

CITIES TAKING THE LEAD

NACTO Annual Report 2021



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LETTER FROM OUR EXECUTIVE DIRECTOR

Last summer, one month after Portland, Oregon reached 115 degrees—37 degrees above average—the United Nations confirmed what was already obvious. In stark terms, the IPCC outlined that climate change is now irreversible, that we must adapt to it, and that we must dramatically cut greenhouse gas emissions in order to avert further, unimaginable, global catastrophe.

We have long faced combined safety, climate, and equity crises. These were made even clearer over the past year with devastating climate impacts from coast to coast, continued racial injustices, and a dramatic increase in the number of people walking killed on our streets. Our transportation systems directly contribute to these crises—and they are also a critical part of the solution.

The challenges can seem unsurmountable, yet our imagination and dedication can meet this moment. We can change the status quo—and fast.

Our own history shows us how. Just over 10 years ago, NACTO was a network of a dozen cities putting the finishing touches on a new book: the *Urban Bikeway Design Guide*. At the time, there were only 26 miles of protected on-street bike lanes in the U.S. Yet, by writing down the innovations created in a few cities and spreading them across the NACTO network to others, we began to change our streets: 10 years

later, we now have hundreds of safe, accessible, protected bike lanes in cities from coast to coast. And together we made previously-unthinkable features—from red transit lanes, to public plazas and Vision Zero programs—common parts of the everyday urban streetscape.

NACTO moves the needle. Just over the past year, we:

- » Helped engineers move away from the flawed way speed limits have been set in the U.S. for decades, [elevating and implementing context-sensitive speed management techniques](#) to help stem the U.S.'s traffic safety crisis
- » Led a [national campaign](#) that brought historic attention to the outsized and failed role one federal regulatory document—the MUTCD—has on streets across North America
- » [Built on our pandemic response and recovery guidance](#) with grant support in member cities: installing [proof-of-concept test cases](#) for implementing projects in concert with communities, and helping our neighborhoods recover from the pandemic
- » Gained influence with Congress and at USDOT as the U.S. embarks on spending a record \$1.2 trillion on infrastructure, helping shape how those funds will be spent (including by getting NACTO street design guidance written into federal law)

- » And continually fought for the most efficient transportation mode—transit—at multiple levels of government, accelerating projects across our network and advocating for federal policy that reflects transit's importance in taking meaningful safety, equity, and climate action

Our work is seeding results and transforming our transportation system. **Yet, at NACTO, we measure success based on where we need to go, not how far we've come.** We need to strive for an impact that matches the scale of the challenges that face us. Today's intertwined crises are complex, and the full impact of the work we do will be felt over decades, not overnight. Yet even on this timeline, our work is still pressing, and the results immediate. We are and must continue to move the conversation and field forward everyday.

NACTO's 2021 annual report reflects this balance, celebrating the accomplishments of our daily work, but framed within the uncertain and increasingly unstable context in which we all operate. There will be more IPCC reports in the future. **What they forecast will depend on what we do today.**



Corinne Kisner
Executive Director

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Leading the conversation



Graham Projects

Baltimore

REFOCUSING FEDERAL POLICY ON CITY TRANSPORTATION

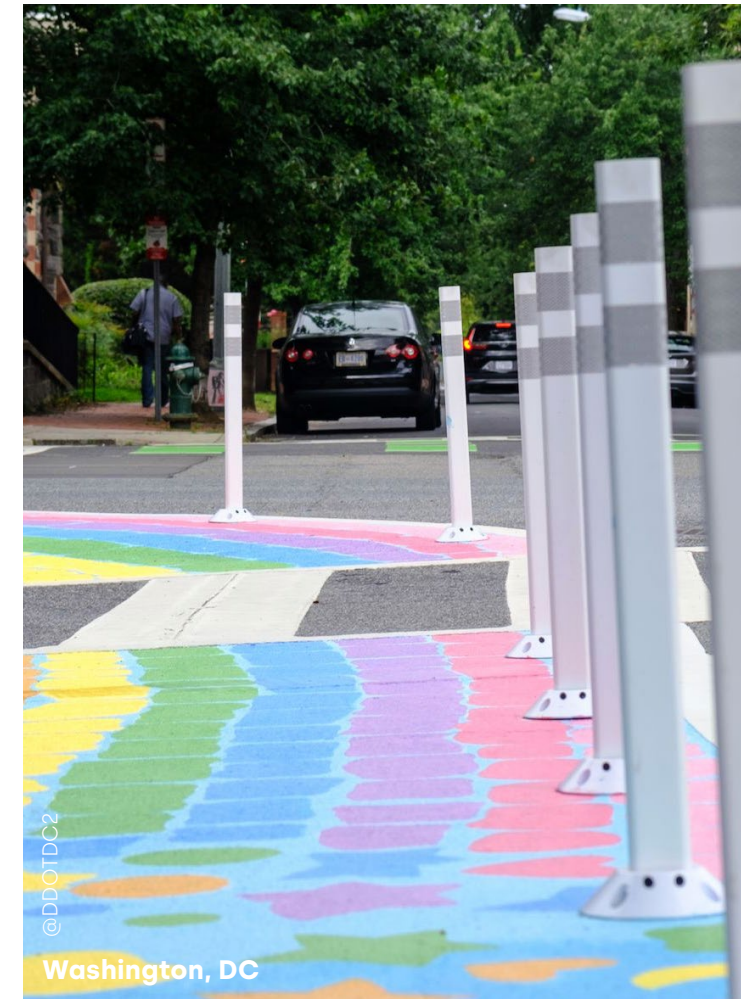
2021 was a landmark year for transportation policy—and for NACTO's federal policy program. As the new administration and Congress worked on what would eventually become the historic Infrastructure Investment and Jobs Act (IIJA), NACTO and our members seized the opportunity to champion safety, climate, and equity goals in U.S. transportation policy. Through months of direct engagement with Congressional offices and administration officials, national news organizations, and close coordination with partner organizations, NACTO produced an unprecedented number of policy documents, advocacy materials, and legislative wins over 2021—cementing U.S. cities as a force for federal transportation policy reform.

We brought local transportation priorities to the federal level: we outlined [our members' top priorities for President Biden's first 100 days](#) in office; produced [policy recommendations for the 2021 surface transportation reauthorization](#) that centered safety, equity, and climate action; and created resources on [the Infrastructure Investment and Jobs Act](#) for our members and the wider field. We partnered with a national coalition of policy and advocacy organizations to #SaveTransit, helping secure \$40 billion in relief funding in the American Rescue Plan—the first time the federal government funded transit operations outside of rural areas in over 40 years.

We made change happen. The IIJA creates billions of dollars worth of grant programs to pay for Vision Zero improvements, congestion pricing, and local projects. It also includes powerful language that authorizes cities to use NACTO design guides when building projects on locally-controlled streets, giving them critically-needed autonomy to build in context-appropriate ways to meet local goals.

We didn't get everything we wanted. The infrastructure bill puts few guardrails on formula funding—the dollars that states have traditionally used to expand highways—yet, cities and our partners changed the conversation there too. Headline stories in the world's most-read newspapers explored [whether the projects we're building meet our goals](#), and shined a spotlight on the [racist, inequitable history of highway projects](#) in the U.S.—bringing attention to proposed projects that often were built with little scrutiny and increasing the likelihood for better outcomes in the future.

Over 2021, our work elevated the voices of city staff to shape a national narrative around what transportation can and should do. This year, in public statements and closed meetings, we expanded the scope of what's possible for U.S. transportation policy. We did it to ensure that the priorities of cities and transit agencies are heard at every level of government, and that their needs—and the needs



of the people they serve—are reflected in the programs and policies coming from Washington. As the IIJA is implemented in the years ahead, **NACTO will continue to be a critical voice in ensuring that cities' needs, priorities, and values continue to be heard.**



@DDOTDC2

Washington, DC

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Walking and cycling have not been a focus of federal transportation policy. Road funding has been routed primarily through state transportation departments, which emphasize large projects for drivers.

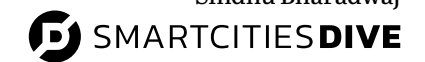
But using federal money to build a sidewalk in the city means undertaking a lengthy and expensive review process the state designed with major road projects in mind. Unlocking \$1 million could cost \$300,000 in planning and turn a four-month project into an 18-month project.

There is not a different process for those six feet of sidewalk than there is for a six-line freeway. It's not logical," said Karina Ricks, Director of Pittsburgh's Department of Mobility and Infrastructure.

The Washington Post

Bharadwaj warned that "a lot of the outcomes we receive will depend on the decisions made around where the money goes." While states choose which projects they want to pursue, the U.S. DOT can influence those choices, she said. One way it could accomplish that, she said, is by improving the transparency around where the funding goes and by tracking how states spend their money.

Sindhu Bharadwaj



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NACTO is AASHTO's upstart younger sibling, challenging the dominance of state officials and highway building in the nation's infrastructure system. While success has typically been measured by how many and how quickly cars can move, advocates and planners are increasingly talking in terms of how projects guarantee access to economic, social and educational opportunities.

The Washington Post



Seattle

MAKING FEDERAL STANDARDS WORK FOR CITIES

About every 10 years, the Federal Highway Administration quietly updates the Manual on Uniform Traffic Control Devices (MUTCD), a regulatory document that dictates the look and placement of nearly every sign, signal, and marking on U.S. streets. The flawed rules in the MUTCD prioritize quickly moving cars over creating comfortable, safe places for people, enshrining outmoded, autocentric regulations into federal roadway standards. These standards have harmed American communities for decades.

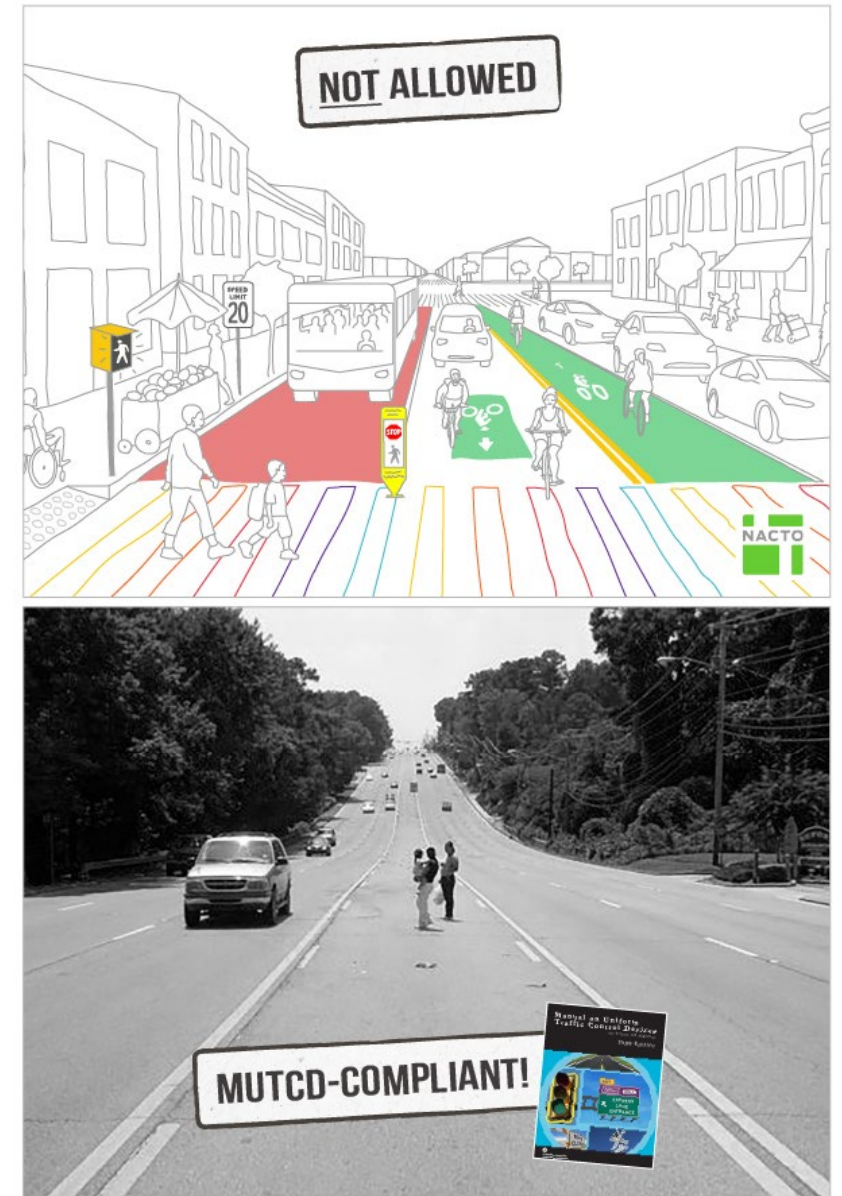
In 2021, NACTO led a national campaign to update the MUTCD into a proactive, safety-first manual.

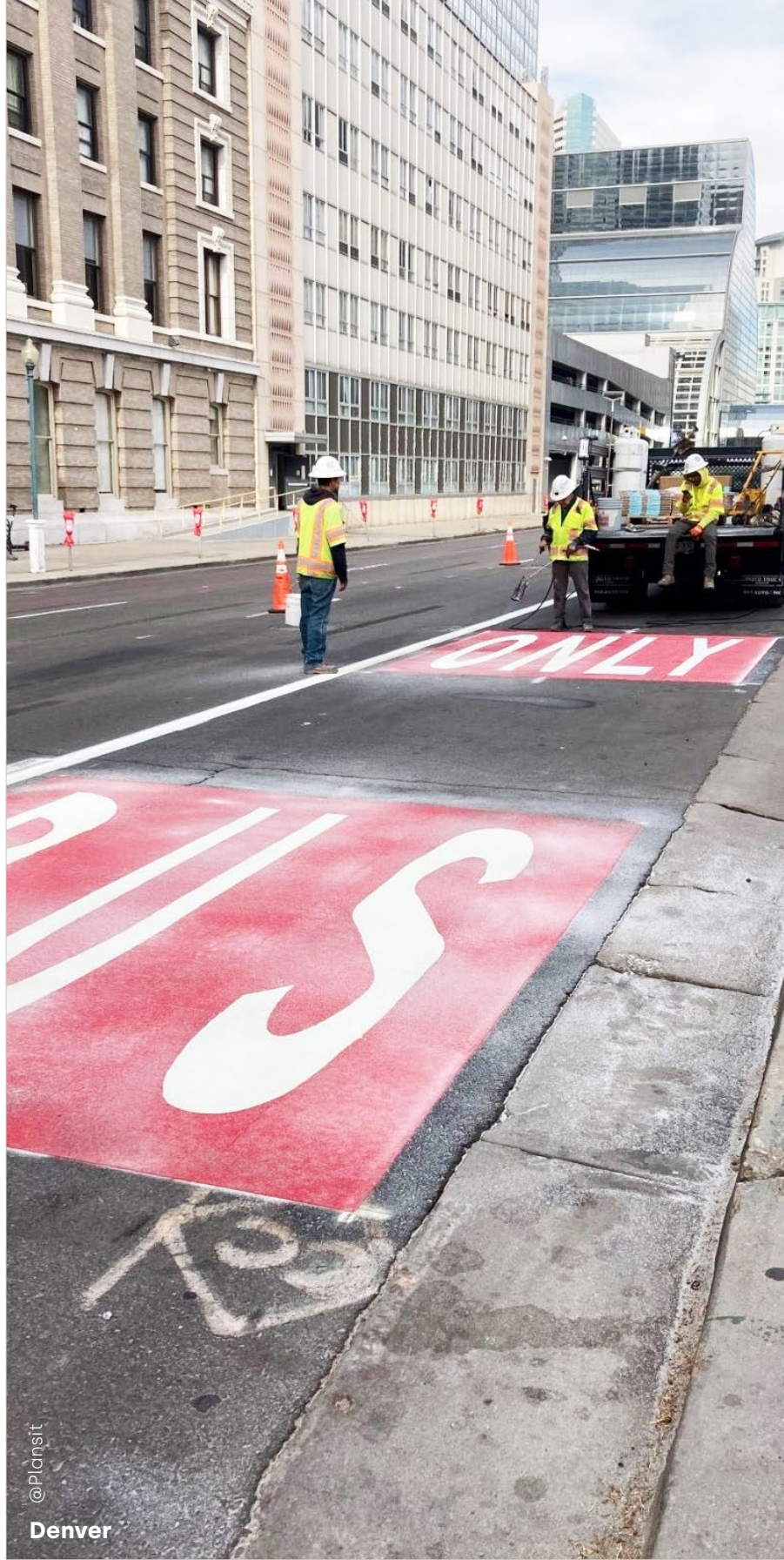
In the spring, NACTO and our members reviewed the proposed update to the MUTCD and found that it failed to fundamentally fix the manual's flawed regulations. The update introduced significant new constraints to creating safer streets and jeopardized action on climate, safety, and equity in American transportation. Centering the need to untangle the intertwined crises facing our nation, we built a coalition of city leaders and national partners and then built a movement advocating for better U.S. roadway standards.

Through letter-writing campaigns, media interviews with city transportation experts, and [illustrations of egregious regulations](#), we created a national story and showcased the failings of business as usual. **The previously obscure MUTCD—and the need to update it—received national attention:** from Washington policymakers in outlets like *Roll Call*, city officials in outlets like *CityLab*, and a high-profile spotlight for all audiences with a feature on one of the country's most-listened to radio programs, *Marketplace*, syndicated across hundreds of NPR stations nationwide.

In May, we submitted 400 detailed comments outlining how to reframe the MUTCD to the Federal Register and, working with our partners, including the National Safety Council, Transportation for America, and America Walks, solicited comments from cities, advocates, practitioners, and other organizations to formally request FHWA fundamentally reframe the MUTCD. The result: [over 25,000 individuals, agencies, and organizations](#) made themselves heard. With more than 10 times the number of comments received since the previous MUTCD update, FHWA now has a crystal clear mandate:

Current regulations are not working and it is past time to update the MUTCD into a manual that better reflects the realities and aspirations of what our streets can be.





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Without the red tape that the MUTCD has historically created, cities across the U.S. today would likely have hundreds more miles of red-colored transit lanes, making transit service more convenient, reliable, and accessible to the country's essential workers.

Extract from:
"It's Time to Rewrite the Road Builders' Rule Book"

Bloomberg

”

Where we've broken down here is applying a one-size-fits-all model to every street in the U.S. Urban streets are by nature context-sensitive.

Alex Engel in
Roll Call

”

By sort of tradition and fiat, [the MUTCD] is mostly geared towards the way drivers use the streets, and it thinks of other users as other users.

Zabe Bent in
npr Marketplace

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This is the time to say, 'What should the spirit of the document be? And what should be the best way forward?'

Zabe Bent in
WIRED

CITY LEADERSHIP IN A PANDEMIC

In March 2020, the world changed, as stay-at-home orders, social distancing requirements, and the threat of infection from COVID-19 radically altered daily life. The challenges faced by transportation and city officials were unprecedented—there was no playbook to address this emergency. After NACTO launched the [COVID-19 Transportation Response Center](#) to support cities and transit agencies on the front lines, we documented their urgent response through trackers, network calls, webinars, audio briefings, and, eventually, emerging practice guidance.

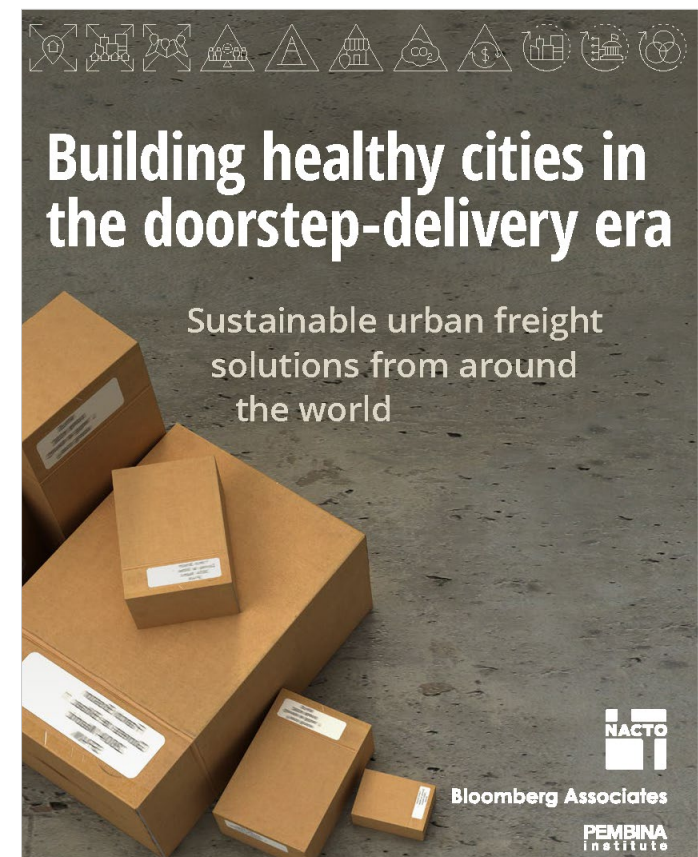
[City Leadership in a Pandemic](#) condenses our findings over the critical six first months of the pandemic, showing how cities responded to the unknown, from reconfiguring streets to adapting transit for essential services, and how cities can continue to work rapidly to better serve residents to recover from the worst crisis in decades.



PRIMED FOR PICKUP

While many city residents sheltered in place during 2020, delivery vehicles helped to close the retail gap. They brought billions of packages from warehouse shelves directly to residential doorsteps—and brought consequences of urban delivery, from traffic congestion, air quality, and diminished road safety with them. Released in partnership with

Bloomberg Associates and the Pembina Institute, [Primed for Pickup](#) outlines tested, real-world strategies to mitigate these increased pressures on city streets and to help cities deliver on sustainable urban freight in the era of doorstep deliveries.



THE NEXT CHAPTER FOR NACTO BIKEWAY DESIGN GUIDANCE

In 2010, [cities banded together](#) to develop a first-of-its-kind document: [bikeway design guidance](#) developed by cities, for cities. The [Urban Bikeway Design Guide](#) opened the door for rapid bikeway expansion across North America, giving city transportation staff a permission slip to build better streets. In the decade since, biking has boomed, shared microbmoility has exploded, and the demand for all ages and abilities bikeways has intensified.

This year, NACTO [announced the launch](#) of the update to the *Urban Bikeway Design Guide*, thanks to the support of Trek and Bloomberg Philanthropies.

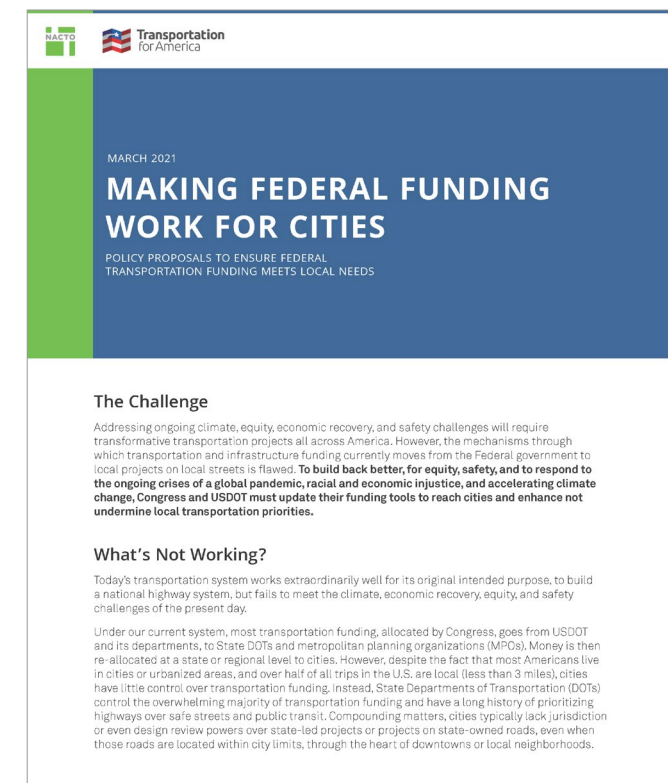
Over 2022, we'll be releasing practitioners papers with the latest state of the practice on equitable planning, engagement, and implementation—in addition to high-quality bikeway and intersection designs. NACTO will be collaborating closely with our member cities and transit agencies on developing these working papers, as well as on the full update for the Guide—which will be released as a fully redesigned hardcover publication in 2023.



MAKING FEDERAL FUNDING WORK FOR CITIES

NACTO convened a working group in early 2021 to create a series of legislative recommendations to help cities access and use federal funds, resulting in [Making Federal Funding Work for Cities](#). This policy brief - developed with Transportation for America - outlines the challenges cities face using federal funds for local transportation projects—and solutions to fix them. Cities and municipal governments build, own, and maintain the majority of roadway mileage in the U.S.—where the majority of trips take place—but have little control over how federal transportation

funds are spent. This document outlines strategies, from creating a direct aid program for large cities to fixing suballocation to benefit cities of all sizes, and remains the most comprehensive proposal to ensure federal funding meets local needs.



SHAPING THE PUBLIC DISCUSSION

NACTO continued its strong public presence in 2021 as one of the country's most authoritative voices on city transportation. As a new administration in Washington focused national attention on infrastructure and transportation, policymakers and the news media looked to NACTO for insights on the most pressing needs for city transportation to address the country's safety, climate, and equity crises.

In over 1,000 news stories in 2021, including in some of the world's most prominent outlets like *The New York Times*, *The Washington Post*, *Reuters*, *CNN*, *NPR*, *Politico*, and *Bloomberg CityLab*, NACTO continued to tell the story of city transportation:

where we are, what we need, and the steps we need to take for mobility to be safe, accessible, and sustainable for all.

In addition to helping lead a national media campaign to update the MUTCD, other key media moments in 2021 included federal investment in transportation, strategies for improving the safety of North America's roadways including national attention on speed limit setting in *Reuters* and *CNBC*, the role and need for transit in cities today, the enduring popularity of bike share and shared micromobility systems, and the continued response to, and recovery from, the pandemic.

We continued to use our own channels, reaching over **50,000 people across NACTO's social media channels** and **20,000 people subscribed to our email lists**. Our website continued to be a valuable and heavily-used resource, with more than **500,000 people viewing more than 1.7 million pages of content**—ranging from street design manuals to federal policy statements—on NACTO.org.



Traffic deaths jump for Black Americans who couldn't afford to stay home during Covid



7 STEPS TO IMPROVE PEDESTRIAN SAFETY ON U.S. STREETS



MARKETPLACE® Why you should care about the traffic control manual update



SMARTCITIES DIVE

Infrastructure deal's 'no strings attached' funding prioritizes new highways, experts warn



REUTERS

Cities' plea to Biden:
Help us lower speed limits

The Washington Post

Lehi, Utah, Interstate 15 award sums up debate over future of transportation

”

We have approached local transportation the same way we approach highway transportation, with the goal of moving as many cars as quickly as possible.

[Complete streets] represents a shift in thinking and thinking about design as more contextual and less cookie-cutter.

Corinne Kisner in
The Washington Post

”

When we think about the many crises that we're facing right now in terms of climate change, in terms of social justice, in terms of safety and accessibility, we should be thinking about projects that do more than one thing.

Zabe Bent in
SMARTCITIES DIVE

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We tend to say that as long as your ridership numbers are trending in the upward direction that your system is healthy. We need to be more nuanced than that. We need to look at travel times and how competitive they are to driving. We need to make sure that accessibility between modes is there. We need to make sure that on-time performance works across the network, not just on the core system.

Zabe Bent in
POLITICO



City of Austin
Austin

Transit Leadership

Transit keeps the promise of meaningful climate action, access to opportunity, and mobility justice possible. While transit worked this past year to connect people with where they wanted to go, we worked to support it and make the case for generational transit investment from the federal government. Through the #SaveTransit coalition, our lobbying helped secure immediate relief to transit agencies as they faced unprecedented fiscal, health, and economic crises and helped frontline transit in the Infrastructure Investment and Jobs Act. And through our media presence, we helped push the conversation about who transit has—and should—serve by recentering trips that are beyond the traditional 9-5 commute trip. As cities continue making space for transit to thrive on their streets (2021 was the year of the red bus lane, after all!), we will continue prioritizing space for transit in our policy, communications, and programmatic work.

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Journey-to-work data becomes the underpinning of so many of our decisions, and then we exclude everyone else. Community colleges and technical schools are destinations. Why aren't most of them accessible by transit?

Zabe Bent in
POLITICO



”

A lot of times, we focus on the rail system, but we also saw during the pandemic that the bus systems were both more flexible to the changes that needed to be made, as well as more comfortable for a lot of people.

Zabe Bent in
THE VERGE



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Accelerating change



Paul Kueger

Vancouver

STREETS FOR PANDEMIC RESPONSE AND RECOVERY GRANTS PROGRAM

Last year, NACTO launched a competitive grant opportunity for cities putting principles from [Streets for Pandemic Response](#) and Recovery into action. We sought applications from members that were partnering with community-based organizations to reimagine streets to meet the needs of people disproportionately harmed by COVID-19. Our view: by working together, city agencies and community organizations are well-equipped to navigate the tension between delivering rapid response projects and ensuring these projects don't further perpetuate harm or inequity to those communities most in need of support.

Building on [the success of the 2020 grant program](#), NACTO, with funding from Bloomberg Philanthropies, again offered direct aid to cities working in partnership with community organizations. We funded 10 grant projects that centered local expertise in COVID-19 response and recovery and leveraged city staff's ability to implement projects in the public right-of-way.

This year's grants created new outdoor spaces for local businesses to thrive, hired local artists to paint murals that create new community gathering spaces and slow traffic, and offered community services in public plazas.

By tapping into the respective strengths and collaborative partnership of city agencies and community organizations—and centering the expertise of community members—the 2021 grant cohort contributed to a shift in thinking about the role of local government and community partners in delivering thoughtful, equitable rapid response projects.

2021 grant projects fell into three categories:

Traffic Calming & Wayfinding

Baltimore, Los Angeles, Minneapolis, Fort Collins, Seattle, Portland. Altering the design of the street to slow traffic and increase safety for residents.

Local Business Support

Denver, Madison, Portland, Seattle, Washington, DC. Providing materials, space, and technical support to help local businesses in specific neighborhoods.

Community Services

Washington, DC, San Francisco. Providing homelessness support services and vaccination pop-ups in community plazas.



AMERICAN CITIES CLIMATE CHALLENGE

NACTO continued work accelerating climate action in 25 of America's largest cities as part of the multi-year [American Cities Climate Challenge](#). At the national level, we integrated our climate action and federal policy work, elevating the voices of city leaders and creating a forum to problem-solve how to most effectively leverage federal support for pandemic recovery efforts. From #SaveTransit to the infrastructure bill, the Climate Challenge coalition of like-minded partners helped bring unprecedented national attention to transit and the critical need to reform U.S. transportation to address the climate crisis.

In our direct work with cities, we wrapped up time-bound partnerships with six Accelerator cities to focus on addressing more specific design, policy, or coordination challenges. With an expanded Climate Challenge cohort, NACTO developed a policy charrette and in-depth departmental workshops on, among other pressing topics, building and refining complete street programs, supporting transit amidst budget cuts, and launching climate-forward initiatives like congestion pricing.

Topic-driven workshops

NACTO worked closely with St. Louis, Cincinnati, St. Petersburg, San Antonio, and Washington, DC to develop and deliver workshops that diagnosed the root causes of coordination challenges and project delivery roadblocks. These trainings and charrettes, held online and built to respond to unique needs within each city, focused on building internal capacity by creating a venue for different departments to discuss shared challenges and potential solutions in delivering multimodal projects and programs.

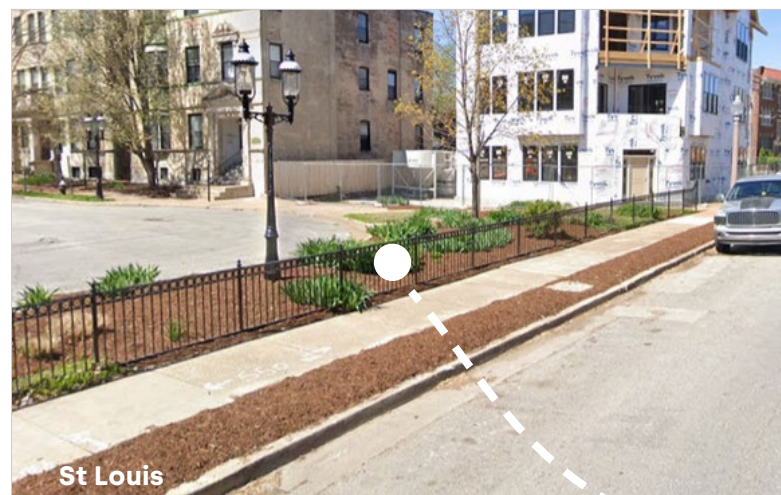
One-on-one office hours

Over 2021, we grew our office hours program, offering direct technical assistance to cities seeking to answer tricky project questions in bicycle, pedestrian, and transit planning. We held dozens of one-on-one meetings between NACTO staff and practitioners in member cities, helping to address challenging bikeway designs, brainstorm community engagement ideas, and discuss best practices for everything from bus bulbs to microtransit pilots.

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Electrifying our vehicles is an important step, but will not, by itself, be enough to reach Biden's goal. We must also fundamentally shift how we travel.

Corinne Kisner in
STREETSBLOG



St Louis



BUILDING CAPACITY FOR BUILDING SAFER STREETS

In the United States, we lose 40,000 people to traffic violence each year, by far the worst safety record in the industrialized world. NACTO's street safety program addresses the root causes of this systemic issue: turning a critical eye to the design, policy, and programmatic decisions that have perpetuated North America's traffic safety epidemic, and the strategies we can take to confront it.

In 2021, our prior participation in California's Zero Traffic Fatalities Task Force bore fruit: [AB43 enshrined into law](#) recommendations we made in 2019 about how to give cities greater authority to establish safe, context-sensitive speed limits. These recommendations drew heavily from NACTO's [City Limits](#) guidance, as well as existing policies in states like Washington and Massachusetts. These results illustrate a core component of NACTO's model:

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The U.S. pedestrian safety crisis is immoral, and preventable. Emphasizing safety across all levels of government through a Safe Systems approach could save the lives of more than 6,000 — disproportionately Black, Native, and brown — people a year.

*How to end the
U.S. pedestrian safety crisis in 7 steps*

Bloomberg

learning from, standardizing, and sharing best practices from a network of practitioners to advance safety across North America.

This year, we also pushed for a more expansive view of how safety can be realized on city streets.

We brought into the national conversation the ways that cities are making progress on [Vision Zero](#) with limited resources and also outlined the clear, immediate steps we can take to [stem America's pedestrian safety crisis](#). We participated in panels and workshops, discussing effective speed limit reduction strategies and building knowledge among city staff and advocates internationally. And we developed a position with members on the role of enforcement in perpetuating police brutality and trading a perceived safety for some over the real safety of others, instead emphasizing self-enforcing streets, automated enforcement, and for states to repeal traffic laws that don't support local safety goals.

As cities work to stem the number of deaths on their streets, and develop a more comprehensive view of the ways safety can be realized, we will continue setting them up for success—from making the case for federal investment in impactful projects to releasing design guidance to build safety into the foundation of streets.

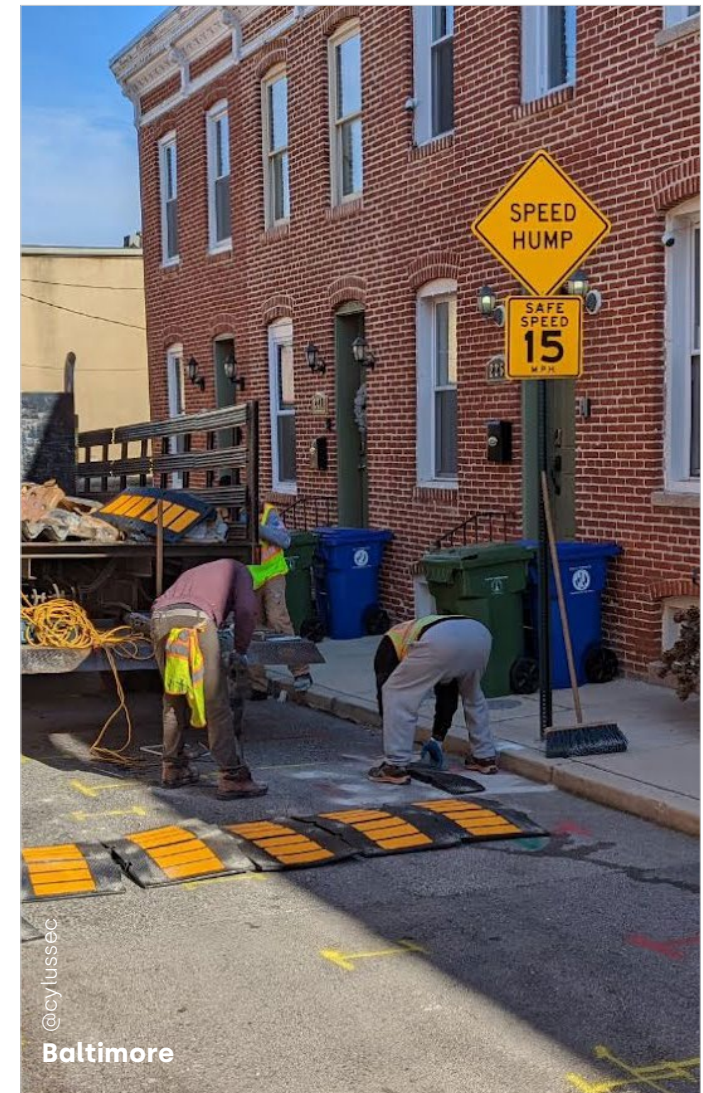
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Critics say that rule, in use since the 1930s, locks in an auto-centric approach that is dangerously unsuited to urban streets, ratcheting speeds higher while pedestrian deaths have climbed 50% over the past decade.

Cities' plea to Biden:
Help us lower speed limits



REUTERS



@cylussec

Baltimore

3

Building the movement



@acdh

Washington, DC

EXPANDING MEMBERSHIP

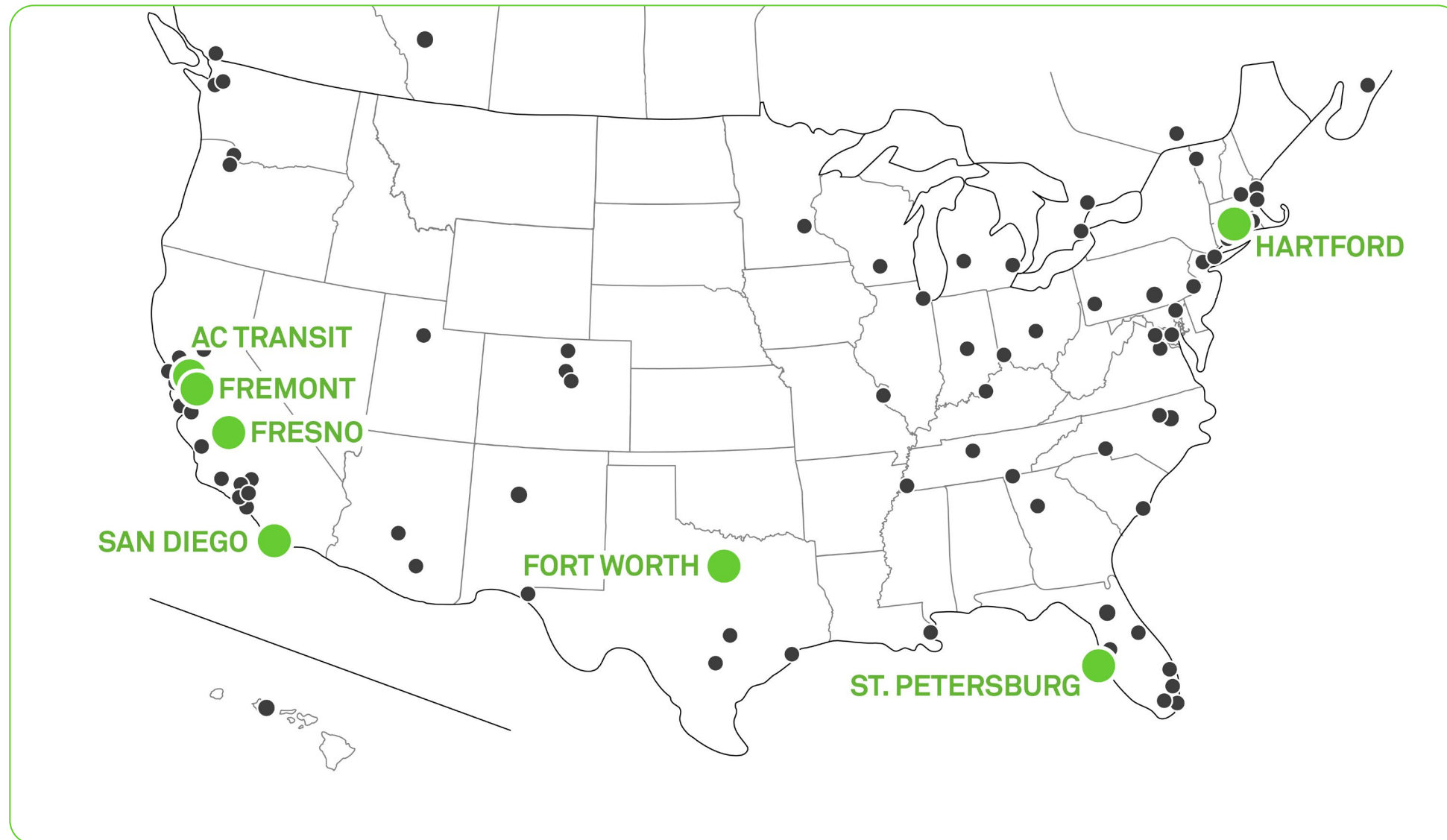
We're proud to count **92** leading cities and transit agencies as part of the NACTO network.

In 2021 we welcomed **6** new cities and **1** new transit agency:

SAN DIEGO as a Full Member City

FREMONT, CA; FRESNO, CA; FORT WORTH, TX; HARTFORD, CT; ST. PETERSBURG, FL as Affiliate Member Cities

ALAMEDA-CONTRA, COSTA TRANSIT DISTRICT as a Transit Agency Member



FOSTERING STRONG LEADERS

Today's most successful leaders have more than technical competency—they are equipped to address systemic inequities in urban design, question entrenched approaches to safety and mobility, and implement projects to build safe, sustainable, equitable places to live, work, and play. NACTO's leadership development programs seek to foster skilled leaders and managers, empowering them and strengthening their ability to communicate, collaborate, and advocate in service of today's challenges and tomorrow's needs.

Streets contain so much potential to help right the wrongs present in our society—from tying back together communities separated by dangerous arterials to increasing accessibility by making it safer and more comfortable to reach a bus.

Our fellowship programs aim to instill the expertise and leadership skills needed to create the change we need on our streets and in our transportation networks.

Transportation Justice Fellowship

In 2021, NACTO and the Better Bike Share Partnership launched a fellowship program dedicated to amplifying the work and profiles of mobility practitioners across the transportation sector who identify as Black, Brown, Indigenous, and People of Color. The fellowship was co-created by Nicole Payne, NACTO's former Senior Program Manager, and Dr. Destiny Thomas of the Thrivance Group, who developed the program and its curriculum. Over 2021, the [Transportation Justice Fellowship](#) brought together 12 individuals from across the country for:

- » Training to develop capacities for creating a more just and representative mobility field.
- » Skills to enhance personal and professional skills through customized coaching plans.
- » Opportunities to co-strategize on a range of projects.
- » Connections with an expanded network of peers focused on equity and justice within the mobility field.

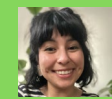
CONGRATULATIONS TO THE 2021 TRANSPORTATION JUSTICE FELLOWS!



Maria Gabrielle Sipin, Active Transportation Policy and Programs Analyst, Oregon Department of Transportation Region 1



Abdullahi Abdulle, City of New Brighton Councilmember and Associate Transportation Planner with the City of Minneapolis



Marcela Moreno, Transit Technologist at the Community Transportation Association of America



Chiamaka Ogwuegbu, Acting Deputy Chief of Staff, San Francisco Municipal Transportation Agency



Natasha Araceli Opfell, Associate Transportation Specialist, San Jose Department Of Transportation - Projects and Planning Division



Ismael Cuevas, Chief of Staff/Director of External Affairs - Committee on Workforce Development - City of Chicago



Dana Dorsey, Creating Healthy Communities Program Manager, Columbus Public Health Affairs - Committee on Workforce Development - City of Chicago



Kiana Parker, Equity Program Manager, University of Washington, Seattle



William Walker, Transportation Advocate



Priya Patel, City Planner & Urban Designer, Black + Vernooy Architecture and Urban Design



Yasha Zarrinkelk, Coalition Manager and Organizer, Transit Forward Philadelphia



Ashley Pryce, Senior Associate, TransitCenter

Leadership NACTO

[Leadership NACTO](#) — a professional development program for the next generation of strong, dynamic leaders in city transportation — moved online during the peak of the pandemic in 2020. This May, the third cohort graduated from the program.

Over 2021, the 12 Leadership NACTO fellows dived deep as a full group to cover the core program curriculum, on topics like emotional intelligence, team dynamics, and leadership styles, and gathered monthly in breakout groups to work through challenges with peers and receive one-on-one coaching support.

In the first half of 2021, NACTO also hosted four mentor sessions for current and former fellows to gather for problem-solving and inspiration—working to create opportunities for community-building across cohorts. Results from a June 2021 survey sent to the third cohort demonstrates that even in a virtual setting, Leadership NACTO offered critical support for navigating the pandemic and other times of crisis. This is the value of leadership development —the program continues to have a lasting impact, not only on program fellows, but also on their teams and agencies.

2020-2021 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, *Senior Program Manager, Chicago Transit Authority*

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, *Director of Transportation Operations,
Department of Transportation and Infrastructure, City of Denver*

Hank Kelley, *Former 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*



Learning to connect remotely with people I've never met has helped me in learning to keep my connections remotely with my team whom I can't work with in person during the pandemic.



I think that I am trusted by my staff to lead. That is due to my personal growth and security from the program and from relating to peers from the other cities.



I've learned to better see and hear myself how others receive me, listen more, show up with more empathy, provide better feedback, and manage conflict more effectively.

CONVENING PRACTITIONERS

Designing Cities

In early 2021, we made the difficult decision to postpone all large in-person gatherings. This was due to uncertainty around public health recommendations and local fiscal challenges brought on by the lasting impacts of the COVID-19 pandemic. Sadly, this meant not holding an in-person Designing Cities Conference in 2020, or a virtual convening in 2021, shifting instead to sustained virtual interaction over the course of the year.

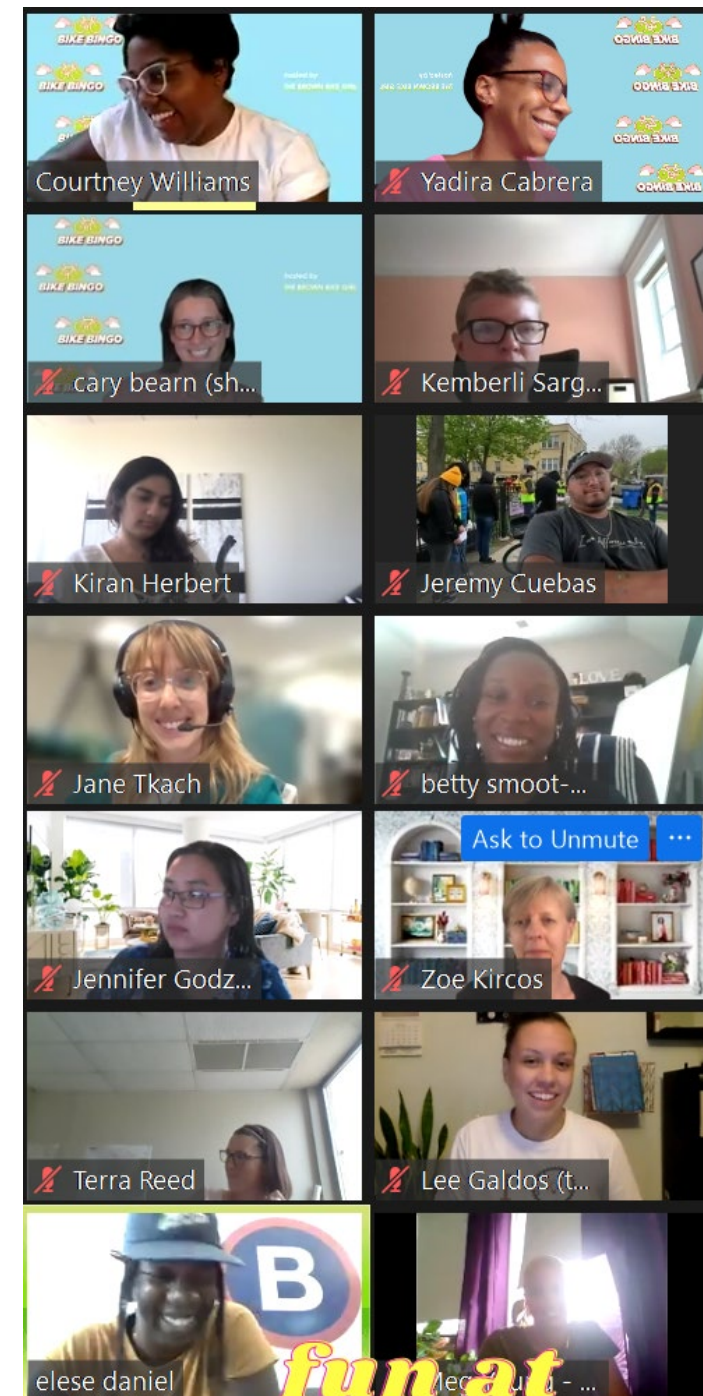
In 2022, we hope to hold Designing Cities in person again. We will aim to gather in host cities of Boston, Cambridge, and Somerville, developing a program that adheres to the needs of our community, with strict health and safety measures.

Cities for Cycling & Shared Micromobility Roundtable

Over 8 weeks in the summer, NACTO brought together over 100+ practitioners from over 50 member cities across North America for our second virtual Shared Micromobility & Cities for Cycling Roundtable, hosted with the Better Bike Share Partnership.

Participants joined weekly to share expertise, insights, challenges, and ideas across the intertwined work of bike share, shared micromobility, and bike planning. We created a forum for practitioners to discuss issue and opportunity areas, from designing and maintaining bikeways to strategies for managing shared micromobility programs to achieve more equitable outcomes.

Throughout the Roundtable, we gathered information and feedback from our members, whose valuable insight and real-world experience will help form the foundation for our work this coming year as we update the NACTO [Urban Bikeway Design Guide](#) with new practitioners papers and, in 2023, a new edition of the Guide. Our guides are impactful because they are developed by cities, for cities—and the 2021 Roundtable helped us kick off this effort for the third edition of the guide to spread innovative, and now commonplace, street designs for bikes, scooters, and more across North America!



Peer Network Programming Spotlights

NACTO hosted dozens of conversations, meetings, and peer learning opportunities across 2021 with our network of member city and agency practitioners.

From discussions on rethinking traffic enforcement and comprehensively considering accessibility in the public realm, to workshops on equitable procurement and policy formation, our peer network events form the bedrock of NACTO's programmatic work.

Our mission is to empower city transportation staff to make decisions that create safer, more equitable, and more sustainable outcomes for the people they serve. Events like those we held this year created space for staff to connect, advance practice together, and speak about the issues that matter most. Peer learning opportunities like the ones NACTO offers will remain a critical tool as our field continues reflecting, reconciling with the past, and working towards a more vibrant, livable future.

6 webinars, workshops, and charrettes

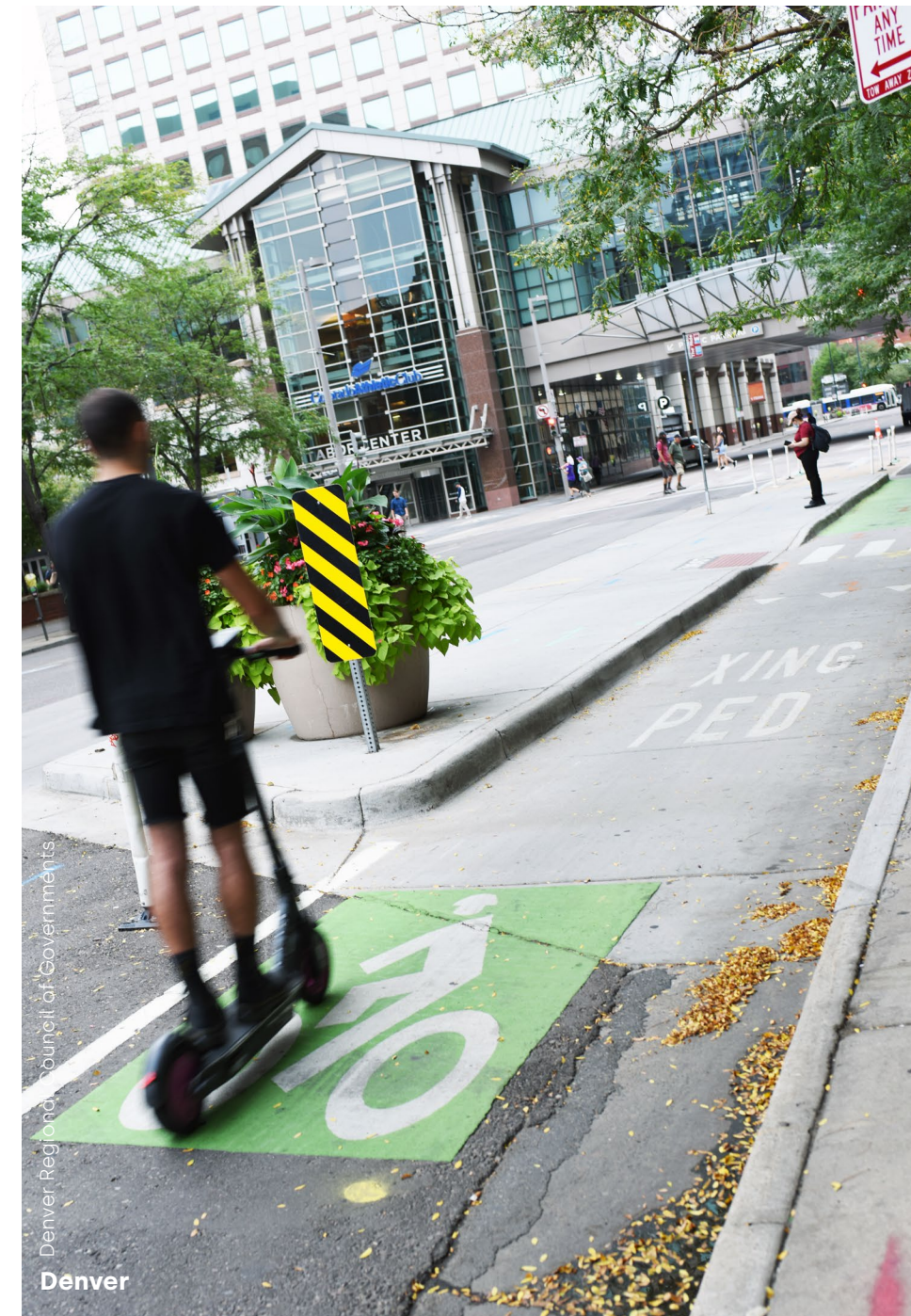
Discussions on federal policy priorities, centering equity in projects and design, and managing shared micromobility services

20 peer network meetings and members-only calls

Forums for practitioners to build community and expertise about the issues that matter most, from structuring successful transit agency and DOT partnerships to updates on federal policy and programs

6 MUTCD campaign meetings

Sessions to gather technical and real-world insights from our members, which formed the foundation of our [detailed comments to restructure the MUTCD as a proactive safety document](#)



4 Global Designing Cities Initiative

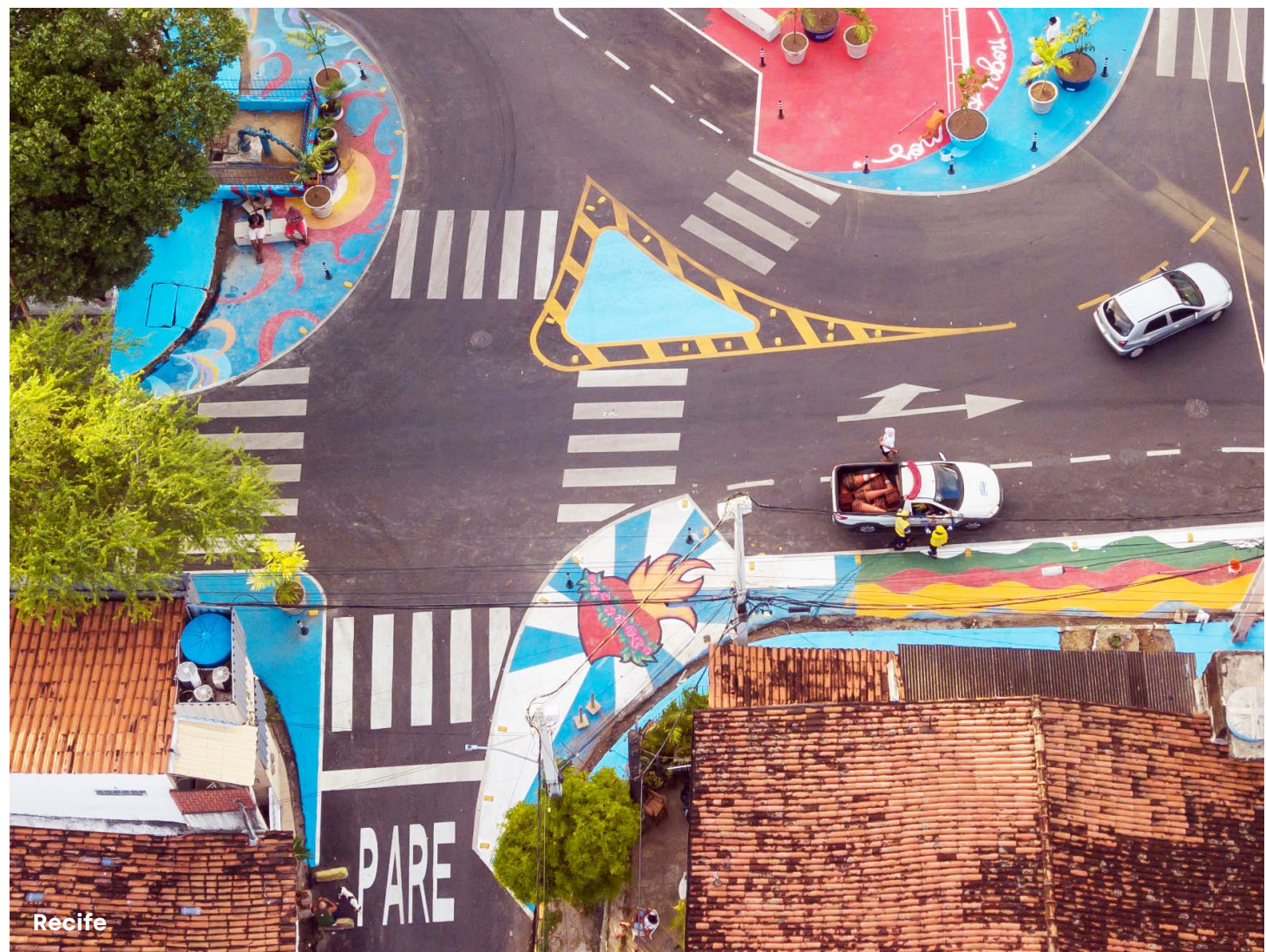


A PIVOTAL YEAR FOR GLOBAL ROAD SAFETY

With its mission to inspire a shift toward safe, sustainable, and healthy cities by transforming streets around the world, NACTO's Global Designing Cities Initiative (GDCI) continued to grow its team and global reach in 2021 —offering workshops, webinars, technical assistance, and resources based on its two major publications: the Global Street Design Guide (GSDG) and Designing Streets for Kids. Through virtual workshops, city-led implementations, and a new Streets for Kids training program, GDCI has trained 10,138 people around the globe, and supported 42 site transformation projects that led to the transformation of 13.1 km (~8.1 mile) of streets in 30 countries.

Bloomberg Initiative for Global Road Safety

2021 marked GDCI's sixth year of partnership with the Bloomberg Initiative for Global Road Safety (BIGRS). In 2021, a year into Phase III of this groundbreaking program, GDCI continued partnerships with: **Recife** and **Salvador**, Brazil; **Bogotá**, **Cali**, and the **National Road Safety Association** (NRSA) in Colombia; **Addis Ababa**, Ethiopia; **Guayaquil** and **Quito**, Ecuador; and **Delhi** and **Maharashtra**, India. Our team, paired with these local partners, facilitated training sessions on the GSDG, and continued to work with each city on technical guidance and design review to advance important safety projects. We were also pleased to launch our first Latin American regional trainings, as well as specific stakeholder trainings for police enforcement and journalists. In partnership with Bloomberg Associates, GDCI also continued to support the groundbreaking Piazze Aperte program in **Milan**, Italy.





RECIFE, BRAZIL

GDCI helped Recife by reviewing street designs and policies, holding trainings on the GSDG, and supporting project implementation and evaluation. The city, in turn, reclaimed public space by implementing several interim street transformations that reduce motor vehicle speeds and increase protection for all street users.

SALVADOR, BRAZIL

In May, GDCI's support to Salvador—through capacity-building trainings and technical assistance—helped the city implement its first interim Zone 30 project in the Bonfim Area, applying proven design techniques to self-enforce the new 30 km/h (~18.5 mph) speed limit.

BOGOTÁ, COLOMBIA

In Bogotá, GDCI works alongside BIGRS partners to provide technical, design, and implementation support to the Barrios Vitales program, which aims to improve neighborhood quality of life through traffic calming and increased public space.

CALI, COLOMBIA

Cali's INEM school zone project, scheduled for early 2022, will improve conditions around a school and connect it to the city's cycle network, providing secure access to students and their caregivers and reflecting a design developed with input from the students, parents, and neighborhood residents.



NATIONAL ROAD SAFETY AGENCY (NRSA), COLOMBIA

GDCI partnered with NRSA to support the third phase of Pequeñas Grandes Obras (Small Big Works), which aims to calm traffic and reduce traffic through on-street safety interventions. The team worked with contractors from 12 Colombian cities to improve project designs and build project delivery capacity.

GUAYAQUIL, ECUADOR

Over 2021, GDCI helped advance Guayaquil's road safety program by reviewing designs, data collection, and community engagement for six projects. GDCI was also a key participant at Guayaquil's Mobility Week in September, with over 200 participants in attendance.

QUITO, ECUADOR

GDCI reviewed three municipal street design manuals, contributing to on-the-ground results on Quito's streets. The Magdalena project added 4,300 m² (~14,000 ft²) of pedestrian space to a high-crash corridor and became a central site for community events—it is now being maintained long-term.

ADDIS ABABA, ETHIOPIA

GDCI hosted its first hybrid workshop training in Addis Ababa, disseminating strategies and principles from the guide to cities across Ethiopia. Addis has also been advancing low-speed zones across the city, beginning with the demonstration projects that will be scaled up citywide in 2022.

DELHI, INDIA

GDCI staff continued technical and policy training in Delhi, partnering to redesign crash hotspots, providing design review and capacity-building support for segments of a 540km (~335 mile) road improvement project, and hosting a Police Training on safer streets, with 120 police personnel in attendance.

MAHARASHTRA/MUMBAI, INDIA

In Maharashtra State and Mumbai, GDCI hosted a second round of Journalist Trainings, which will continue in 2022 with an additional capacity building training. GDCI also supported city efforts to develop school zone safety initiatives and corridor redesigns in Nashik.

MILAN, ITALY

Working with Bloomberg Associates and Comune di Milano, GDCI continued to support Milan's Piazze Aperte program, which included 4 interim site interventions in 2021, reclaiming 4 km² (~2.5 miles²) of streets and public spaces. In May, GDCI also partnered with the city to release the Italian translation of the *Global Street Design Guide*, [available for purchase or free download](#).



Quito

STREETS FOR KIDS

GDCI's Streets for Kids program, which looks at cities through the lens of children and their caregivers, reached major milestones in 2021. [Designing Streets for Kids](#)—supported by Bloomberg Philanthropies, Bernard Van Leer Foundation, FIA Foundation, and Fondation Botnar—received an honorable mention in the Environmental Design and Research Association's "Great Places Awards" as well as the Prince Michael International Road Safety Award. In 2022, *Designing Streets for Kids* will be extended further, with editions available in French, Portuguese, Spanish, and Turkish.

GDCI trained cities around the globe as part of the program, sparking conversations about street design and child wellbeing in **Cape Town**, South Africa; **Colima**, Mexico; **Kazan**, Russia; **Lima**, Peru; **Pasig** (Metro Manila), Philippines; **Tbilisi**, Georgia; **Tulsa**, Oklahoma, USA; **Kigali**, Rwanda; and **Udaipur**, India. We also continued our partnerships with **Tirana**, Albania; **Fortaleza**, Brazil; and **Santiago**, Chile, transforming streets into child-focused public spaces.

As an architect, I am working on a children's streets program in Siberia, and developing a methodology for including this direction in the municipal program. Based on this guide, I have developed solutions for our climate and instructions for choosing priority streets.

Anastasia Pochtovaia
Krasnoyarsk, Russia

"For many years, [the Ghent mobility department] has been focusing on schools & mobility, and we wish to expand our views to focus on networks, movements, and connections. We used your design guide as an inspiration for our vision and plan on child & youth mobility."

Merijn Gouweloose
Ghent, Belgium

Designing Streets for Kids



Global Designing Cities Initiative

FORTALEZA, BRAZIL

GDCI helped Fortaleza transform streets near a neighborhood school with safety and play upgrades, closing adjacent streets to vehicular traffic and creating a pedestrian-only play plaza for kids and families to spend time outside of school.

TIRANA, ALBANIA

In partnership with local nonprofit [Qendra Marredhenie](#) and Tirana's Department of Transport and Mobility, GDCI helped convert an underused parking lot next to a local school into a dynamic play space. An expanded pedestrian area and wider painted crosswalks form the prototype for the city's new Safe School Street Program.

SANTIAGO, CHILE

GDCI and local partner Ciudad Emergente developed an at-home engagement kit, allowing the team to test new engagement techniques and better elevate kids' voices. The resulting project is a new neighborhood gathering space, created by transforming grey pavement into a colorful area serving both residents and school children.



It's very hard to say no to children. It's this twofold approach for focusing on children, making really beautiful, wonderful educational spaces, while simultaneously making streets that work for everybody.

Annie Peyton in
TheCityFix



Fortaleza

EARLY CHILDHOOD DEVELOPMENT

GDCI provides technical assistance and capacity-building support to the Bernard van Leer Foundation's Urban95 cohort. The team works with cities in Turkey, Ethiopia, and Brazil to develop and implement demonstration projects focused on early childhood development and based on *Designing Streets for Kids*.

ADDIS ABABA, ETHIOPIA

GDCI is helping the city develop play streets and foster an environment for City staff, caregivers, and children to gather and express their vision for these shared spaces. Each Sunday in 2022, eleven streets citywide will be temporarily closed to cars, creating even more safe spaces for local residents to safely play outside.

ISTANBUL, TURKEY

GDCI worked with Istanbul to design and build a kids engagement project, including a new neighborhood plaza, play street, and cycling corridor. With support from Marmara Municipalities Union, GDCI also released the Turkish translation of the *Global Street Design Guide*, which is available as a free pdf on the [GDCI website](https://www.globaldesigningcities.org/).

BRAZIL

Over the year, GDCI conducted broad and targeted workshops on planning and designing cities through an early childhood development lens, including in-depth work on safe routes to school, intersection redesigns, and public space planning with four cities. GDCI provided design review and capacity-building to support projects in these cities, also expanding on engagement, metric collection, and interim implementation topics.

GLOBAL STREET DESIGN GUIDE ENDORSEMENTS

By the end of 2021, over 109 cities, regions, and countries have endorsed the *Global Street Design Guide*, formalizing the concepts of safe, sustainable street design for millions of people worldwide. The guide—which is now available in English, Chinese, Italian, Portuguese, Spanish, and Turkish—has been downloaded over 40,000 times.

Download your own copy at
[GlobalDesigningCities.org](https://www.globaldesigningcities.org)



5 Growing Capacity



@alexbozickovic

Toronto

NACTO BOARD

NACTO extends sincere gratitude to our Board members who served and departed over 2021, including former Presidents **Robin Hutcheson** and **Eulois Cleckley** and former Affiliate Member Representative **Joe Barr**.



Janette Sadik-Khan

Principal,
Bloomberg Associates
NACTO Chair



Robert Spillar

Director of Transportation,
Austin
NACTO Treasurer



Michael Carroll

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



Gia Biagi

Commissioner,
Chicago Department of Transportation
NACTO Secretary



Veronica O. Davis

Director of Transportation
& Drainage Operations,
Houston
NACTO Vice President



Ryan Russo

Director,
Oakland Department of Transportation
NACTO Affiliate Member Representative

NEW STAFF

2021 was another year of expanding capacity and impact for NACTO's national staff as well as the Global Designing Cities Initiative.

In March, GDCI welcomed **Paul Supawanich** as the Associate Director of Programs, helping lead ongoing work with Streets for Kids, the Bloomberg Initiative for Global Road Safety, and GDCI's other transformative program areas. This May, GDCI made two more hires: **Uditi Agarwal** as the India Program Manager, overseeing the team's interventions for safer streets and safer mobility; and **Francisca Benitez** as Program Associate, contributing to the successful operation of multiple projects and workstreams across GDCI.

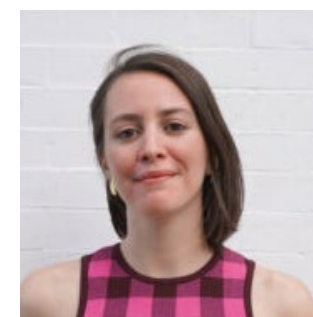
On the National team, **Cary Bearn** joined NACTO in June as the Senior Program Manager for Biking, swiftly taking over leadership of an update to the *Urban Bikeway Design Guide* and multiple peer networks. In October, **Aminah Ricks** joined full time as a Senior Program Manager in Capacity Building, having previously supported NACTO's Climate Challenge and Training programs part-time. And this fall, NACTO brought on **Lauren Nixon** as Associate Director of People and Culture, guiding our internal operations and systems, and welcomed three new program associates: **Camille Boggan** who supports NACTO's quantitative analysis and research work across program areas; **Kris Chandler** who assists with case study and resource development; and **Samaiyah Patrick** who helps curate engagement and peer learning opportunities for NACTO's member network.



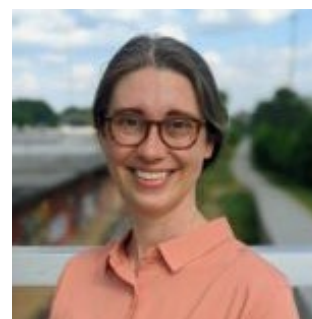
Paul Supawanich



Uditi Agarwal



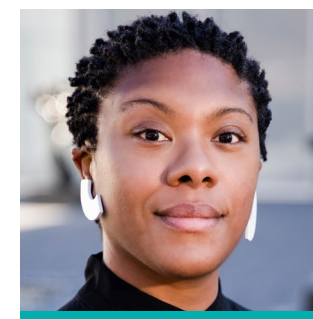
Francisca Benitez



Cary Bearn



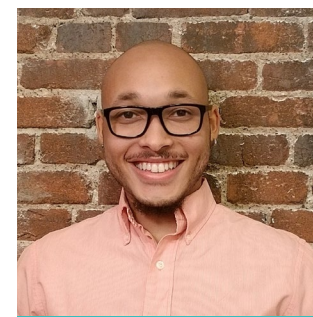
Aminah Ricks



Lauren Nixon



Camille Boggan



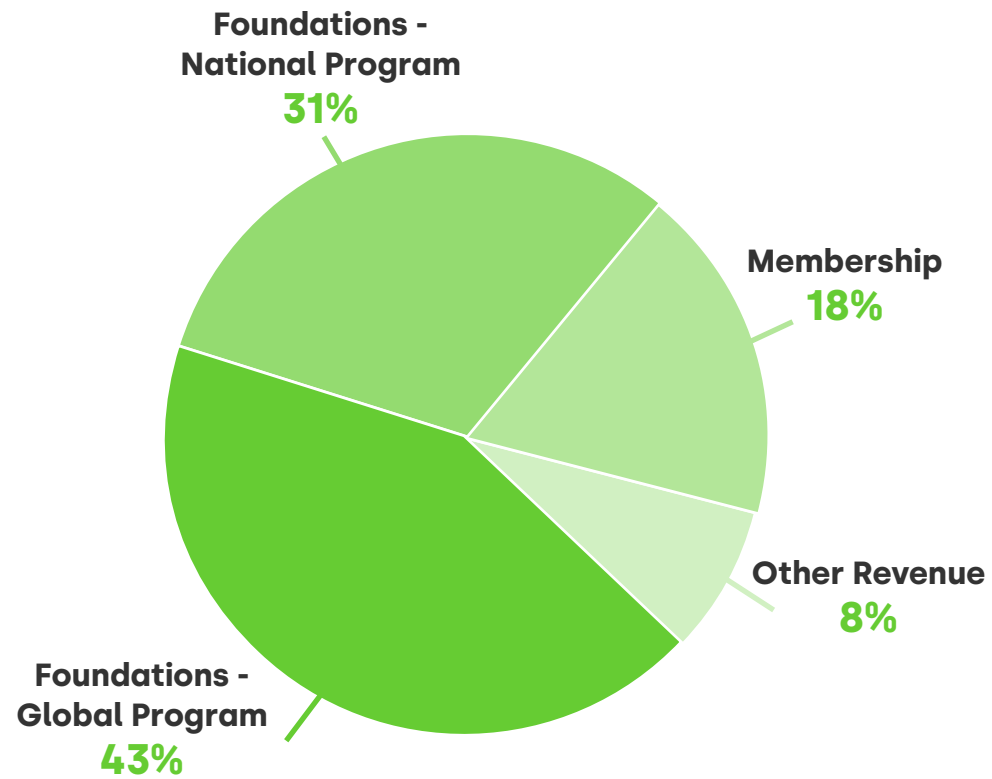
Kris Chandler



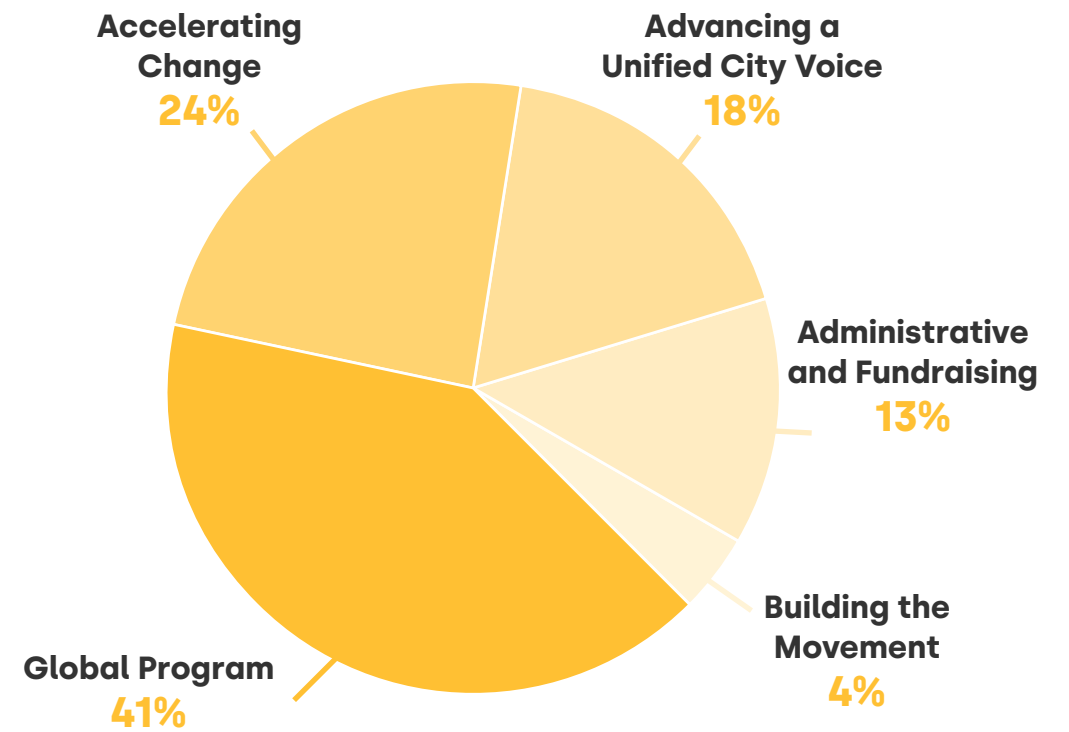
Samaiyah Patrick

FINANCIAL REPORT

REVENUE



EXPENSES





ANNUAL REPORT 2021