ITDP ANNUAL REPORT 2022

ITDP | Institute for Transportation & Development Policy

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INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

The Institute for Transportation and Development Policy (ITDP) works around the world to design and implement high quality transport systems and policy solutions that make cities more livable, equitable, and sustainable. ITDP is a global nonprofit at the forefront of innovation, providing technical expertise to accelerate the growth of sustainable transport and urban development around the world.

The world's emergence from the COVID-19 pandemic in 2022 led to a gradual return to public transport, like Jalisco, Mexico's Mi Macro Periférico BRT line.
Photo: State of Jalisco

KEY ACHIEVEMENTS IN 2022

ITDP HOSTS "RIDING INTO THE NEW URBAN AGENDA" EVENT AHEAD OF THE UN GENERAL ASSEMBLY

In April 2022, UN-Habitat and ITDP hosted "Riding into a New Urban Agenda", a bike ride and discussion event ahead of the UN General Assembly's High-Level Meeting in New York City. The event called attention to cycling as an essential transportation mode and basic service for promoting more equitable and livable cities. Notably, the UN General Assembly unanimously adopted a resolution in March of 2022 calling for improved integration of bicycles with public transit as a way to address climate change. As the Assembly convened to discuss the implementation of the New Urban Agenda adopted in 2016 in Quito, Ecuador at Habitat III, the bike ride aimed to highlight cycling as an urgent priority for cities worldwide.

The ride was supported by a number of notable institutions and organizations, including Transportation Alternatives, the New York City Department of Transportation, the Urban Pathways project, the UN Road Safety Fund, and the UN Special Envoy for Road Safety. Bikes were provided by Lyft's Citibike, New York City's primary bike share operator. Following the bike ride, UN-Habitat and ITDP hosted a panel discussion and side event to highlight representatives from local and regional governments and transportation partners around the world.

ITDP CELEBRATES ONE YEAR OF CYCLING CITIES

In its inaugural year, the campaign has organized high-profile cycling events, released influential research reports, and convened our partners and cohort cities in deep-dive conversations to share insights and provide peer-to-peer support. The campaign's cohort cities have all undertaken impressive street redesigns, cycling policies, and other reforms to place a spotlight on cycling over the past year. As of 2022, our 28 cohort cities have a combined total of 4,300 kilometers of safe cycle lanes serving more than 9 million people and, in line with the goals of the campaign, aim to have 4,000 more kilometers of safe cycle lanes serving an additional 25 million people by 2025. On a global scale, as we noted during the initial launch of Cycling Cities, there is an urgent imperative to reduce emissions from urban transportation — one that requires

Top: UN-Habitat Executive Director Maimunah Mohd Sharif and UN Special Envoy for Road Safety Jean Todt gave opening remarks for the RideNUA event.

Photo: ITDP

Right: In cohort cities around the world, the Cycling Cities campaign is promoting protected cycling infrastructure. Photo: ITDP

cities and governments worldwide to pursue compact city planning and to promote safer, more sustainable, and more equitable forms of mobility. Through education, advocacy, and technical expertise, the campaign and our partners look forward to continuing the global cycling revolution and building on our progress to transform the way everyone moves and lives. By 2025, Cycling Cities aims to influence 250 cities to design, adopt, and implement more cycling-friendly plans, and the inaugural year signifies more to come.

ITDP LAUNCHES FIRST LEARNING HUB COURSES

ITDP launched its inaugural self-guided Learning Hub courses in 2022 geared towards urban planners, officials, practitioners, and advocates interested in advancing more sustainable, inclusive, and equitable mobility in their cities. The publicly available courses offer best practices, insights, case studies, and technical guidance drawn from cities worldwide and highlight urban interventions and policy approaches that can help build better transport systems for everyone.

One course focused on “Mobility and Access for Babies, Toddlers, and Their Caregivers” is designed for professionals in the planning and transportation fields, those in early childhood development and health, aspiring planners, and other decision-makers who want to learn more about the ways in which transportation and the built environment impact children and caregivers. The second “Mastering the Cycling City” course draws from the expertise, insights, and experiences of the campaign’s cohort cities and partners to help others promote more cycling in their regions. ITDP continues to plan further courses for release to provide additional mobility resources for our audiences.

Top: ITDP joined other world leaders at COP27 to elevate the role of sustainable transport.
Photo: ITDP

ELEVATING SUSTAINABLE MOBILITY AT COP27 EGYPT

ITDP’s delegation participated in a number of events at UNFCCC’s COP27 in Egypt in November 2022, where ITDP continued to promote a vision for compact, electric cities that prioritize public transit, walking, and cycling as essential climate solutions. ITDP advocated as part of the PATH coalition for walking and cycling and participated in events where the Egyptian COP27 Presidency made announcements to support sustainable transport. Two notable events ITDP took part in were the Egyptian COP27 Presidency’s announcements of the SURGe Initiative for resilient urban centers and the LOTUS Initiative for sustainable transport.

ITDP was deeply engaged in the formulation of both initiatives and has been tagged as co-leads for follow-up actions over the next year. ITDP had a key role in the launch of the LOTUS Initiative, which calls for more attention and investment into climate action and transport infrastructure across the Global South. With LOTUS, not only have advocates put transportation meaningfully on the agenda, but it is also bringing attention to components that matter most — such as financing gaps — for addressing key challenges in the Global South that are hindering sustainable transport.

MAKING THE ECONOMIC AND CLIMATE CASE FOR CYCLING

In 2022, ITDP published two widely-shared knowledge products on cycling: the "Making the Economic Case for Cycling" and "Protected Cycle Lanes Protect the Climate "reports. The former report, published in June 2022, demonstrates how investments in cycling infrastructure can unlock key economic and social benefits for local economies around the world.

The campaign also hosted a webinar and Twitter Space conversation with high-profile cycling advocates and experts to further discuss the research and findings.

The latter report was released in October 2022 and developed with support from the FIA Foundation to provide the first empirical evidence directly linking bicycle infrastructure to greenhouse gas emissions reductions in middle-income cities. The team also developed a free tool to help stakeholders calculate the estimated amount of emissions reductions that a network of protected lanes could create for their city. These two products received media attention in publications like *Forbes, FastCompany, Streetsblog*, and more.

BOGOTÁ, COLOMBIA WINS SECOND SUSTAINABLE TRANSPORT AWARD (STA)

Seventeen years after the city won the very first STA in 2005, Bogotá received the Award once again in 2022 thanks to their swift adaptation to the unique mobility demands posed by the pandemic. ITDP and the STA Committee recognized Bogotá in part because, soon after the COVID-19 pandemic began, it became one of the first cities in the world to create emergency bike lanes. Eighty-four kilometers were built, with 28 kilometers becoming permanent and 46 kilometers still in use today. On some of the city's main roads, bike use quadrupled as a result of the newly implemented cycling lanes. The COVID-19 changes were cemented with official policies that established biking as the priority means of transport in the city in future planning.

Right: Bogotá received the STA again in 2022 for the city's focus on improving active mobility networks and policies. Photo: ITDP

The city also reconfigured street space to allow for better social distancing and pedestrianized streets that once only served cars. To improve public and environmental health, Bogotá assembled a fleet of 1,485 electric buses for its public transportation system — placing the city among the three largest e-bus fleets outside of China. The city also improved road safety with traffic calming measures and speed management programs, including the launch of a Kids First program that supports students who commute on foot and different transportation modes. Along with Bogotá, two honorable mention cities — Peshawar, Pakistan, and Tartu, Estonia — were recognized for their own successes over the previous year.

URBAN ACCESS FOR PEOPLE WITH DISABILITIES

In this 2022 report, ITDP continued its "Access for All" series of knowledge products focused on creating more inclusive, accessible cities for all communities. The report "Access and Persons with Disabilities in Urban Areas" was developed by ITDP and World Enabled (The Victor Pineda Foundation) to explore accessible transit-oriented development and sustainable urban mobility through the lens of people with disabilities and offer a set of recommendations to promote responsive actions. Persons with disabilities make up nearly 15% of the global population, and more than half of all people with disabilities live in towns and cities.

Right: Cities rarely address mobility needs across the full spectrum of people's abilities or disabilities.
Photo: ITDP

Yet, cities rarely address mobility needs across the full spectrum of people's abilities. Most cities are designed from the perspective of people without disabilities and for the convenience of people in motor vehicles rather than people walking, cycling, or using public transportation. The report highlights accessible TOD and sustainable urban mobility (walking, cycling, and public transport) through the lens of people with disabilities in cities, including structural and personal barriers, best-practice case studies, and recommendations.

BIKESHARE GAINS MOMENTUM IN AFRICA

In late 2022, ITDP Africa supported the launch of the Cairo Bike bikeshare program in the historic city of Cairo, Egypt. Greater Cairo — with an estimated population of 20 million — is a sprawling metropolis known for considerable vehicle congestion and poor air quality. The Cairo Governorate launched the Cairo Bike project plans in 2016, with support from ITDP Africa, UN-Habitat, and the Swiss Drosos Foundation. The partners undertook detailed planning of the bikeshare system, including station locations, station sizing, demand assessments, financial analyses, and contracting of a bikeshare operator. As the demand for better cycling infrastructure and services in Africa grows, ITDP Africa is also supporting plans for bikeshares in major cities like Kigali, Rwanda, and Addis Ababa, Ethiopia, to build on the momentum around active, sustainable mobility modes.

Yichang is embarking on several initiatives to decarbonize its transport sector.
Photo: ITDP

A LARGE-SCALE PROJECT TO DECARBONIZE CHINA'S HUBEI PROVINCE

Many mid-sized cities in China are facing challenges in transitioning to sustainable transport and aligning with China's broader carbon neutrality goals. In the past year, ITDP China has been collaborating on with partners at the World Bank to promote low-carbon infrastructure in the central province of Hubei, where the local government is prioritizing emissions reductions with a focus on transport. By 2025, the province is targeting a 5% reduction in transport emissions and to have 85% of its bus fleets electrified. In Hubei's largest city of Yichang, ITDP recently joined partners. To address this, ITDP China is helping to assess measures to decarbonize various transport networks. It is developing a priority list of mobility and planning projects for implementation. In 2022, the team completed carbon reduction calculations for various modes of transport in the city cluster. ITDP continued to work with partners to collect and analyze related data.

STUDYING THE INTERSECTION OF RACE AND MOBILITY IN BRAZIL

To explore issues of race, mobility, and access in Brazil's cities, ITDP Brazil launched its "A Cor da Mobilidade" (The Color of Mobility) project in 2020 to take a deep dive into how racism affects people across the country's transport systems. The project was initiated with a series of articles published on ITDP Brazil's blog, tackling structural racism in Brazil's public spaces, particularly on public transportation. These interviews with urban experts and advocates addressed how the country does not adequately meet the needs of Black, brown, and low-income people in urban mobility systems due to a lack of representation at the decision-making levels of the transport sector. ITDP Brazil compiled the findings from its interviews and discussions in a report released in May 2022. The report was delivered to decision-makers and consolidates the takeaways from the conversation events and elevates the everyday mobility experiences of Black, brown, and low-income Brazilians.

ENSURING INCLUSIVE ELECTRIC BUS SYSTEMS IN INDONESIA

Since 2016, ITDP Indonesia has supported the Semarang City government in realizing sustainable and fair transportation. This assistance began with the preparation of recommendations for the development of the Bus Rapid Transit (BRT) system and non-motorized transportation. It continued with the preparation of reports to assess TransSemarang services and identify areas for improvements. Throughout 2022, ITDP continued its collaboration with Semarang to highlight "Inclusive Mobility in Semarang City," an effort that will center vulnerable groups — namely, women, children, the elderly, and people with disabilities – as the city works to electrify its bus and mobility systems. In September 2022, ITDP Indonesia submitted its final report and recommendations to the Semarang City government and officials.

HANDS-ON ENGAGEMENT WITH CITY OFFICIALS ACROSS INDIA

The ITDP India team trained over 800 officials through 35 workshops in 2022, including two national workshop events. Through the team's three national Challenges focused on cycling, street improvements, and public transport, ITDP India was able to engage with over 800 city and transport officials from over 40 cities to create "healthy streets" and take strategic steps to enhance

the quality of local public transport systems. The team developed a range of resources for the cities, from action plans to data-driven dashboards. In the national Healthy Streets workshops, ITDP India brought together dozens of cities participating in the India *Cycles4Change* and *Streets4People* Challenges to build their capacity and create a space for active peer-to-peer learning that encourages more innovation.

IMAGINING BETTER STREETS FOR MEXICO'S CITIES

In May 2022, ITDP Mexico kicked off its *#MejoresCallesMX* (Better Streets Mexico) competition, developed in collaboration with partners at CEMEX and Autodesk, seeking street redesign proposals for cities across Mexico that would open up access to public space, improve urban mobility, and enhance quality-of-life for all residents. *#MejoresCallesMX* solicited proposals from teams composed of urban authorities, public officials, civil society organizations, and academia to develop concepts for complete street projects in their city or municipality. A total of 58 proposals were received from 37 municipalities in 19 states across Mexico. Announced as the winner in October, the municipality of Zapopan will receive technical support from ITDP Mexico as well as its partners at CEMEX and Autodesk to help realize and implement the proposal, its designs, and related interventions in 2023. This technical support will include, among other aspects, topographic surveys, soil mechanics studies, and in-depth assistance for refining the street designs.

ACHIEVING A ZERO-EMISSION AREA (ZEA) IN THE US

ITDP's US Program developed a planning guide and related materials focused on the City of Los Angeles. Transportation, including personal vehicles and freight, accounts for 40% of the carbon emissions in Los Angeles and is a top contributor to air pollution. This guide explores opportunities to address urgent climate and equity issues through the creation and implementation of a zero-emission area. A ZEA in Los Angeles would combat climate change by making it easier and faster for people using transit, driving clean cars, biking, and walking. It would also create positive health benefits by decreasing air pollution and making streets safer. This report highlighted steps that decision-makers and community partners should take to move the city towards more sustainable mobility.

Low and Zero-Emisson Zones have potential reduce emissions in core areas of US cities.

Photo: ITDP

SPECIAL INITIATIVES

COMPACT, ELECTRIC CITIES

It is well known that the transport sector is responsible for a large portion of urban air pollution. Low- and middle-income countries suffer disproportionately from transport-generated pollution. It is increasingly clear that how cities develop their transport systems, and plans will have a significant impact on the fight against climate change. Electrification of transportation systems, like buses, offers an important approach in the fight against climate change.

In 2022, ITDP released and promoted "The Compact City Scenario – Electrified" report published in December 2021. Developed with the University of California, Davis, and the ClimateWorks Foundation, the research finds that a comprehensive strategy of compact, mixed-use cities built around walking, cycling, and public transit, combined with investments in electric vehicles, can help mitigate the worst impacts of climate change. Only a future of compact, electric cities can help the world address the impact of a warming climate.

To continue promoting this key piece of research, ITDP released Spanish, Portuguese, and Chinese translations of "The Compact City Scenario – Electrified" report to make it more widely available to decision-makers in various regions. While the original report was both global and regional, in 2022, ITDP also released the first in a series of country-specific "Compact Cities Electrified: Roadmaps" that leverage local contexts and data to outline scenarios for the future of urban transport. The first report in the series takes a closer look at Egypt to identify four highly ambitious but feasible scenarios for the next 30 years of Egypt's urban transport sector. Additional reports are in development for publication in 2023.

In China, ITDP embarked on a project supported by Energy Foundation China that will assess challenges and opportunities for the electrification of two-wheelers in the country. The study will summarize the existing policies and management measures related to electric two-wheelers, as well as investigate the challenges through in-depth interviews with users, relevant government departments, and manufacturers.

ITDP has worked with cities around the world to transition to electricified public transport.
Photo: ITDP

Based on these findings, ITDP China will provide policy recommendations and technical guidance for national and local governments to formulate relevant policies for electric two-wheelers, which have been surging in popularity in China, from the production to the recycling process. By enhancing the regulating policies and improving the environment for electric two-wheelers, cycling as a whole can be better established as an affordable, accessible, and low-carbon transport option.

In Brazil, efforts to promote compact city development from the ITDP Brazil team included the major launch of the city of Rio de Janeiro's citywide Cycling Plan. After many years of advocacy by ITDP Brazil and partners, the city launched the plan, which includes the expansion of cycling networks

Public transport ridership is increasing again after the pandemic as more commuters return.

Images: ITDP

and plans for developing more connected, accessible cycling facilities in central areas of the city. Nationally, Brazil is also undertaking an initiative to highlight electromobility countrywide. In partnership with Logit and the Federal Government, ITDP Brazil also developed a benchmarking report and technical guidelines to promote a transition to more electromobility policies for various regions of the country. The initiative also contained recommendations for finance projects in the cities of Belo Horizonte and Fortaleza for procuring electric buses.

In Mexico, the ITDP team has been working to advance more compact, transit-oriented development (TOD) plans for high-traffic areas of various cities. ITDP Mexico has been working with the city of Monterrey in the revision of their TOD-focused Urban Development Plan that will reshape regional land use and prioritize more connected, compact transport development. On the electrification front, ITDP Mexico also assisted the city of Monterrey with the procurement of over 100 electric buses as part of the team's technical assistance.

ITDP Mexico also developed a financial model to define a preliminary technical fare and cost per kilometer of the operation of the e-buses. Working with three universities in the Puebla region, the team also finalized outcomes and lessons from electric mini-bus pilots to assess the feasibility operation of e-buses, shared routes, and the benefits of digitalization efforts.

In the US, ITDP worked in partnership with the Zero-Emission Vehicle coalition to submit a letter to Massachusetts Senators urging them to fully support and co-sponsor important amendments to a climate bill, which would further advance the electrification of public transit, improve

charging infrastructure for electric vehicles, and prioritize efforts in communities most severely impacted by emissions and air pollution. ITDP continues to collaborate with the Sierra Club and other coalition members to strengthen the energy and transportation bills and prioritize mode shift and transit electrification in the coming years.

As ITDP deepens its involvement in crucial, emerging areas of electrification and continues to advocate for compact development, the team continues to expand and refine its efforts with new activities and research, bringing together partners around the world. ITDP is also pursuing a broader strategy to catalyze the transformation towards electric public transport, in addition to the electrification of two- and three-wheeled vehicles, in tandem with TOD-focused development projects, policies, and interventions.

Cycling surged during the pandemic and many cities are now recognizing it as an essential mode. Photo: ITDP

NON-MOTORIZED TRANSPORT

Non-motorized transport (NMT) infrastructure offers basic mobility, affordable transport, access to public transport, safer roads, and public health benefits. Improving the convenience, comfort, and safety of walking and cycling reduces the demand for travel by personal motor vehicles, helping to alleviate the critical traffic challenges facing many cities. As zero-emission modes, encouraging more walking and cycling is critical to reducing harmful local pollution and greenhouse gas emissions. ITDP has an extensive history of implementing and promoting NMT projects in ITDP's key regions around the world to ensure that sustainable mobility is given priority and resources.

In Africa, ITDP and partners at UN Environment and UN-Habitat released the "Why Infrastructure Matters" report in 2022 that explores the benefits of promoting infrastructure that centers public transit and NMT modes. The research quantifies the benefits of walking, cycling, and public transport in the African region, comparing alternate investment scenarios for the 188 largest African cities.

Under a Business-as-Usual scenario, the study found cities would continue to focus on road expansions, flyovers, and other investments primarily catering to vehicles. In a Sustainable scenario, cities would develop adequate NMT facilities for walking, cycling, and public transport, facilitating compact land use. ITDP Africa is also working with cities like Kigali, Mombasa, and Kisumu to develop NMT master plans that prioritize safer, more complete street designs.

In China, the ITDP team is working on a project to redesign Liwan, the commercial and trading center of the major city of Guangzhou. ITDP China was invited by the Guangdong Provincial Architectural Design and Research Insitute in charge of the area's renovation projects to provide recommendations for NMT improvements and parking management strategies. ITDP China developed conceptual designs, including accessible facilities improvements at crosswalks and intersections, children-friendly streets around schools, and additional public spaces and parks.

Priority in the concepts is given to NMT measures, including bike lanes with physical separations and raised crosswalks. Elsewhere in China, the team is also studying the NMT networks in the two core areas of the central city of Yichang. These areas lack pedestrian and bicycle transport links, and ITDP developed a proposal to create an extensive NMT network to enhance connectivity.

In India, ITDP worked with the Pimpri Chinchwad Municipal Corporation (PCMC) to launch a regional NMT Policy that was prepared with technical support from the team. Released by the Municipal Commissioner of Pimpri-Chinchwad City, the policy prioritizes the needs of pedestrians and cyclists. It focuses on creating safe, inclusive, and accessible walking and cycling infrastructure in the city with guidelines and recommendations. The policy will help lay the foundation for creating the desired environment and behavioral changes in the coming years.

In Mexico in 2022, ITDP helped launch the *#MejoresCallesMX* competition, developed in collaboration with partners at CEMEX and Autodesk, seeking street redesign proposals for cities across Mexico that would open up access to public space, improve urban mobility, and enhance quality-of-life

ITDP Mexico's Better Streets competition solicited proposals for improving street designs across the country. Photo: ITDP

for all residents. ITDP received 58 complete street proposals from across the country. The winning proposal from the city of Zapopan, Jalisco, was announced at the end of 2022 and is receiving support from ITDP and partners to assess the feasibility of the proposal.

NMT plans and projects are core to sustainable and equitable cities with people-centered walking and cycling environments. Multiple government agencies and institutions play a role in the design and management of inclusive and impactful NMT infrastructure. Walking and cycling routes not only increase people's access to jobs, schools, and healthcare, it is often the most affordable and convenient option for many populations in the Global South. ITDP continues to invest in and advocate for comprehensive NMT plans across the major cities in which ITDP's teams work.

ACCESS AND INCLUSION

Cities must prioritize universal design measures that are not only accessible but convenient, comfortable, and independent. Inclusive transit-oriented development — providing a mix of goods, services, people, and opportunities within short enough distances to complete daily trips by walking, cycling, or transit — is an important approach for improving accessibility of cities for people with disabilities, children and caregivers, older populations, and every population in-between.

Public transport systems that are more gender inclusive can improve ridership and service for all.

Photo: ITDP

In ITDP's work around the world, there is a focus on the intersection of race, gender, and wealth and how it affects people's ability to move and access essential destinations in their cities. By elevating the unique needs and perspectives of diverse communities, ITDP seeks to put them at the center of urban and transport planning strategies now and in the future. Through ITDP's "Access for All" series in 2022, the team has been highlighting the importance of inclusion, accessibility, and equity for children, families, and people with disabilities with in-depth reports, visualizations, and a publicly available Learning Hub course.

In Brazil, the ITDP Brazil team supported the city of Rio de Janeiro in 2022 in defining a plan to electrify conventional bus routes. As part of the broader effort to improve the bus system with government officials, ITDP developed a methodology to identify the priority bus routes for electrification, which also placed a focus on issues of affordability and social impact regarding gender, income, and race. The methodology is also expected to support electrification in the coming years while also addressing challenges related to equitable mobility in the city.

The ITDP India team has also been highlighting gender inclusion and safety in 2022. The team organized gender inclusion workshops for the Greater Chennai Corporation and Metropolitan Transport Corporation (MTC). The team worked with partners like the World Bank to explore issues of gender-inclusive public transport in Chennai. The workshops and resources aimed to educate and train city officials to create safer and more reliable public transport for women in India, focusing on a need for gender-disaggregated data and ways to engage with the community using tools like GIS.

ITDP Indonesia has been implementing and evaluating inclusive wayfinding initiatives across Jakarta and other cities. In 2022, the team has been piloting a model for an inclusive BRT station, which they expect to replicate in others. ITDP Indonesia conducted surveys to identify improvement requirements such as audio provision, tactile information, and improvement of the contents on the wayfinding. The team also prepared the design for the interventions using materials that are quick to implement for the prototype. After the implementation of the prototype, vulnerable groups and the public were invited to test and give recommendations on the improvements.

ITDP Indonesia also conducted site visits throughout 2022 with a wider spectrum of vulnerable groups, Transjakarta, and other relevant stakeholders at several stations. The team also participated in the DTKJ (Jakarta Transport Committee) Award as one of the panels to review the inclusivity aspects of all the operators. The Award aims to encourage and motivate transport operators to improve accessibility elements, infrastructure, operations, field support, and to utilize their creativity in proving better services.

ITDP continues to develop resources and apply a strategic gender lens to the fields of urban transport and planning to ensure that all cities and communities benefit from related policies and projects. An inclusion lens strengthens both the economy of the individual household as well as the productivity of the broader economy. It also helps everyone move more easily and complete more effective trips throughout the day. But most of all, a gender lens recognizes the needs and experiences of diverse populations as equal, facilitates equitable decision-making, and enables a much-needed change in the road for sustainable cities for all.

ITDP released reports on urban access for children, caregivers, and people with disabilities in 2021-22, and put a major spotlight on the importance of creating public spaces that serve all communities. Photo: ITDP

PROGRAM AREAS

PUBLIC TRANSPORT

An essential approach to decarbonizing urban passenger transport is the promotion of better transport to shift trips from dirty to cleaner modes. Public transport, walking, and cycling, which serve as the anchors of compact cities, are key elements of this approach. Relative to automobile-oriented development, this approach to urban planning can dramatically reduce the demand for car travel by up to 50%. Cities around the world, from Copenhagen to Bogotá, have already seen great benefits from pursuing this strategy.

In addition to reducing carbon emissions, public transport, walking, and cycling can reduce the cost of transportation while promoting social inclusion. In the Global South, in particular, the electric revolution needs to start with buses, which transport the greatest number of people cost-effectively, as well as e-bikes and other small vehicles that are accessible to the majority of users. Promoting the transition to electric mobility – in tandem with transit, cycling, and walking – will result in greater GHG reductions from the transport sector.

In Brazil, outside of the city of Rio de Janeiro, as part of ITDP's electric mobility strategy in Brazil, ITDP produced a benchmarking study, technical reference guide, and capacity-building program to support the cities of Fortaleza and Belo Horizonte to operate electric bus pilots. ITDP produced a "Benchmarking Report and Technical Guidelines" that have been approved and translated into English and supported the procurement of 25 e-buses in each city to begin the pilots.

In Recife, ITDP delivered recommendations to the City of Recife outlining key areas to prioritize for bus lanes in an effort to improve service and ridership. The results highlight the 77 kilometers of streets that should gain

The transition to electric buses in Brazil can make public transport more efficient, sustainable, and accessible.
Photo: ITDP

bus-only lanes to benefit vulnerable groups, including toddlers and caregivers, by giving them more reliability and comfort, improving air quality and convenience. The study considered the distribution of facilities and services.

Elsewhere in Brazil, technicians from the City of Belo Horizonte have requested ITDP's support to BHTrans to prioritize the implementation of 70 kilometers or more of bus lanes in synergy with findings from an ITDP study. ITDP presented findings to the City of Belo Horizonte and civil society actors from a public transport assessment that used bus-based GPS and GTFS data. Notably, ITDP found that adding 307 kilometers of exclusive bus lanes could have positive impacts on operational speed, emissions reduction, and accessibility to opportunities.

In the Chinese city of Jinan, the regional bus system is forecasted to reach 1.58 million passengers per year. As a result of Jinan's bus electrification efforts supported by ITDP, the city is on track towards 41,200 tonnes of carbon dioxide emission reduction and 17.9 tonnes of PM2.5 emissions reduction per year after the completion of the Jinan trolleybus and Bus Rapid Transit (BRT) projects. ITDP recommendations led to the construction of six trolley bus lines and 80 kilometers of BRT corridors served by 735 electric trolleybuses and 400 e-buses.

In addition, the Jinan bus projects involved the implementation of 75 kilometers of power supply facilities. The completion of this massive undertaking supports transport electrification efforts and commitments to make the Jinan bus fleet 100% electric by the end of 2023. Similarly, in the central Chinese city of Yichang, ITDP continues to support Yichang in its electrification commitments. Over the year, Yichang added 77 e-buses to the bus fleet, including sixty-seven 12-meter e-buses and 10 18-meter e-buses, accounting for nearly half of the entire bus fleet.

ITDP's team in India is expanding its reach in the country through new Memorandums of Understanding (MoU) with Indian government agencies at the national, state, and city levels, reflecting the increasing momentum of creating urban mobility solutions. ITDP signed an MoU with the National Institute of Urban Affairs (NIUA) to deepen the collaboration towards supporting cities across the country to create healthier cities through sustainable urban transport initiatives. ITDP also signed an MoU with the Council on Energy, Environment and Water (CEEW) to accelerate the electrification of private and public sector buses. ITDP also signed an MoU with Pimpri Chinchwad Municipal Corporation (PCMC) to improve sustainable transport in the city.

In India, efforts to promote electric bus fleets include integration with more accesible, modern vehicles.
Photo: ITDP

ITDP has been involved with PCMC since 2009 as a technical advisor on bus rapid transit, street design and development, and parking management projects. ITDP also has an MOU with Nagpur Municipal Corporation and Nagpur Smart City to support them with sustainable mobility initiatives. Finally, ITDP signed an MoU with the Surat Municipal Corporation to support the city on walking, cycling, and other sustainable transport initiatives.

In the Indian city of Pune, ITDP has been working to accelerate the rollout of the e-bus fleet. Pune's transport agency was among the first few public transport bodies to acquire e-buses in India. ITDP was instrumental in this decision-making and prepared a long-term implementation roadmap for the electrification of the bus fleet, including the 2030 target to electrify 50% of the fleet. The city of Pune currently operates 150 electric buses that were procured using Smart City funds. Considering the operational advantages and low cost of fuel, the city transport agency announced that it will add 500 e-buses to its fleet in 2022.

In May 2022, ITDP analyzed current operations to provide suggestions for improving the user experience and strengthening transport. ITDP is also supporting PMPML in the identification of new BRT routes. With ITDP support, PMPML also launched a "Vision 2027 Plan" for city bus operations during Pune's Bus Week Celebrations in April 2022. The document sets an ambitious goal to only procure clean buses going forward.

Major metros like Jakarta have ambitious plans to transition its extensive Transjakarta bus fleet to electric vehicles.
Photo: ITDP

In Chennai, ITDP prepared a long-term implementation roadmap for electric buses for the city and supported the preparation of a business plan for bus operations — with a target for only e-buses to be procured from 2030. In the state of Tamil Nadu, where Chennai is located, the Transport Department is in the process of procuring 2,300 e-buses for cities in the state. The first pilots will include 500 e-buses in Chennai, Madurai, and Coimbatore. Since 2020, ITDP India has been supporting the Government of Tamil Nadu to engage in electric mobility.

Informal public transport also comprises a huge share of trips in cities across India, often in the form of privately operated public transport modes like shared auto-rickshaws, Vikrams, mini-buses, and Tata Magics etc., that cater to the mobility needs of the population. Electrification of these modes is critical to reducing sectoral GHG emissions but is often overlooked and underestimated.

ITDP prepared a report on the status of electrification of IPT and electrification of micromobility, which was then informed the creation of the draft-state-level e-micromobility policy. ITDP surveyed over 2,600 autorickshaw drivers in six cities in Tamil Nadu. This work guided the preparation of state-level recommendations to help overcome challenges to electrification adoption. Informed by the surveys, ITDP also prepared a detailed city-level roadmap to accelerate the electrification of 3-wheelers in Chennai.

In Indonesia, ITDP continued to promote the transition to electric bus fleets in Jakarta. In 2022, the Transjakarta Agency launched 30 electric buses as part of its commitment to large-scale electric bus deployment. ITDP was instrumental in the pilot project, providing an electrification roadmap laying out the necessary steps needed to transition to electric buses, which was adopted by the Government of Jakarta and Transjakarta Agency, while also assisting in monitoring, evaluations, and operations.

ITDP is providing technical assistance for the financing of further electric bus implementation by developing five different financing schemes, which were presented to Transjakarta and the government and received positive feedback. ITDP is currently finalizing the technical and financial implementation phases so that Transjakarta can have an estimate of the investment needs required to meet the target for electrification by 2030. Elsewhere in the country, the Indonesian Ministry of Transportation directed $314 million USD towards implementing BRT systems in the cities of Medan and Bandung, following years of advocacy from ITDP for the national government to step up investment in public transport.

ITDP provided technical assistance by developing e-bus roadmaps for the two cities, supported financing efforts through a universal design concept, and helped draft new terms of inclusivity for the MoT. As part of BRT implementation, ITDP is encouraging the cities to consider e-bus fleets. ITDP delivered information and recommendations on e-buses and held two workshops with international speakers who shared lessons learned. ITDP's recommendations on bus technology selection, charging infrastructure, phasing of implementation, and financial model analysis were submitted in December 2022.

In order to improve the public transport system in Bandung, ITDP is working with the Bandung Transport Agency to set a plan for the implementation of five priority minibus routes between 2022 and 2023 through pilots. In the preliminary stage, ITDP teams have conducted

In India, ITDP and the national government is working on campaigns to re-make streets for people, rather than cars.
Photo: ITDP

stakeholder engagement with minibusses operators, passengers, and vulnerable groups to identify gaps and current conditions.

In Mexico, In Monterrey, ITDP continues to support electric bus implementation, which recently resulted in the procurement of 12 electric buses and charging systems for the metro area. Elected officials agreed to sign an intention letter for ITDP's technical advice. Afterward, ITDP held a workshop with Nuevo Leon state authorities to define a vision for the electrification of public transport in Monterrey.

ITDP updated the financial model for four proposed routes to define a preliminary technical fare and cost per kilometer in order to anticipate the potential need to subsidize the operations. In the Nuevo Leon state, where the City of Monterrey is located, ITDP is supporting the government to advance its commitment to purchase a fleet of 110 electric buses for the Metro System, "MetroRey." ITDP is supporting the bidding process for the remaining 98 buses.

In Recife, Brazil, ITDP has helped advance the development of more safe cycling networks.

Photo: ITDP

CYCLING AND WALKING

ITDP has capitalized on the pandemic-era cycling boom to help catalyze an explosion in cycling and walking infrastructure globally. Recently, Mexico City began the permanent implementation of a two-way 28-kilometer emergency cycle lane on Avenida de los Insurgentes, one of the most famous urban corridors in all of Latin America, that has so far resulted in a 275% increase in cyclists. In Jakarta, Indonesia, which has experienced a 1,000% increase in cycling during the pandemic, ITDP is overseeing the implementation of a 100-kilometer protected bike lane network.

Forthcoming research by ITDP and partners has found that protected bicycle lanes are the most cost-effective decarbonization investment in the landscape of urban transportation, delivering more emissions reduction per dollar spent on infrastructure than BRT, car electrification, or metro.

In Brazil, ITDP reached a major milestone when the mayor and city officially launched the Low Emission Zone. This 2.34 square kilometer area will include electric bus routes and 11 kilometers of bicycle lanes. ITDP has been a key partner in the planning of Rio's Low Emission Zone, or "Distrito de Baixa Emissão", including playing a crucial role in the development and coordination of the "LEZ Clean Mobility Plan" guiding project implementation. ITDP has also been monitoring the development of the LEZ and CicloRotas' Centro in Rio after the projects were incorporated into law by the Mayor's administration. As of late 2022, the City of Rio was finalizing its estimation for the expected volume of electric buses in the Rio Low Emission Zone.

In China, ITDP continues to provide ongoing support to the city of Guangzhou, which has become a model for clean urban mobility in China. Within the next three years, more than 500 kilometers of roads will be renovated to include new protected bicycle lanes. As part of the bicycle infrastructure development plan for Guangzhou, the Huangpu district agreed to build 50 kilometers of protected bicycle lanes in 2023, which was proposed by ITDP. ITDP also developed the Guangzhou Barrier Free Strategy Development and Action Plan that will increase the accessible design of sidewalks, intersections, and overpasses once implemented.

In India, through the India *Cycles4Change* Challenge and the

Streets4People Challenge, dozens of cities have been shortlisted for funding support from the national government and ongoing technical support for cycling and walking improvements. Walking and cycling are the dominant modes of transport in Indian cities, and maintaining this modal split is critical to avoid increases in emissions. Nine cities fully adopted the "Healthy Streets Policy", which will consist of implementing over 4,000 kilometers of streets with high-quality walking and cycling infrastructure. Eighteen other cities that participated in the challenge are expected to adopt this policy.

As part of the *Cycles4Change* Challenge, MoHUA released a report, "Dawn of the Cycling Revolution", which ITDP drafted. With regard to ITDP's *Streets4People* Challenge, over 1,900 designers across the country have signed up to participate in design competitions rolled out by over 40 cities to crowdsource designs for streets and public spaces. Cities will implement all winning designs. Cities conducted over 150 Open Street events to bring residents together to reclaim streets as public spaces.

With MoHUA, ITDP also launched two unique initiatives for the first time: *Freedom2Walk&Cycle* Challenge for City Leaders and Inter-City *Freedom2Walk&Cycle* Challenge for Citizens in January 2022. The City Leaders Challenge saw registration from nearly 130 city leaders from across the country, comprising Commissioners, Additional/Joint/Deputy Commissioners, Smart City CEOs, and key SPV officials who jointly clocked in nearly 47,000 kilometers of cycling, 7,000 kilometers of walking and 2500 kilometers of running during the Challenge. The Citizens Challenge saw overwhelming participation from nearly 22,000 citizens from the 75 registered cities, who jointly clocked in nearly 9,80,000 kilometers of cycling and 1,820,000 kilometers of walking.

Further, in Indonesia, ITDP supported the Jakarta city government in furthering commitments to electrification within the two-wheeler industry. In a significant milestone towards the national government's goal to fully

In Africa, ITDP is helping to advance pedestrian and transit-oriented infrastructure.
Photo: ITDP

electrify two-wheelers by 2040, ITDP's roadmap for electrifying two-wheeler ride-hailing fleets was adopted by two major ride-hailing companies: GoJek and Grab. Combined, the companies own 20-30% of all motorcycles in Greater Jakarta. Using the roadmap, both companies have conducted pilot phases of their electrification program, which ITDP will continue to monitor.

In addition, in 2022, Jakarta experienced a nearly 1,000% increase in cycling as a result of the pandemic. ITDP's recommendations for a 500-kilometer cycle path network were subsequently adopted into the "Transport Master Plan of Jakarta". In addition, ITDP continues to oversee the implementation of the 100 kilometers of permanent protected bike lane network. Since construction began two years ago, ITDP has submitted recommendations related to junction redesign, marking design, bike parking design, and bollard and signage placement to the planning consultancy.

In early 2022, Mexico City inaugurated the Avenida de los Insurgentes, one of the most famous urban corridors in all of Latin America, as a permanent two-way 28.5-kilometer cycle lane. ITDP teams supported the lane's implementation, which resulted in a 353% increase in the number of cyclists and resulted in the remodeling of 426 square meters of sidewalks. Known as the 'Champs-Elysees' of Latin America, the Insurgentes bike lane presents a highly visible model that can serve as a model for other cities around the world. According to estimates, the permanent cycle lane is expected to reduce 6,440 tonnes of CO_2 annually.

In Mexico City, pilot projects are testing sustainable forms of last mile delivery, like cargo bikes. Photo: ITDP

In Mexico City, ITDP also worked on the *Rodando Juntas* pilot project with seven bike delivery organizations to make goods delivery services more sustainable. ITDP provided training to the delivery companies on sustainable mobility as well as technical reports that detailed the project goals, methodology, achievements, and lessons learned from the pilots.

Cities designed for cyclists and pedestrians are cities designed for people. A majority of the world's population travels primarily by foot or bicycle. Yet, transport planning typically prioritizes private cars, which comes at the expense of sidewalks, safe walking environments, and cycling

infrastructure. Increasing the use of bicycles and making walking easier are some of the most affordable and effective ways for cities to reduce greenhouse gas emissions while boosting access to economic opportunities.

SUSTAINABLE URBAN DEVELOPMENT

Sustainable urban development is the way forward for cities to mitigate climate change. Integrated urban places are designed to bring people, activities, buildings, and public spaces together, with easy walking and cycling connections between them and near-excellent transit service to the rest of the city. It means inclusive access for all to local and citywide opportunities and resources by the most efficient and healthful combination of mobility modes at the lowest financial and environmental cost and with the highest resilience to disruptive climate events. ITDP continued work on projects and policies to engage cities and regional and national governments to promote comprehensive sustainable development that puts accessible, equitable transport at the center.

In Brazil, using the principles of TOD, *Conectar Queimados* has finalized a plan and partially implemented proposed measures for the urban revitalization of the Queimados central train station in Rio de Janeiro. This project is the first of its kind in the metropolitan area of Rio. Since the beginning of the project, ITDP has worked directly on the plan preparation, supported the consortium partners on technical product development, and promoted social engagement activities. The plan presents a first step towards a broader, more integrated citywide planning effort. The long-term vision is for the plan to be used as a model for shaping similar initiatives across other municipalities, which could help revitalize neighborhoods and communities across Rio de Janeiro.

In China, the State Council approved the Development Planning of New Energy Automobile Industry, which reflects ITDP policy recommendations to increase support for new energy vehicles in the public sector. According to the new policy, 80% of new public sector vehicles – from buses to sanitation trucks – will be new energy vehicles, preventing the emission of more than 150 MMTCO2eq through 2030.

Bikeshare systems like the new Cairo Bike are making cycling more accessible to residents and visitors.
Photo: ITDP

ITDP China is also collaborating with the China Academy of Transportation Science (CATS) to compile case studies on green mobility. The study is aimed at providing political and technical recommendations and references to the Ministry of Transport and the 10+ provinces consisting of 110+ cities that have committed to building green mobility cities. The cases include bus priority, non-motorized transportation improvement, public space, shared mobility, electrification, congestion charging, low-emission zones, and TOD.

The team in China is also working to help the Yichang city cluster in Hubei province to assess measures to decarbonize transport and develop a list of projects for implementation. ITDP has prepared a transport decarbonization implementation pathway covering four main areas: promoting clean energy use in transport, facilitating shifts to low- and zero-carbon modes through public infrastructure, creating incentives to shape user behaviors and choices, and enhancing institutional capacity for decarbonizing transport. Working with city clusters represents an important opportunity for scaling across multiple cities and provinces in China. ITDP has completed carbon reduction calculations for different transportation modes and is now identifying city-level opportunities for decarbonization. The project is expected to be completed in 2023.

In cities in China, improvements to street infrastructure seek to promote sustainable mobility. Photo: ITDP

In the city of Tianjin, a Tenth "Five-Year Plan for Comprehensive Transportation" in Tianjin was released and reflects ITDP's recommendations on transit-oriented development (TOD) for the city, particularly to build an urban transportation network with orderly speed and bus priority. By 2025, the plan calls for a "double-loop 17-radiation" rail transit network in the Jincheng area, with the operating mileage exceeding 500 kilometers, achieving 45 minutes of commuting within the urban area of Tianjin-Binhai and 20 minutes of access between the two cities.

Bus travel will be more convenient, with the 500-meter coverage rate of bus stops reaching 100%, the 300-meter coverage rate reaching 80%, and the green travel rate reaching over 75%. To strengthen TOD in the city, ITDP will promote the construction of connecting facilities such as bus stops and bicycle parking racks around transit stations, support the construction of small and medium-sized traffic connection systems, promote the "subway+bus" linkage fare discount, and broaden the smart payment channels to increase convenience.

In India, ITDP became a chief knowledge partner of the Smart Cities Mission at the Ministry of Housing and Urban Affairs (MoHUA) for four transformational programs that aim to improve urban mobility in over 100 cities across India: *Transport4All Challenge, Cycles4Change Challenge, Freedom2Walk&Cycle* Challenge, and *Streets for People* Challenge. Through these programs, cities have gained access to various national government resources, including up to $7 billion USD, knowledge products, and capacity building. Over 130 cities have registered for the *Transport4All* Challenge, designed to focus on public transport. Over 100 cities have created a Transport Task Force, similar to a unified transport authority for the city.

In June 2022, the Government of India and key partners, including ITDP India, announced the 46 cities that will qualify for the next stage of the national *Transport4All* Challenge, which focuses on using digital solutions and civic engagement to address key transport issues. ITDP India also continues to support the Pune Municipal Corporation in implementing high-quality, healthy streets, ensuring the allocation of funds for

sustainable, low-carbon projects, and building their capacity.

In 2021 and 2022, the team supported the Municipal Corporation in hosting a Pedestrian Day. Through a series of events across the city, the city reclaimed space for pedestrians showcased the facilities created for them, and reinforced the need for safe, comfortable, and universally accessible walking infrastructure, a first in India. Additionally, ITDP is supporting the launch of Healthy Streets Programs in Nagpur by providing technical support through evaluation, financial bidding, and street and network design improvements.

In Indonesia in 2022, the neighborhood of Kota Tua in the northern part of Jakarta was finally declared as a Low Emission Zone (LEZ. As part of this milestone, ITDP completed the evaluation of the pilot LEZ area that was recently launched by the Government of Jakarta, which included recommendations that resulted in the expansion of the LEZ perimeter. Other recommendations included developing a monitoring system so LEZ impacts and outcomes can be better identified and used for further improvement. Additionally, ITDP developed the guidelines for LEZ implementation in Jakarta. As a next step, ITDP will develop the LEZ road map for Jakarta-city wide. Based on this plan, only pedestrians, bicycles, public transport, and vehicles with stickers can access the area.

In Mexico, with support from ITDP, the Monterrey municipality has announced a plan to construct 117 kilometers of greenways that include cycle lanes and sidewalk improvements throughout the metropolitan area. Additionally, ITDP carried out Traffic Conflict Analysis training with the municipality to help inform improved designs of 10 dangerous intersections that will receive interventions in the upcoming months. ITDP is also providing technical support for the implementation of a Monterrey bikeshare system.

ITDP developed a financial model for the system to be considered for funding and provided a list of potential system providers. ITDP has also developed a roadmap to be delivered to government officials for

Enhanced BRT stations and surrounding street networks have potential to vastly improve mobility in Nairobi.
Photo: ITDP

Plans to redevelop the area around the Buenavista rail station in Mexico City can enhance the connectivity of multiple transit systems.

Photo: ITDP

improvements to the Buenavista rail station in Mexico City using the TOD framework. Buenavista is an important rail station with tremendous potential to anchor sustainable urban development and serve as a model for TOD in Mexico.

The project will better integrate the pedestrian flow of different transport systems near the station and improve efficiency and navigability for the community that heavily relies on public transport. ITDP Mexico conducted the *#MejoresCallesMX* competition throughout 2022 to seek street proposals for cities across Mexico that would open up access to public space, improve urban mobility, and enhance the quality of life for all residents. ITDP received 58 complete street proposals from across the country. The winner, the municipality of Zapopan, will receive ITDP's technical support to carry out a redesign of Av. Nicolas Copernico, consisting of 3.1 kilometers of complete streets.

Through sustainable development projects, ITDP recognizes the rights of all people to access opportunities, culture, services, and communities in and of their cities. To achieve this, cities must pursue a sustainable, equitable, and holistic approach to transport. This means high-quality, safe, and reliable mass transit in every city. The full picture is bigger than just transport. A truly equitable city provides not just good transport but good land use, infrastructure, and amenities that are often overlooked, particularly for the most vulnerable communities.

TRAFFIC REDUCTION

A well-rounded sustainable transport strategy must go beyond promoting transit, cycling, and walking and embrace measures that will result in less driving to directly reduce vehicle miles traveled (VMT), particularly in private, polluting vehicles. City policies are important as they can be designed to de-incentivize high-emitting modes and shift consumer preference toward modes that emit fewer emissions and pollution, use less road space, and reduce other negative externalities.

Key strategies to reduce VMT include parking reform, low (and eventually zero) emission areas, and policies to facilitate compact and dense urban

development rather than sprawl. These types of policies can measurably reduce vehicle kilometres travelled (VKT) and incentivize the adoption of cleaner modes, like electric vehicles, leading to significant GHG reductions.

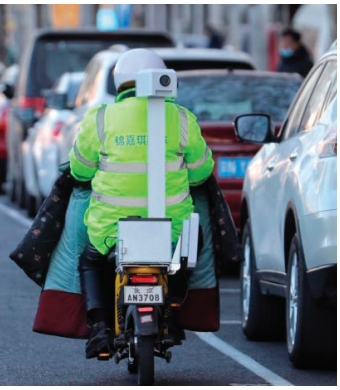
Together, compact cities anchored by transit, cycling, and walking, combined with measures to reduce VMT and successfully ramp up clean electric vehicles, will get us to ITDP's decarbonization goals for the broader transport sector. No strategy alone is sufficient, as shown in the graph below, which is the result of research and modeling from ITDP and UC Davis that culminated in the 2021 report, "The Compact City Scenario-Electrified".

In Brazil, ITDP launched the Portuguese version of the 2021 "Taming Traffic" study, combined with a series of blog posts on pricing, parking, and low-emission zones and a social media campaign. All of these were released in collaboration with Rio's City Hall team. Elsewhere in China, ITDP developed a full strategy for an LEZ in Jinan, China, which the government positively received.

ITDP's strategy proposes a specific 153.84 kilometer-squared low-emission area in a central area of the city. The proposed LEZ would be anchored around the new bus service and include NMT upgrades, parking fees, and charging facilities. ITDP supported the complete construction of the Jinan trolleybus project, which will serve as the backbone of a future LEZ. Over 1,135 e-buses and trolleybuses were introduced, including through work with the Asian Development Bank, which supports the LEZ.

Following recent success in achieving major parking reforms in Mexico City and Rio de Janeiro, cities in China have now also joined the movement to restrict vehicle parking, resulting in measurable GHG reductions. In 2022, the city government of Anlu in Hubei Province agreed to ITDP's proposal to remove 30% of on-street parking and replace it with bike lanes; construction is expected to be completed by October 2023. In Guangzhou's Liwan district, 50% of on-street parking is expected to be eliminated when

Dedicated cycle lanes in cities make streets more accessible and safer for all road users.
Photo: ITDP



Parking reforms in Beijing, China have great potential to ease congestion and improve street space.
Photo: ITDP

project construction is completed in October 2023.

In a major win, Beijing issued a new off-street parking standard, which reflects ITDP's policy recommendations, that converts parking minimums to maximums in non-residential buildings and establishes restrictions on the maximum number of parking spaces in the city center and surrounding areas. This standard follows previous ITDP-led on-street parking reforms in Beijing, including smart parking management systems for 77,000 spaces across the city, stricter enforcement of illegal parking, and restrictions to prevent parking on sidewalks.

According to ITDP's estimates, the reform of the off-street parking policy for office buildings in Beijing, combined with improved on-street parking regulation and enforcement, will prevent the emission of an estimated cumulative 2.5 megatonnes of CO2 by 2030 and 10 megatonnes by 2050. ITDP expects to expand and improve this policy within Beijing and scale up similar reforms in other cities across China.

In India, ITDP is supporting the Coimbatore Municipal Corporation with the implementation of parking management in two neighborhoods after the Greater Chennai Corporation accepted a draft parking policy submitted by ITDP. ITDP's technical and capacity-building support is part of the early steps to engage the government in the implementation of progressive parking reforms.

In Indonesia, Jakarta continues to increase its commitment to sustainable transport with its efforts to reduce private vehicle use through electronic road pricing and parking reform. ITDP assisted the Government of Jakarta in drafting the Regional Bill for ERP policy, which the Governor has approved. ITDP has been deeply involved in the design of the first-ever ERP in Indonesia, providing technical assistance, including financial modeling and communications support.

As the government continues to review and discuss the ERP Regional Bill with the Regional House of Representatives, ITDP has been conducting an ERP implementation study consisting of scenario modeling. Electronic road pricing will put a price on driving and reduce vehicle kilometers traveled (VKT), which have skyrocketed in the wake of the pandemic. ITDP is also assisting the Government of Jakarta in developing recommendations for high parking tariffs and regulating on-street parking. The regional people's representative is discussing both sets of recommendations.

On and off-street parking reforms in Monterrey, Mexico can help reclaim urban space for people and the environment.
Photo: ITDP

In Mexico, ITDP is working with city governments and private companies toward meaningful parking reform across various cities. In Mexico City, ITDP and the mobility and land use authorities agreed to strengthen parking reform policies in the city. The objective is to evaluate the existing building code to increase parking charges with an updated model that considers zoning and congestion. Additionally, in order to integrate electric mobility, this report will provide recommendations on charging infrastructure.

In Monterrey, the San Pedro Garza García municipality included its parking reform proposal together with urban development plans in the public consultation process. Monterrey has also expressed interest in implementing a parking meter program tied to its bikeshare system. In Guadalajara, ITDP has presented a parking policy proposal to government officials to eliminate parking requirements at the metropolitan level.

Reducing private car use not only requires improvements in public transit, cycling, and walking facilities but also better management of private car

use. Traffic management solutions, which regulate parking and ensure that motorists pay for the privilege of driving and parking in city centers, have the greatest potential to reduce traffic congestion. Parking reform especially encompasses all of the options to regulate traffic by rethinking parking in cities, which ultimately reduces congestion and makes more space for people and transit.

RESEARCH AND POLICY

In order to scale impact, ITDP also delivers sector-leading knowledge and guidance to influence policy-making in top-emitting countries and beyond. This involves the promotion of policies to ensure national and international funding and finance prioritize sustainable transport with increasing funds flowing to zero and low emissions transport rather than continuing to enable high carbon pathways like the building of highways.

An emerging, high-impact scaling strategy involves harnessing innovations in data and technology, i.e., digitalization, and applying those innovations to guide better urban mobility planning and policies to rapidly accelerate GHG reductions. Other key strategies include codification and dissemination of best practices, capacity building to increase knowledge and skills among stakeholders, and targeted campaigns to extend the reach of interventions to audiences beyond ITDP's core countries.

In Brazil in early 2022, ITDP launched an advocacy campaign in partnership with Idec and Casa Fluminense to ensure any new bus concessions include zero-emission technologies. ITDP held discussions with the Municipal Attorney General to identify specific legal and contractual details from the Bogotá model and extrapolate less to apply in Rio.

This work has been essential in highlighting that the separate bidding model (Provision-Operation) is more transparent and competitive for zero-emission technologies. ITDP has also started developing demand modeling for the BRT system, which is allowing us to forecast future revenue to provide the City with a long-term view of the economic model. The City's primary objective is to have the main models of both tenders (Provision-Operation) already adapted to zero-emission technologies by the end of next month.

In Brazil, ITDP continues to expand its work on capacity building through the *MobiliCAMPUS* training program targeting government officials and practitioners. *MobiliCAMPUS* is a highly sought-after program, and the volume of applications regularly exceeds the availability of student spots. Since 2019, ITDP received over 8,000 applications and accepted nearly 3,000 students for the platform. ITDP will also continue to update and evolve ITDP's *MobiliDADOS* data and benchmarking platform, which has been extremely successful in shining a light on mobility performance across cities in Brazil, providing a critical tool for transparency and accountability.

In China, the State Council approved the Development Planning of New Energy Automobile Industry, which reflects ITDP policy recommendations to increase support for new energy vehicles in the public sector. According to the new policy, 80% of new public sector vehicles – from buses to sanitation trucks – will be new energy vehicles, preventing the emission of more than 150 MMTCO2eq through 2030. In addition, following ITDP recommendations, the Chinese government extended the subsidy for electric vehicles, including public transportation, taxis, private coach buses, and other public vehicles until 2022.

ITDP has also been working with the city of Tianjin, China, to develop a TOD policy that includes a citywide TOD data platform, an analysis of Tianjin's current TOD environment, a TOD toolkit, a 3-5 point action plan, and a series of outreach programs. As a result of this project, Tianjin has integrated TOD strategies into its urban and public transportation development policies and the city's 14th Five-Year Plan, as well as turning some of the indicators in ITDP's TOD toolkit into urban design specifications.

In India, ITDP has been tapped as the chief knowledge partner of the Smart Cities Mission and Ministry of Housing and Urban Affairs (MoHUA) for three transformational programs that aim to improve urban mobility in over 150 cities across India: *Transport4All Challenge, Cycles4Change Challenge, and Streets for People Challenge*. Through these programs, cities have access to various national government resources, including up to $7 billion USD, knowledge products, and capacity building. These Challenges represent an unprecedented opportunity to scale up low-carbon mobility in India.

The Government of Jakarta is piloting a Low Emission Zone in the Kota Tua area of the city. Photo: ITDP

In Maharashtra, ITDP previously drafted the precedent-setting sustainable urban mobility policy (2014-2019), which states that 100% of the state government's financial allocation for urban transport initiatives will be for low-carbon and equitable transport initiatives. However, the momentum for the policy and subsequent projects slowed due to leadership changes. Elsewhere, in the state of Tamil Nadu, ITDP worked with the Urban Development Department to provide inputs for the Comprehensive Mobility Plan for Chennai, which the Chennai Unified Metropolitan Transport Authority is finalizing.

In Indonesia, through a Memorandum of Understanding with the Ministry of Transport (MoT), ITDP is serving as a top advisor to the Ministry to scale up inclusive, clean urban mobility in cities across Indonesia, a top transport emitter. While the national government has historically backed away from supporting urban mobility, ITDP has been instrumental in securing a commitment from MoT to electrify 90% of the country's public transport buses by 2030 and is now working with the Ministry to develop a roadmap for implementation, including financial mechanisms, which are critical for future success and scale up.

Jakarta is also delivering on fare integration with ITDP support. In early 2022, The Government of Jakarta implemented a tariff bundling scheme of max IDR 10,000 to improve ridership subsidies and transit mode share. ITDP is now conducting a study to evaluate the concession fare scheme in the integrated fare landscape, where ITDP has produced recommendations that are being finalized. Additionally, ITDP will help the government in evaluating the impacts of integrated fares, especially to subsidize ridership and mode share.

ITDP Mexico is making progress in its digitalization strategy to improve public transport in Mexican cities, including completing an electric mini-bus pilot with three universities in Puebla, Mexico, where the team learned important lessons on the benefits of digitalization. The team also held 15 additional meetings and one validation workshop with stakeholders from Monterrey, Mexico City, and the National Government. Documentation of Merida's digitalization process has been finalized, and the teams are starting a baseline analysis of the public transport system with data from the monitoring and operations system.

In addition to the research and policy efforts described above, ITDP held over 65 trainings on sustainable transport and mobility strategies, reaching

Low emission zones and traffic reduction strategies can transform mobility in major Chinese cities like Guangzhou. Photo: ITDP

over 18,000 practitioners from around the world between 2021 and 2022. ITDP's Global Program reached over 18,000 stakeholders by hosting 36 workshops with a total of 1,805 attendees and an additional 16,326 viewers tuned in to YouTube to view the webinar recordings. In addition to capacity-building work led by ITDP's Global Program, ITDP's regional teams reached over 15,000 audiences in various geographies. In Brazil, for example, ITDP's educational platform *MobiliCAMPUS*, which provides course modules for anyone who wants to learn about sustainable mobility, has received over 9,000 applicants, and over 3,800 students participated from its inception and launch in 2019.

In China, ITDP held 32 online and in-person workshops for 5,232 audience members on a variety of sustainable urban transport topics, including Low Emission Zones and cycling. With the Jinan Public Transport Group, ITDP held a capacity-building session on low carbon emission zones, with a total of 60 leaders and technical staff participating in the training. ITDP also participated in a Tianjin Urban Traffic Improvement Project Meeting of the World Bank, where the team delivered a special report on China's parking management and LEZ. In India, ITDP held 27 online and in-person workshops, reaching over 3,700 audience members. Capacity building included a series of workshops with participating cities in the three national programs and a capacity-building workshop for over 100 engineers and government officials in Surat.

ITDP's policy, research, and capacity-building efforts continue to center on elevating climate, mobility, and transport issues amongst the multinational urban development community. The organization's research, knowledge products, and tools help provide critical data and evidence to ensure that global institutions continue to support and fund socially, economically, and environmentally sustainable transport projects, particularly in the world's rapidly growing cities.

Protected cycle lanes make mobility easier for cyclists, pedestrians, and drivers, like here in Rio de Janeiro, Brazil. Photo: ITDP

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Renata Carvalho, Senior Associate, Active Mobility
Muguru Wairimu, Associate II, Active Mobility

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Celia Regina, Finance & Administrative Director
Ana Nassar, Program Director
Beatriz Rodrigues, Senior Public Transport Coordinator
Danielle Hoppe, Active Mobility Manager
Iuri Moura, Urban Development Manager
Lorena Freitas, Mobility Management Coordinator
Roselene Paulino Vieira, Administrative Assistant
Juan Melo, Communications Assistant
Mariana Brito, Communications Coordinator
Lívia Guimarães, Financial Planning Analyst
Leonardo Veiga, Monitoring & Evaluation Coordinator
Giulia Milesi, Program Assistant

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Xianyuan Zhu, Deputy Director

Lei Bi, Operations Director

Shanshan Li, Vice Country Director

Wei Li, Chief Technical Officer

Shaokun Liu, Vice Country Director

Han Deng, Innovative Transportation Project Manager

Yanwen Huang, Transportation Engineer

Qiuyang Lu, Transportation Engineer

Zhang Yichi, Transportation Engineer

Hu Qianqian, Transportation Engineer

INDIA

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Kashmira Dubash, Senior Programme Manager

Karthikeyan Somaganthan, Operations Manager

A V Venugopal, Deputy Manager

Vaishali Singh, Deputy Manager

Pranjal Kulkarni, Deputy Manager

Parin Visariya, Deputy Manager

Santhosh Loganaathan, Deputy Manager

Aishwarya Soni, Deputy Manager

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Aangi Shah, Senior Associate

Bala Nagendran, Senior Associate

Achuthan Tippa Devadoss, Senior Associate

Dhruv Soni, Senior Associate

Chetan Doddamani, Senior Associate

Suvetta Lakshminarayan, Associate

Smritika Srinivasan, Associate

Siddhartha Godbole, Associate

Smrithi Prasad, Associate

Sophiya Islam, Associate

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Suraj Shamrao Bartakke, Senior Surveyor

Rutuja Nivate, Associate

Jasmine Barnabas, Associate

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Aji Binaji, Office Support

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Ciptaghani Antasaputra, Senior Transport and Design Engineering Associate

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Alfisahr Ferdian, Transport Associate

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Rachel Gabriela, Assistance Finance and Operation Associate

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Daisy Cerrito, Quartermaster

Norman Fields, Road Safety and Public Policy Consultant

Santiago Fernández Reyes, Research & Urban Development Manager

Daniela Garcia, Road Design and Active Mobility Analyst

Eloy Gonzalez, Ideamos Program Manager / BID SIM Program

J César Hernández Munoz, Public Transport Project Leader

Lizeth Huerta, Air Quality and Transportation Analyst

Victor Medell, Public Transport Analyst

Isaac Medina, Research & Urban Development Coordinator

Berenice Pérez, Active Mobility & Urban Design Coordinator

Clara Vadillo, Public Policy & Road Safety Manager

Juan Bustillos, Data Analyst

Jorge Ramos, Urban Design Coordinator

Emilio Romero, Urban Development Coordinator

Félix Vidal, Public Policy Coordinator

Ingrid Chavez, Communications Coordinator

Emilio Rello Rincón, Ideamos Transport Analyst

Ana Villarreal, Public Policy and Road Safety Manager

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF FINANCIAL POSITION
AS OF DECEMBER 31, 2022 AND 2021

ASSETS

	2022	2021
CURRENT ASSETS		
Cash and cash equivalents	$ 2,991,819	$ 2,854,740
Accounts receivable	183,175	141,136
Grants receivable	4,284,933	1,150,237
Prepaid expenses	145,683	178,786
Total current assets	7,605,610	4,324,899
PROPERTY AND EQUIPMENT		
Equipment	31,273	31,273
Furniture	59,414	52,992
Computer equipment	324,880	299,100
Leasehold improvements	560,593	404,809
	976,160	788,174
Less: Accumulated depreciation and amortization	(812,147)	(755,132)
Net property and equipment	164,013	33,042
NON-CURRENT ASSETS		
Right-of-use assets, net	1,924,338	-
Deposits	77,100	72,729
Total non-current assets	2,001,438	72,729
TOTAL ASSETS	**$ 9,771,061**	**$ 4,430,670**

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	$ 977,934	$ 928,042
Accrued salaries and related benefits	179,133	268,894
Funds held on behalf of others	594	799
Operating lease liabilities	239,339	-
Total current liabilities	1,397,000	1,197,735
NONCURRENT LIABILITIES		
Operating lease liabilities, net of current	1,771,410	-
Total liabilities	3,168,410	1,197,735
NET ASSETS		
Without donor restrictions	(748,159)	(510,737)
With donor restrictions	7,350,810	3,743,672
Total net assets	6,602,651	3,232,935
TOTAL LIABILITIES AND NET ASSETS	**$ 9,771,061**	**$ 4,430,670**

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

FOR THE YEARS ENDED DECEMBER 31, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Contributions:			
Government and cost reimbursable grants	$ 4,226,329	$ -	$ 4,226,329
Grants, contributions and sponsorships	54,376	10,076,876	10,131,252
Net assets released from donor restrictions	6,469,738	(6,469,738)	-
Total contributions	10,750,443	3,607,138	14,357,581
Consulting and contract revenue	658,695	-	658,695
Interest income	10,889	-	10,889
Event and other revenue	3,000	-	3,000
Total revenue and support	11,423,027	3,607,138	15,030,165
EXPENSES			
Program Services	10,269,834	-	10,269,834
Supporting Services:			
Management	1,215,897	-	1,215,897
Fundraising	54,247	-	54,247
Total supporting services	1,270,144	-	1,270,144
Total expenses	11,539,978	-	11,539,978
Changes in net assets from operations before other item	(116,951)	3,607,138	3,490,187
OTHER ITEM			
Exchange rate loss	(120,471)	-	(120,471)
Changes in net assets	(237,422)	3,607,138	3,369,716
Net assets at beginning of year	(510,737)	3,743,672	3,232,935
NET ASSETS AT END OF YEAR	**$ (748,159)**	**$ 7,350,810**	**$ 6,602,651**

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEARS ENDED DECEMBER 31, 2021

	Without Donor Restrictions	With Donor Restrictions	Total
REVENUE AND SUPPORT			
Contributions:			
Government and cost reimbursable grants	$ 4,380,379	$ -	$ 4,380,379
Grants, contributions and sponsorships	45,692	3,510,520	3,556,212
Net assets released from donor restrictions	5,080,475	(5,080,475)	-
Total contributions	9,506,546	(1,569,955)	7,936,591
Consulting and contract revenue	471,235	-	471,235
Interest income	4,455	-	4,455
Event and other revenue	4,187	-	4,187
Total revenue and support	9,986,423	(1,569,955)	8,416,468
EXPENSES			
Program Services	8,693,242	-	8,693,242
Supporting Services:			
Management	1,382,194	-	1,382,194
Fundraising	79,461	-	79,461
Total supporting services	1,461,655	-	1,461,655
Total expenses	10,154,897	-	10,154,897
Changes in net assets from operations before other items	(168,474)	(1,569,955)	(1,738,429)
OTHER ITEMS			
Exchange rate loss	(83,310)	-	(83,310)
Transfer of balances to UMTSPL and UWI	326,501	-	326,501
Total other items	(409,811)	-	(409,811)
Changes in net assets	(578,285)	(1,569,955)	(2,148,240)
Net assets at beginning of year	67,548	5,313,627	5,381,175
NET ASSETS AT END OF YEAR	**$ (510,737)**	**$ 3,743,672**	**$ 3,232,935**

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENT OF FUNCTIONAL EXPENSES

FOR THE YEAR ENDED DECEMBER 31, 2022

		Supporting Services			
	Program Services	Management	Fundraising	Total Supporting Services	Total Expenses
Salaries	$ 1,904,782	$ 694,732	$ 36,210	$ 730,942	$ 2,635,724
Payroll taxes	145,555	58,702	3,649	62,351	207,906
Employee benefits	316,184	151,441	2,852	154,293	470,477
Subtotal	2,366,521	904,875	42,711	947,586	3,314,107
Bank charges	43,352	829	1,509	2,338	45,690
Conferences and meetings	174,030	4,835	-	4,835	178,865
Consultants	2,159,252	36,262	-	36,262	2,195,514
Depreciation and amortization	50,747	6,002	266	6,268	57,015
Equipment rental	8,347	-	-	-	8,347
Field staff	3,225,155	23,757	-	23,757	3,248,912
Insurance	56,677	945	42	987	57,664
Legal	26,914	67,293	-	67,293	94,207
License fees and subscriptions	190,167	6,573	1,985	8,558	198,725
Miscellaneous	4,788	-	-	-	4,788
Office supplies	105,147	11,907	461	12,368	117,515
Postage and delivery	14,667	199	4,351	4,550	19,217
Printing	35,946	84	1,457	1,541	37,487
Professional development	19,500	1,391	-	1,391	20,891
Professional fees	697,392	145,871	1,449	147,320	844,712
Lease and office cleaning	465,652	-	-	-	465,652
Taxes	67,805	-	-	-	67,805
Telephone and internet	21,742	-	-	-	21,742
Travel	536,033	5,074	16	5,090	541,123
TOTAL	**$ 10,269,834**	**$ 1,215,897**	**$ 54,247**	**$ 1,270,144**	**$ 11,539,978**

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2021

		Supporting Services			
	Program Services	Management	Fundraising	Total Supporting Services	Total Expenses
Salaries	$ 1,871,327	$ 750,934	$ 52,256	$ 803,190	$ 2,674,517
Payroll taxes	143,136	53,513	3,754	57,267	200,403
Employee benefits	288,001	153,634	4,649	158,283	446,284
Subtotal	2,302,464	958,081	60,659	1,018,740	3,321,204
Bank charges	32,442	5,787	1,084	6,871	39,313
Conferences and meetings	67,216	2,739	63	2,802	70,018
Consultants	2,027,554	120,030	918	120,948	2,148,502
Depreciation and amortization	21,540	3,369	197	3,566	25,106
Equipment rental	7,049	499	29	528	7,577
Field staff	2,485,456	(2,837)	-	(2,837)	2,482,619
Insurance	41,554	8,533	216	8,749	50,303
Legal	22,735	37,538	-	37,538	60,273
License fees and subscriptions	153,658	16,610	5,518	22,128	175,786
Miscellaneous	4,000	26,588	5	26,593	30,593
Office supplies	124,299	578	33	611	124,910
Postage and delivery	8,030	130	1,791	1,921	9,951
Printing	23,602	108	2,425	2,533	26,135
Professional development	10,599	79	5	84	10,683
Professional fees	693,895	167,728	4,506	172,234	866,129
Lease and office cleaning	394,265	34,274	2,004	36,278	430,543
Taxes	95,690	-	-	-	95,690
Telephone and internet	14,433	119	8	127	14,560
Travel	162,761	2,241	-	2,241	165,002
TOTAL	**$ 8,693,242**	**$ 1,382,194**	**$ 79,461**	**$ 1,461,655**	**$ 10,154,897**

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 2022 AND 2021

	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	$ 3,369,716	$ (2,148,240)
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	57,015	25,106
Amortization of right-of-use asset	241,144	-
(Increase) decrease in:		
Accounts receivable	(42,039)	40,448
Grants receivable	(3,134,696)	1,867,592
Prepaid expenses	33,103	(61,842)
Deposits	(4,371)	5,590
Increase (decrease) in:		
Accounts payable and accrued liabilities	49,892	135,603
Deferred revenue	-	(251,598)
Accrued salaries and related benefits	(89,761)	150,212
Funds held on behalf of others	(205)	(1,168)
Operating lease liabilities	(154,733)	-
Net cash provided (used) by operating activities	325,065	(238,297)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property and equipment	(187,986)	(20,342)
Net cash used by investing activities	(187,986)	(20,342)
Net increase (decrease) in cash and cash equivalents	137,079	(258,639)
Cash and cash equivalents at beginning of year	2,854,740	3,113,379
CASH AND CASH EQUIVALENTS AT END OF YEAR	**$ 2,991,819**	**$ 2,854,740**
SCHEDULE OF NONCASH FINANCING TRANSACTIONS		
Right-of-Use Assets	**$ 2,165,482**	**$ -**
Operating Lease Liabilities for Right-of-Use Assets	**$ 2,165,482**	**$ -**

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Top: Bikeshare systems and operators saw a surge in popularity in 2022.

Middle: The pandemic led to a rise in the usage of electric two-wheelers, especially in China.

Bottom: BRT ridership saw a resurgence in ridership after the pandemic, particularly in some US cities.

Photos: ITDP