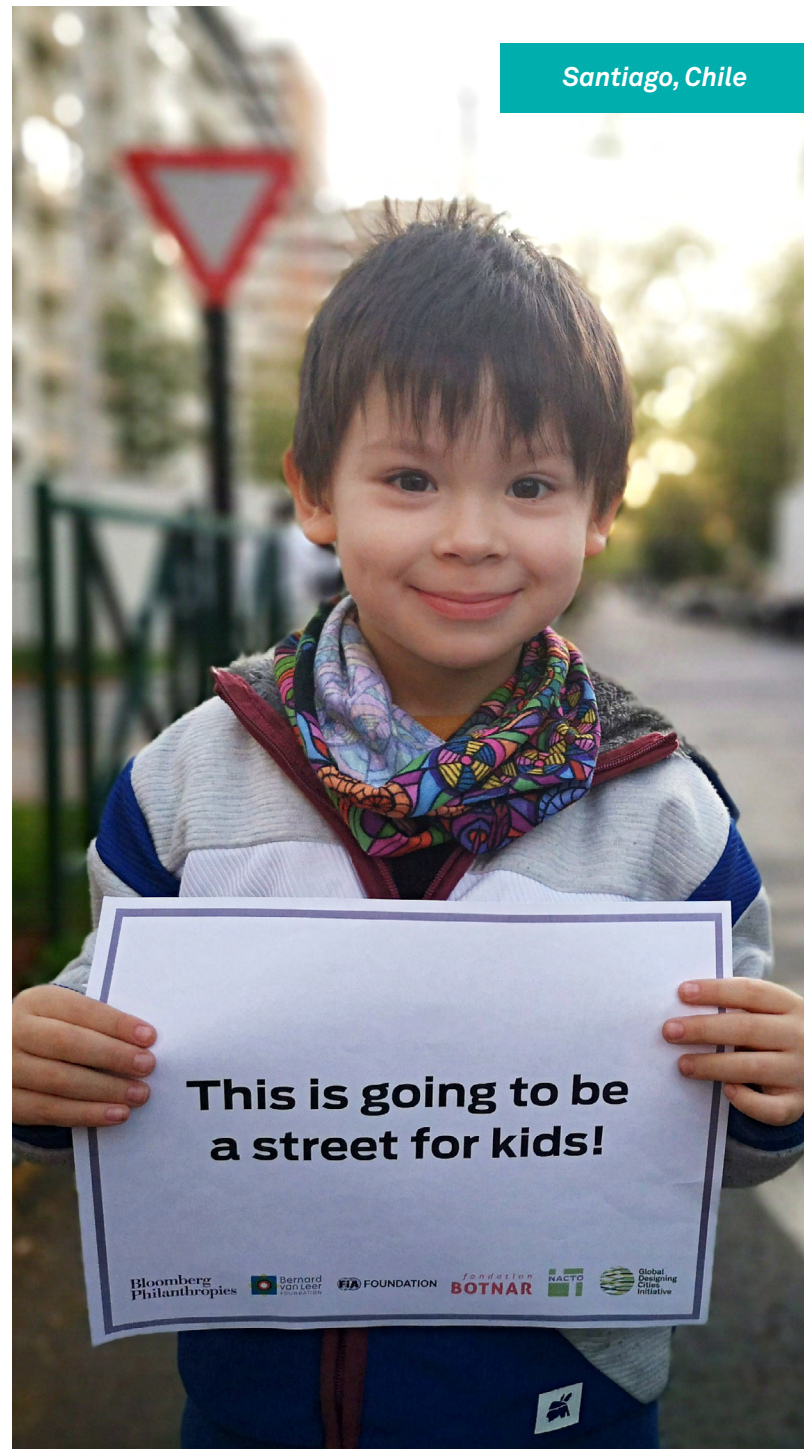
Capital construction is underway for safety improvements, play areas, seating, and landscaping on a school street.

### Kigali, Rwanda

A street adjacent to a major public space, frequented by children and families, was selected for a 2021 transformation.

### Tirana, Albania

The city of Tirana and local nonprofit [Qendra Marrëdhënie](#) implemented a six-month pilot transformation on a school street that hosts over 1,000 students each day. The project creates a new pedestrian-only public space and a playground for babies and toddlers, adds additional trees, and gives priority to pedestrians on two adjacent streets.



Santiago, Chile



## More Street Transformations

GDCI also supported [continuing street transformations in Milan, Italy](#)—a city that set a powerful example by prioritizing people-friendly streets and pedestrian/bike infrastructure in their early response to COVID-19. Along with Bloomberg Associates and Comune di Milano, GDCI helped support 13 interim site interventions, which reclaimed 1,800 m<sup>2</sup> (~20,000 ft<sup>2</sup>) of pedestrian space and transformed 5,300 m (3+ miles) of streets. GDCI also partnered with the City to translate the *Global Street Design Guide* into Italian. (Translation will be available as a free PDF in Spring 2021).



With the support of the Bernard Van Leer Foundation, GDCI helped Maltepe Municipality in Istanbul, Turkey transform an underutilized intersection into a more attractive place for children and caregivers. Implemented with interim materials in 2019, Zümrütevler Square has become a well-loved community asset. GDCI worked with Istanbul-based design office SUPERPOOL to improve the design during the interim period, and the municipality completed permanent reconstruction of the plaza in October 2020. In November, the project received the Golden Ant Award in an annual competition that recognizes exemplary practices of member municipalities.



Istanbul, Turkey



## Quantifying the Safety Impacts of Street Redesigns

In October, in partnership with the International Road Assessment Program (iRAP), GDCI launched an important supplement to the *Global Street Design Guide*, which outlines the safety benefits of improved designs using iRAP's Star Rating methodology—the global standard for benchmarking road infrastructure safety. This tool is freely available for [download](#) on the GDCI website, and since its release it has been downloaded more than 66,000 times.

## The *Global Street Design Guide* Expands Its Reach

In 2020, joining the list of 100+ cities, regions, countries, and organizations across the world who have endorsed the [Global Street Design Guide](#) are the cities of Istanbul (Turkey), Cali (Colombia), and Bratislava (Slovakia), along with 3 organizations: Global y Local (Argentina), Society of Road Safety Ambassadors (Botswana), and Streets Alive Yarra (Australia). The *Global Street Design Guide* is currently available in English, Chinese, Italian, Portuguese, and Spanish.

# iRAP Star Ratings of NACTO-GDCI's Global Street Design Guide



**Bloomberg  
Philanthropies**

**Bloomberg  
Philanthropies**  
INITIATIVE FOR GLOBAL ROAD SAFETY

**NACTO**

**Global  
Designing  
Cities  
Initiative**

**iRAP**

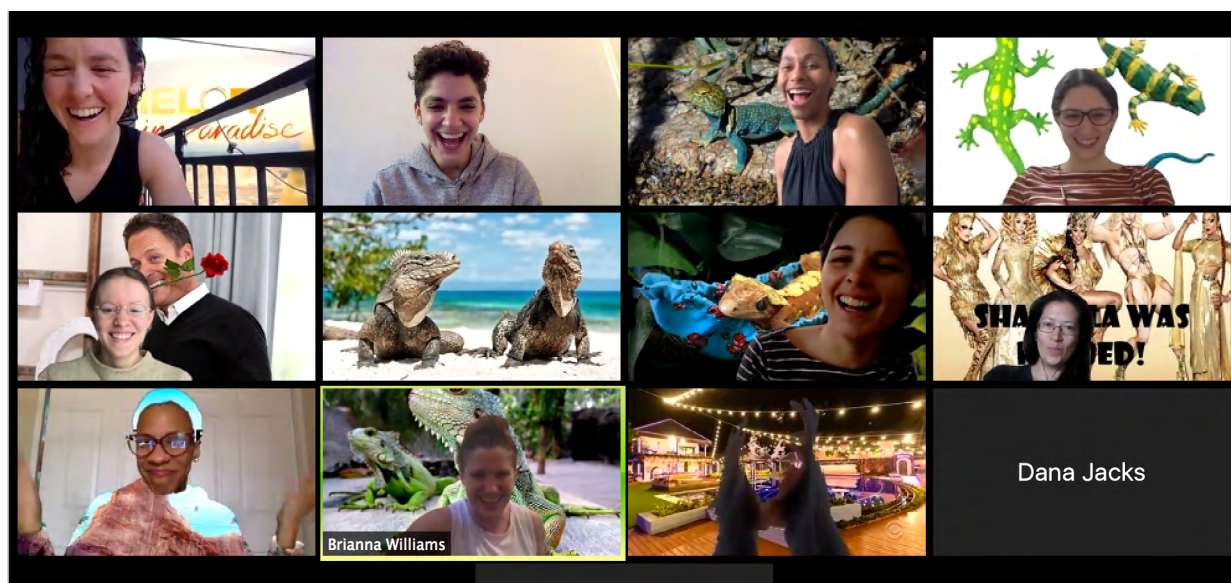
**GRSF**  
Global Road Safety Facility

## Transitioning to Work from Home

In early March, NACTO shifted to remote work to protect our 33-person staff and NYC, the city we call home. Because NACTO's core work products revolve around peer convenings and knowledge sharing, we had to re-envision how to support members in a new medium, and transition valuable network meetings, site visits, and trainings into new programming curated for an online environment.

Recognizing NACTO's supporting role for our members, critical during a destabilizing global pandemic, we proactively changed daily office routines and expectations to support our staff's safety and wellbeing, including:

- Flex hours to accommodate time zone differences and childcare responsibilities
- A work from home stipend to cover new or increased expenses for staff, such as air conditioning and electricity
- A Diversity, Equity, and Inclusion assessment to better hold NACTO, as an organization and as a collection of individual staff, accountable to ourselves, our members, and our field
- Updates to paid time off policies to accommodate diverse schedules and staff needs
- Full office closure from Dec. 24-31 to provide time to pause, reflect, and recharge





## New Staff

NACTO (remarkably) welcomed new staff to our team in 2020: In May, **Jennifer Godzeno** joined the National staff as Director of Engagement to provide strategic guidance for member engagement, leadership programs, and major events like the Designing Cities conference. In July, **Annah MacKenzie** joined GDCI as its Communications Manager to help shape and implement strategic communications campaigns, while also managing GDCI's editorial content and web presence. While we haven't had the chance to work together in person, we're excited to have Jennifer and Annah with us—remotely.



## Our 2020 Board

### Janette Sadik-Khan

Principal,  
Bloomberg Associates  
*NACTO Chair*

### Robin Hutcheson

Director of Public Works,  
City of Minneapolis  
*NACTO President*

### Eulois Cleckley

Executive Director,  
Denver Department of  
Transportation & Infrastructure  
*NACTO Vice President*

### Robert Spillar

Director of Transportation,  
City of Austin  
*NACTO Treasurer*

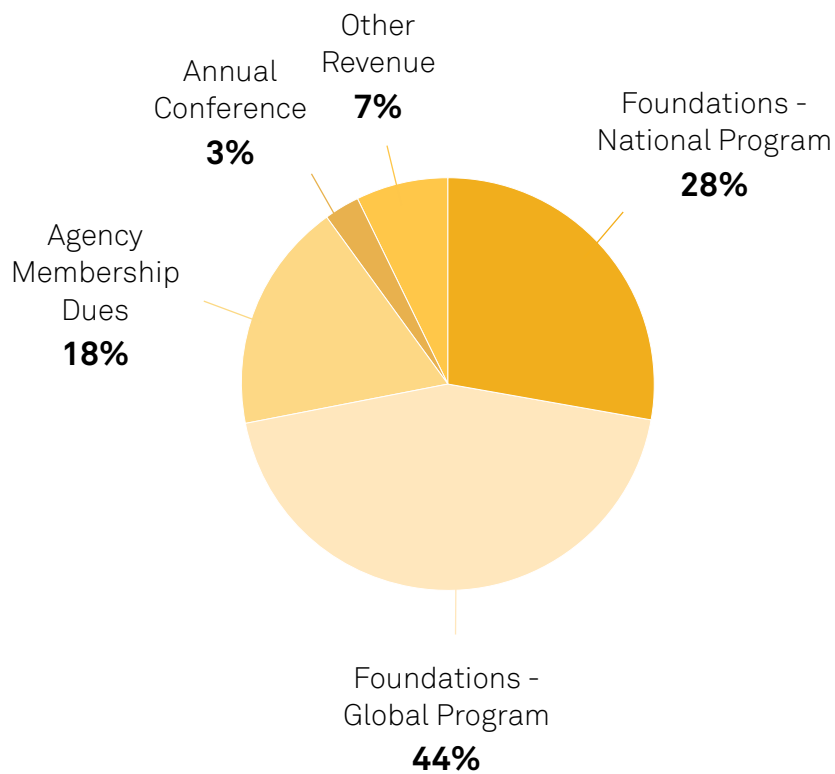
### Michael Carroll

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

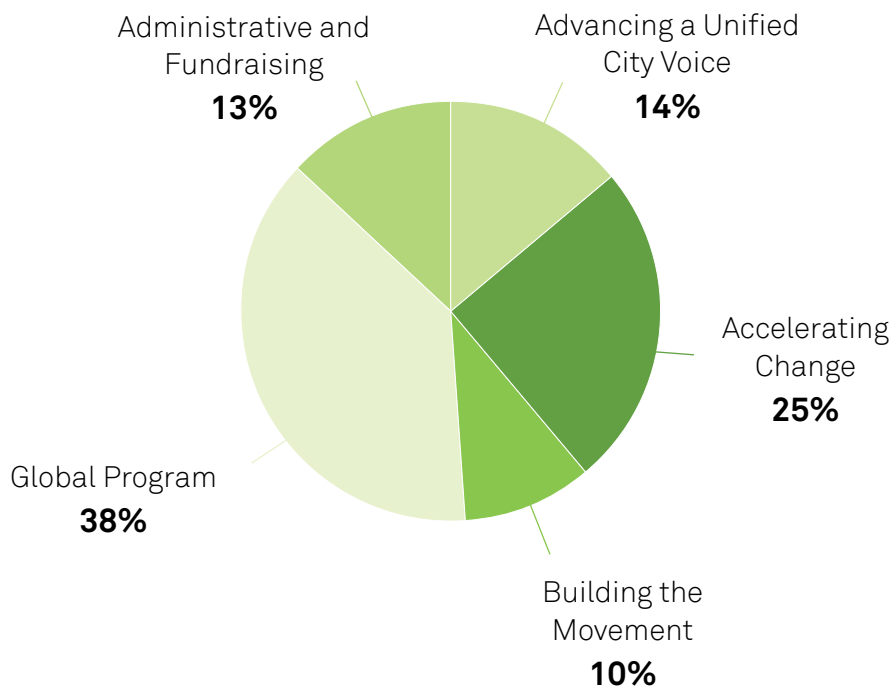
### Joseph E. Barr, AICP

Director,  
Traffic, Parking & Transportation,  
City of Cambridge  
*NACTO Affiliate Member  
Representative*

## Revenue



## Expenses







January 2021