

# ITDP ANNUAL REPORT 2023



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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.



In June 2023, ITDP staff and partners with the Mobilize Learning Lab convened in Bogotá, Colombia to learn from the local public transport and mobility interventions that earned the city the 2022 Sustainable Transport Award honor. Image: ITDP

## KEY ACHIEVEMENTS IN 2023

For the first time since the pandemic, ITDP teams from around the world were able to convene for a MOBILIZE Learning Lab event and Staff Meeting in Bogotá, Colombia, the winner of the 2022 Sustainable Transport Award. In 2023, ITDP Africa worked with the UN, development banks, and other partners to convene a major conference that brought together stakeholders from a dozen countries to discuss regional investments into sustainable mobility. In Mexico, a groundbreaking national strategy for road safety was released with ITDP Mexico's support, cementing the right to sustainable and accessible mobility for all.

In East Asia, ITDP China continued working with the City of Yichang to implement extensive improvements to pedestrian and cycling infrastructure as part of a region-wide decarbonization project, building on NMT efforts already undertaken in cities like Tianjin. ITDP's teams in Brazil, Indonesia, and India all engaged in exciting initiatives with local and federal governments to advance the future procurement, financing, and deployment of tens of thousands of zero-emission and electric buses.

### ITDP HOSTS MOBILIZE LEARNING LAB AND STAFF MEETING IN BOGOTÁ, COLOMBIA

The MOBILIZE Learning Lab was developed as a space for collaboration and incubation focusing on advancing solutions for more sustainable urban mobility worldwide. The Learning Lab is a joint project between ITDP and Volvo Research and Educational Foundations (VREF) and, over the past year, it has focused its efforts on exploring the future of transport. In June 2023, staff members from ITDP's global offices, VREF, the City of Bogotá, and local partners like Despacio and Tembici gathered in Colombia for a week of insightful conversations, interactive site visits, and keynote presentations to learn from the experiences of City officials as well as transport advocates, researchers, and one another. The focus of the activities was to explore the advancements in sustainable mobility that the city has implemented in recent years, particularly during the pandemic, and to reflect on the "Future of Public Transport".



Right: The all staff meeting brought teams from each of ITDP's key regions for a week of learning and knowledge sharing. Photo: ITDP



Paris, France received the 2023 STA for programs to enhance road safety, particularly around schools. Photo: ITDP

## **THE 2023 SUSTAINABLE TRANSPORT AWARD GOES TO PARIS, FRANCE**

Paris received the 2023 Sustainable Transport Award (STA) for the city's innovative efforts to promote inclusive and active mobility, expand cycling and pedestrian infrastructure, and reclaim urban space for public use. Paris was previously honored with the STA in 2008 and is one of only two cities — the other being Bogotá — to receive the STA twice in the program's history. Paris' vision for a comprehensive cycling network is core to its forward-looking mobility policies. Building on the landmark Vélib bikeshare system that helped the City win the 2008 STA, Paris adopted new updates to its citywide cycling plan that capitalizes on the surge in cycling that arose during the pandemic.

Plan Vélo 2021-2026 aims to turn 'pop-up' lanes created during the pandemic into permanent infrastructure, while also adding over 130 kilometers of protected lanes to the city's existing Vélopolitain network. To complement these efforts on cycling, Paris has also set its sights on creating a more inclusive city by addressing issues of personal safety and gender equity. The City developed a Gender and Public Space plan with guidelines for creating safer and more accessible urban spaces that highlight the needs of women, children, people with disabilities, older populations, and beyond. Under the plan, more than 175 streets surrounding local schools are being transformed.

Paris is joined by two STA honorable mentions — the City of Bhubaneswar, India, and the State of Jalisco, Mexico (inclusive of the cities of Guadalajara, Zapopan, and Tlaquepaque). Bhubaneswar is recognized for its efforts to modernize its public transit systems with a focus on improving rider experience, advancing gender equity, and offering more integrated trip options. Improvements made to local bus (Mo Bus) and E-Rickshaw (Mo E-Ride) services aims to provide riders with safer and more connected trips. The State of Jalisco is honored for its commitment to reducing emissions while building a more sustainable transport network that supports last-mile connectivity needs. In and around the City of Guadalajara in particular, the expansion of its BRT system with a second line (Mi Macro Periférico) is bringing improved transit service to hundreds of thousands of residents.

## **DEVELOPING DATA-DRIVEN MOBILITY TOOLS**

ITDP is nearing the completion and publication of two innovative projects that will provide the transport field with indicators and data that was not available before. The first of these tools, the Atlas of City Transportation, provides a web-based data dashboard containing nuanced indicators of sustainable mobility powered by open data. The second, SCOPE (Simple Calculator of Project Emissions) is scheduled to publish GHG models for BRT, bike lanes, air quality, and parking in early 2024. In addition to these tools, ITDP released a few important reports and knowledge products in 2023 with local, national and international partners.

## **ON THE STAGE AT TRANSFORMING TRANSPORTATION 2023 AND COP28 DUBAI**

Organized by the WRI Ross Center for Sustainable Cities and the World Bank, Transforming Transportation 2023: Accelerating Toward Green and Inclusive Mobility was a multi-day event in Washington DC aimed at engaging high-level policymakers, advocates, and leaders in exploring transport and

## KEY ACHIEVEMENTS IN 2023

mobility solutions for cities around the world. ITDP and Climateworks Foundation hosted a plenary, Electrification and Compact Cities: Roadmap to Success, on the main stage of the event that highlighted ITDP's compact cities electrified research alongside key partners at the World Bank, TUMI, Clean Energy Works, and more.

At the end of 2023, the UNFCCC Conference of the Parties (COP28) in UAE presented an opportunity for accountability, collaboration, and reflection as thousands of global decision-makers and institutions gathered to assess the state of the battles against climate change. ITDP teams from the United States, Africa, and East Asia convened at the international event and presented on critical sustainable transport topics from financing mechanisms to vehicle electrification to active mobility.



ITDP CEO Heather Thompson participated at a number of transport-related events at 2023's COP28 Dubai. Image: ITDP

### INCREASING INVESTMENTS IN ZERO-EMISSION MOBILITY

ITDP is partnering with the World Bank to develop a series of knowledge products, tools, and strategies to better capture return on investment in cycling, with the aim of increasing multilateral development bank (MDB) and other finance for active mobility. ITDP and World Bank co-developed and released a report on the topic at COP28, which sets the foundation for future work together, as the head of the transport division at the World Bank directly requested. Leadership at the World Bank and other MDBs continue to be committed to prioritizing support for climate solutions. In addition, ITDP and the World Bank collaborated on the release of a landmark research report, *The Path Less Travelled*, that highlighted the importance of scaling up active mobility infrastructure to capture economic and climate benefits.

## DECARBONIZING YICHANG, CHINA

While serving as an external consultant to the World Bank-financed Hubei City Cluster Decarbonization Project, ITDP provided recommendations and GHG modeling, which have resulted in detailed project scenarios and plans for Yichang. The plans provide a roadmap for policies and actions in the areas of transport demand management, transport modal shift, incentives for low-carbon choices, parking reform, and low-emission zones. ITDP has also participated in meetings to seek out feasible local solutions that help expedite project progress and ensure effective implementation.



Jakarta's Transjakarta has led transport innovation for the country, but other cities are also making progress in the sector.  
Image: ITDP Indonesia

## PRIORITIZING ELECTRIFICATION NATIONALLY IN INDIA

In August, the national government approved a new finance scheme that will facilitate the deployment of 10,000 electric buses in cities throughout the country. As the leading agency responsible for supporting cities as they apply for the scheme, the Association for State Road Transport Undertakings (ASRTU) has tasked ITDP India as a technical partner to support the implementation of the scheme. At the sub-national level, India's tenth largest state, Tamil Nadu, is envisioning a future for electric mobility after revising its Electric Vehicle (EV) policy. ITDP consulted on the revision and helped the state to understand the need to emphasize mobility, not only vehicles. The city of Chennai also set a target for 100% electrification by 2027 when procuring new buses.

## PUBLIC TRANSPORT RAMPS UP ACROSS INDONESIA

Beyond Jakarta, ITDP has pushed forward several exciting public transport and electrification projects in Indonesia this year. For the past many years, progress outside of Jakarta has been inconsistent, but now there has been a steady uptick in action and commitments. In Semarang, we developed reports on the e-bus pilot and route recommendations for the BRT Trans Semarang. In Surabaya City, we developed guidelines for e-bus pilot monitoring and evaluation. Low Emissions Zones are getting more



ITDP Brazil has advanced efforts to collaborate with the country's national government on sustainable transport development. Photo: Government of Brazil

ITDP is advising on Low Emission Zone (LEZ) design and implementation. From national guidelines in Indonesia, to roadmaps for Indian cities, to multiple requests from cities in Brazil, ITDP is capitalizing on this increased interest to advance the LEZ agenda.

### **CONVENING STAKEHOLDERS FOR AFRICA'S SUSTAINABLE FUTURE**

To address challenges and opportunities in implementing sustainable urban transport in Africa, ITDP Africa, International Climate Initiative (IKI), African Development Bank (AfDB), UN-Habitat, Children's Investment Fund Foundation (CIFF), UN Economic Commission for Africa (UNECA), UNEP, and United Nations Road Safety Fund organized a conference under the theme Sustainable Cities Through Transport: Improving Financing Mechanisms and Institutional Capacity, which took place in Addis Ababa, Ethiopia in August 2023 and included participants from 11 African nations. The conference proved to be a valuable platform for delegates to shape strategies and reimagine project execution for sustainable, integrated urban development.

### **MEXICO RECOGNIZES MOBILITY AS A RIGHT**

The National Strategy for Mobility and Road Safety was published in the Official Diary of the Mexican Government in October 2023. The groundbreaking law aims to improve sustainable mobility and road safety and recognizes the right to safety on the road as a human right. It requires state and local governments to align their rules with national law. The ENAMOV (National Strategy for Mobility and Road Safety) will be the basis for all future policies related to transportation, sustainable mobility, and road safety for the next 20 years. ITDP has been advocating for this important policy for years.

### **ENGAGING WITH THE NATIONAL BRAZILIAN GOVERNMENT**

ITDP restarted dialogues with members of the newly re-established Ministry of Cities and the Ministry of Environment and Climate Change. Through these discussions, our focus is on ensuring that sectoral plans on decarbonization and adaptation are updated with increased ambition and inter-agency coordination. With the Secretary of Mobility, ITDP agreed to a renewal of our MOU with the Ministry of Cities. ITDP also participated in a day-long workshop with other key partners to discuss the design of the National Plan of Urban Mobility. Brazil's Ministry of Cities has engaged with us in discussions around e-bus leasing. As a part of this discussion, ITDP is working with partner organizations to develop a strategy for the federal government to procure e-buses and lease them to cities nationwide.

### **ART, CREATIVITY AND TRANSPORT IN THE BOSTON, USA REGION**

The City of Lynn, MA, situated north of Boston, and the Lynn Public Art Commission (LPAC) collaborated with the BostonBRT initiative, managed by ITDP, and TransitMatters to launch a creative new endeavor: Art on the Move. This innovative initiative transformed seven selected bus shelters across the city into vibrant spaces of artistic expression to foster more community engagement and make public transit a destination in and of itself. In the nearby city of Chelsea, MA, ITDP also worked in collaboration with a number of community and design organizations and local artists to develop a Flower Walk concept for a well-used MBTA bus stop that now features a level-boarding platform, new plantings, seating, and more





A redesigned bus shelter in Lynn, MA created in collaboration with local artists. Image: Ad Hoc Industries

## SPECIAL INITIATIVES

### ACTIVE MOBILITY

More and more cities worldwide are interested in building cycle lanes and pedestrian networks that improve access to public transportation and enable low-carbon mobility. In 2023, ITDP partnered with the World Bank to develop innovative tools to better capture the return on investment in cycling. Our joint report, *The Path Less Travelled: Scaling Up Active Mobility to capture Economic and Climate Benefits*, makes the case for scaling up financing for active mobility, leveraging lessons learned, and identifying and replicating successful investment mechanisms. This is an incredible win for the ITDP financing agenda, as joint reports with the World Bank are rare and reflect ITDP's effort to strengthen this relationship over recent years in relation to finance.

The report was also highlighted at COP28 in Dubai at the end of 2023, showcasing a rare collaboration between the World Bank and partners. It further builds off engagement conducted as part of the Cycling Cities campaign and signals a shift in focus at the World Bank toward investments in cycling and walking. The report identifies key challenges and potential solutions to support greater investment in walking and cycling. It is part of a two-part collaboration, and the second part will include the development of return on investment (ROI) tools specifically identified by World Bank staff as necessary to support increased investment in active mobility.

In September, the Cycling Cities team held an invite-only capstone workshop for those who participated in the “Mastering the Cycling City” course challenge. The workshop featured a speaker from cohort city, Buenos Aires, and a networking/collaborative activity for participants who completed the course. Now that the team has the infrastructure for this, there is consideration to launch a similar course challenge next year, perhaps tied to a refresh of course content.



Guangzhou, China is expanding cycling infrastructure and bikeshare access.  
Photo: ITDP China

In China, ITDP submitted mobility report for Guangzhou to the Traffic Police and Transportation Bureau in November, which has resulted in the start of a 300-kilometer bicycle lane construction project this year. This comprehensive endeavor involves the conversion of motor vehicle lanes into dedicated bicycle lanes and the simultaneous transformation of 2,373

## SPECIAL INITIATIVES

parking spaces along 76 roads into bicycle lanes. In Indonesia, ITDP developed a Technical Note of Jakarta Bike Lanes that serves as a comprehensive overview of Jakarta cycling communities and the Government's collaborative efforts in making the city bikeable since 2005. It also highlights ITDP's assistance in bike lane development, implementation, and evaluation process, as well as recommendations for improvements and sustainability.

In India, construction began of a new pedestrian plaza in Tamil Nadu. The plaza is part of the Chennai Complete Streets project supported by ITDP, aimed at building on successes of other pedestrian plazas and scaling up street transformation work across the city. In Brazil, support for a Low



Jakarta, Indonesia has been hosting cycling advocacy events to bring attention to the importance of safe infrastructure.

Images: ITDP Indonesia

Emission Zone in Rio de Janeiro continues, although slowly. ITDP recently agreed on determining the type of technical support we will provide in the next year including characterization of cycling infrastructure and users; mapping of on-street parking; design of a cyclo-logistic plan; and application of walkability index in selected streets. In Mexico, Active Mobility guidelines were developed for to be published by the regional Yucatan government, with ITDP assisting in the development of a dissemination document and an infographic on Complete Streets, to guide decision-makers and contractors for the development of cycling and walking-focused street designs.

### SCALING ELECTRIFICATION

More than half of the CO<sub>2</sub> emission cuts enabled through measures to avoid and shift car and truck activity come from reducing combustion engine car use in cities and shifting it toward alternative, zero-emission modes like walking, cycling, and electrified public transit. The other half of the cuts come from reducing the activity of trucks hauling freight.

In late 2023, Compact Cities Electrified: United States from ITDP and UC Davis makes a case for the environmental, social, and economic impacts of shifting urban mobility towards compact cities built around walking, cycling, and public transit alongside large-scale transport electrification. The report finds that the US could feasibly reduce public-sector expenditures on urban transport at the city, state, and federal levels by a cumulative \$2 trillion USD through 2050 using a combination of strategies that support electrification, compact city planning, and sustainable mobility.

In addition, the International Council for Clean Transportation referenced ITDP's The Compact City Scenario – Electrified research in a crosscutting study and report that highlights how decreasing the number of miles traveled by cars and trucks is one of the most impactful on how road transport can limit carbon dioxide (CO<sub>2</sub>) emissions to align with a pathway that stays well below 2° of global warming. ICCT's study adds to growing evidence from ITDP that measures to reduce car dependence and shift toward more sustainable modes in cities can be a powerful tool for cutting CO<sub>2</sub> and an important complement to accelerating vehicle electrification.

ITDP's progress on electric mobility in 2023 includes substantial progress in key regions in South and Southeast Asia. ITDP worked to support India's national plan to procure over 10,000 electric buses in the next several years. In August, the national government announced a new finance scheme that will facilitate the deployment of 10,000 electric buses in cities lacking adequate public transport. The Ministry of Housing and Urban Affairs has appointed the Association for State Road Transport Undertakings (ASRTU) as the leading agency to support cities as they apply for the scheme. With an ongoing Memorandum of Understanding, ITDP India has been appointed by ASRTU as a technical partner to support the implementation of the scheme.



Cities like Merida, Mexico have been prioritizing the transition to electric buses. Photo: ITDP Mexico

Similarly, in Indonesia, ITDP worked on the acceleration of transport electrification in Indonesian cities. ITDP has pushed forward several exciting transport electrification projects in Indonesia this year. In Semarang, we developed reports on the e-bus pilot and route recommendations for the BRT Trans Semarang. In Surabaya City, we developed guidelines for e-bus pilot monitoring and evaluation. In Bali, we will be assisting the government in the preparation of a demand-based infrastructure plan for the development of electric vehicle charging points/ swapping stations over the next year. .

## LOW EMISSION ZONES (LEZS)

Low Emissions Zones are getting more policymaker attention. From Maharashtra, India, to Belo Horizonte, Brazil, ITDP is advising on Low Emission Zone (LEZ) design and implementation. From national guidelines in Indonesia, to roadmaps for Indian cities, to multiple requests from cities in Brazil, ITDP is capitalizing on this increased interest to advance the LEZ agenda. Building on ITDP's Taming Traffic report that highlights various strategies for reducing driving, The Opportunity of Low Emission Zones Deep Dive report released in 2023 offers a closer look at LEZs to provide context and background for decision-makers and stakeholders interested in understanding the potential of these strategies for their city.

There are more than 320 low emission zones operating in Europe as of the end of 2022, a growth of 40 percent compared to previous years. LEZs have been primarily implemented as an air quality improvement strategy in Europe, with a few non-European pilots and initiatives now underway in major cities such as Rio de Janeiro, Brazil (whose current LEZ plan is supported by ITDP); Haifa, Israel; Seoul, South Korea; and several Chinese cities. European-style LEZs (which require vehicle emissions standards, monitored entrances, etc.) have not yet been widely replicated in other regions. In Mexico, for example, ITDP has presented the City of Guadalajara with a technical evaluation for a Low Emission Zone, building on existing work with the Institute for Planning and Development Management from the Guadalajara Metropolitan Area (IMEPLAN) to assess the elimination of

## SPECIAL INITIATIVES

parking requirements within the municipalities of the Metropolitan Area. IMEPLAN has requested an expanded proposal to include an on-street parking management strategy, which will be a key component of reducing car usage within a planned LEZ.

In Brazil, ITDP has devised a strategy to push the agenda internally in Rio's City Hall with low-hanging fruit projects that can more easily be implemented by the traffic engineering company (CET-Rio). For next year, we have agreed on the technical support ITDP will provide. This includes characterization of cycling infrastructure and users; mapping of on-street parking; design of a cyclo-logistic plan; and application of walkability index in selected streets.

LEZ pilots in cities like Rio de Janeiro, Brazil are creating opportunities to prioritize electric public transit. Photo: ITDP Brazil



And in China, Jinan completed the revision of its parking plan. The revised document included ITDP recommendations on parking management, including a strategy to reduce the total number of on-street parking spaces in the urban center, improve the turnover of on-street parking spaces on city roads, and prioritize road space for pedestrians and cyclists. The project will support the Jinan government's effort to develop a low emission zone in the densest part of the city. Within the zone, the use of private vehicles will be curbed, as parking becomes more expensive, spaces become more limited, and traffic enforcement.

Across India, ITDP is further supporting the development of LEZs in three cities—Pune, Pimpri-Chinchwad, and Aurangabad. ITDP developed a methodology for vehicle fleet inventory surveys to identify the most polluting vehicle types and initiated the surveys at fuel stations in Pimpri-Chinchwad. The process will be replicated in Pune and Aurangabad. The surveys will inform the creation of LEZ strategy plans, including various aspects that will help the municipal corporations implement LEZ—such as the state of air quality in the cities, potential areas for LEZ, intensity of pollution across different vehicle types, required interventions, and their potential impact.

## PROGRAM AREAS

### PUBLIC TRANSPORT

In the Africa region, ITDP is working with the City of Kigali, Rwanda to prepare the e-bus charging masterplan. The plan provides recommendations on the routes to be adopted in the pilot phase, the charging infrastructure requirement, and the energy needs. Building on this, ITDP has also partnered with UEMI and the BasiGo e-bus company to support the first pilot e-bus operations in Kigali that are commencing in December 2023. The data collected from this pilot will be used to validate the results of the e-bus charging masterplan. ITDP also supported the Kampala Capital City Authority (KCCA) to prepare the Terms of Reference to the detailed engineering design (DED) review for the Kampala BRT.

In October, ITDP signed a contract with New Urban Communities Authority (NUCA) and the 6th of October Authority in Egypt to undertake the industry transition that will see the formalization of existing services and ensure that the existing operators participate in the BRT system when it becomes operational. With the support of TUMI/GIZ, ITDP is also working on enhancing gender inclusion in the Nairobi BRT Line 3, a corridor which has received commitment for funding as the first electric BRT in Nairobi. Under the project, ITDP plans to conduct surveys to understand women and care givers' needs and reflect the needs in the BRT designs. Finally, in Dar es Salaam, Tanzania, ITDP has been providing support to Dar Rapid Transit Agency (DART) by continuously reviewing the BRT designs. Following the past submissions the designs have been updated to include passing lanes at almost all stations.

In Brazil, the ITDP team keeps advocating for the City of Rio to accelerate the adoption of e-buses. ITDP worked with Scipopolis on the design of a proposal for charging infrastructure and operational strategy (headway/arrangement of departures) for a service connecting Galeão Airport and

The 2023 Mobilize Learning Lab allowed ITDP staff and partners to visit innovative public transport initiatives in Colombia.

Photo: ITDP



## PROGRAM AREAS

Gentileza terminal, which is now being built in the Port area. Besides the proposal, ITDP also helped the City Hall's team to conduct market research to present the final recommendation to the mayor with the viability study. ITDP began the design of an advocacy strategy in Belo Horizonte to influence operators positively in the transition to electromobility, using data and qualitative research. The City of Belo Horizonte is submitting a proposal for the PAC federal government to procure 100 e-buses and requested ITDP's collaboration to define the services to be prioritized and secure a high-quality operational plan.

In China, the city of Guangzhou is testing a new bus system called "responsive stopping" on 13 routes. Buses will now only stop if passengers ring the bell to get off or if there's someone at the bus stop waiting to get on. This new method is meant to make bus trips faster when there aren't many passengers getting on or off. ITDP will make recommendations and produce a report on green mobility in Guangzhou in terms of two-wheeler and BRT system development.

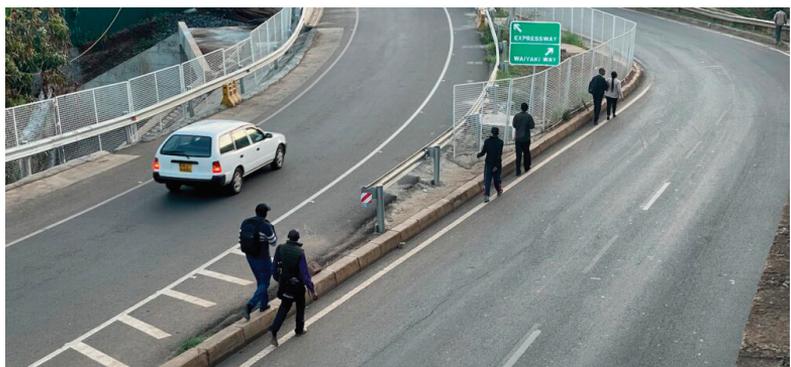
Under the World Bank's initiative with a proposed US\$250 million loan, Hubei Province, China, aims to achieve its "Dual Carbon Goals." Focused on Yichang and driven by ITDP's proactive efforts, this project is set to achieve significant milestones within the next five years, setting a benchmark for urban transport decarbonization. Significant reforms in the public transport system are key to the projects, including goals such as increasing public transit population coverage from 50% to 65%, enhancing peak-hour bus frequency by 25%, and improving average peak-hour bus speeds by 15%.

The City of Yichang has adopted the ITDP's recommendations for the upcoming BRT Phase II in Yichang. Also, Yichang City conducted a field study of ITDP's proposed improvements to the BRT Phase 1 stations and incorporated ITDP's recommendations into the development plan based on the potential for improvements to include accessibility and improvements to quality of BRT services.

The city of Jinan has restructured its public transport network with a strategy recommended by the ITDP, introducing a tiered bus system that includes fast, main, branch, and micro routes. This model prioritizes efficient minibuses for neighborhood circulation and introduces specialized bus services for unique demands. Additionally, the city aims to streamline bus routes, enhance the integration with the metro system, and experiment with an on-demand stop system for buses that complement metro services.

ITDP Africa has been supporting governments in evaluating opportunities for more transit-oriented development that promotes safe access to streets and transit stops.

Photo: ITDP Africa



In September 2023, India's Ministry of Housing and Urban Affairs wrapped up Stage 2 of the signatures Transport4All Challenge managed by ITDP and announced the top 10 winning startups. Stage 2 spanned 10 months and involved 46 cities and over 60 startups. In the upcoming Stage 3, the winning startups will work with cities to implement pilots of the digital solutions developed. Also in India, the team launched a 'Accelerating Procurement, Operations and Financing of Buses through Public Private Partnership' report in collaboration with the Association for State Road Transport Undertakings (STUs).

The report emphasizes how Public-Private Partnerships (PPP) enable the possibility for STUs to reform themselves into regulatory and managing bodies by delegating public transport and bus operations and maintenance to private entities. It also provides recommendations for governments and STUs that can lead to improved service quality, enhanced financial viability, and increased operational efficiency, while expanding bus fleets. On the city level, ITDP helped develop a feasibility study developed for implementation of Bus Priority Lane in Chennai, presenting the study to the Additional Chief Secretary of the Transport Department of the state, and received an approval for the implementation of the bus priority lane on one corridor in the city.

ITDP is supporting the rollout of the PM E-Bus Sewa Scheme, a national scheme announced to support the rollout of 10000 electric buses to augment public transport systems, especially in Tier-II and Tier-III cities across the country. The Ministry of Housing and Urban Affairs has appointed the Association for State Road Transport Undertakings (ASRTU) as the leading agency to handhold the cities to apply for the scheme. With an ongoing memorandum of understanding, ITDP India has been appointed by ASRTU as a technical partner to support the implementation of the scheme.

In addition, ITDP developed a guidebook to train bus operators on effective communications and outreach across Indian cities. As part of an ongoing engagement with the national Association of State Road Transport Undertakings, the apex body of all public bus operating agencies, ITDP developed two new tools—a game and a guidebook—to train them in improving their communications and outreach to increase ridership. The game and the guidebook were launched at a workshop organized in collaboration with ASRTU in November 2023 with over 80 officials from bus operating agencies.

In Indonesia, ITDP continues to support Jakarta in the electrification of its bus fleet. In March 2023, we finished a project focused on the development of a comprehensive roadmap for Transjakarta electric bus adoption until 2030, including providing alternative financing schemes and business models, a robust regulatory framework to support the implementation, and technical plan. ITDP also completed the evaluation of the e-bus pilot in Jakarta. As part of a presentation of findings to government policymakers, ITDP showcased the final report, roadmap, and e-bus planning toolkit for Transjakarta electrification to the Jakarta government, Transjakarta, UK Embassy, Ministries, Indonesian Cities Governments, and e-mobility industry players.

ITDP also secured a partnership with Surabaya City. The partnership has opened many opportunities for ITDP Indonesia to work in Surabaya to increase accessibility. This partnership also secured a pledge from the

In China, ITDP has been working with cities like Tianjin and Jinan to evaluate public space integrations with public transit.  
Photo: ITDP China





## PROGRAM AREAS

government for the city to join ITDP in the Cycling Cities campaign. ITDP Indonesia is currently providing support and technical assistance to develop the cycling infrastructure roadmap, and as well as pilot implementation. The team further strengthened its partnership with Indonesia's national Ministry of Transport (MoT). In 2023, MoT secured a loan from the World Bank to develop infrastructure for electric BRT systems in Medan and Bandung.

As a result, MoT has issued tenders for the management of the Indonesia Mass Transit Program in five cities in Indonesia. In this process, ITDP has advised and provided technical support. ITDP also delivered a collaborative workshop with MoT on the topic of 'Barriers to Public Transport Electrification in Indonesia.' The workshop was attended by representatives from government institutions and agencies, bus operators, e-bus industry players, and financing agencies, and helped to establish a common understanding of available solutions to scale up bus electrification. ITDP Indonesia also developed guidelines for inclusive BRT stations and conducted pilot implementation in Lebak Bulus station earlier in the year. We are currently collaborating with Transjakarta to ensure the guidelines are well-implemented in all Transjakarta stations.

In Mexico, ITDP was integral in supporting the region of Monterrey to successfully procure 110 electric buses. ITDP also provided various operations finance scheme options when operations begin at the end of the year. As part of Monterrey's efforts to expand its Metrorey metro



Advocating for inclusive and universal design for public transport systems continues to be a priority. Photo: ITDP

system, ITDP has presented two deliverables to the city regarding the public transportation integration of different transport modes. The deliverables which included an accessibility diagnosis with related guidelines for improvements were presented to the Monterrey Institute of Higher Education and Technology (ITESM) and Nuevo Leon State. They were received well with agreed upon activities for the integration of one corridor where a new station will be built. Monterrey is also taking steps to create complete streets through the redesign of 50 dangerous intersections through walking and cycling improvements and road safety interventions.

ITDP Mexico is making progress on transport digitalization objectives with the goal of accelerating improvements in mobility toward greater GHG impacts. The digitalization strategy to improve public transport in Mexican Cities is expected to begin in early 2024. With the support of the governments of Mexico City, Monterrey, Guadalajara, and Mérida, ITDP is preparing to publish a document on the process of public transport digitalization in Mexico in collaboration with the Inter-American Development Bank (IDB).

In December 2023, Mérida inaugurated its IE-Tram electric BRT that will connect the cities of Mérida, Kanasin and Uman, strengthening the sustainability and modernization of public transportation in the region. ITDP was crucial to this success, completing the design review and strengthening the proposed road design for the IE-Tram corridors and routes, which are currently under construction. ITDP will continue to assist the city to guarantee the integration of the IE-Tram system with other public transport projects.

In the US, ITDP supported the rapid implementation of dedicated bus lanes along the Huntington Avenue corridor, which Boston has now made permanent and will result in meaningful improvements in bus travel time. Since the temporary lanes were installed, bus riders are saving on average two minutes per trip in the mornings and evenings, resulting in a total of 125 hours in time savings for bus riders every work week.

## **CYCLING AND WALKING**

Two years into the launch of ITDP's Cycling Cities campaign, cohort cities have marked significant milestones, including: built 300 kilometers of protected cycle lanes; built 150 kilometers of unprotected cycle lanes; hosted 1,100 car-free or open streets events; organized 350 Learn-to-Ride and cycle training events; and planned over 700 kilometers of future cycling infrastructure and facilities

ITDP has been working on an e-mobility roadmap for Dar es Salaam, Tanzania that seeks to document the current state of e-mobility in the city and propose enabling policies to accelerate the transition to e-mobility across multiple vehicle types, including buses, bicycles, motorcycles, and cars. Also, upon the selection of two companies to deploy the electric three-wheeled vehicles in Dar es Salaam, ITDP, together with UEMI and DART, have been reviewing the inception reports for both companies. ITDP has also conducted a pre-feasibility study for the use of e-bikes for deliveries in the city.

In Brazil, ITDP worked with the city of Rio to launch the long-expected Cycling Network Expansion Plan (CicloRio). It aims to encourage cycling as a transportation mode, improving the connectivity of the existing cycling



The expansion of bikeshare systems, like this one in Bhubaneswar, India, helps promote active mobility.  
Photo: ITDP India

## PROGRAM AREAS



Tianjin, China has been making targeted efforts to enhance non-motorized infrastructure and integrations with public transit. Photo: ITDP China

network and connecting 100% of the transit stations to cycling infrastructure by 2024. In 2022, 30 km of new cycle lanes were implemented, connecting 55 transit stations in 18 neighborhoods. The goal for 2023 is to integrate 64 stations and 63 more in 2024.

In China, ITDP's advocacy for green mobility has led to significant policy advancements in the major city of Guangzhou. The Guangzhou municipal government has prioritized the main thoroughfares in the city to start reallocating road rights to non-motorized transportation, in tandem with substantial on-street parking reforms, and beginning with the delineation of protected bicycle lanes. This initiative responds to growing public demand for better bicycle and electric bike infrastructure. Despite some challenges, these efforts have led to notable improvements in cycle lane development, a testament to the efficacy of strategies ITDP has long promoted in Guangzhou.

As part of the World Bank's project to decarbonize the Hubei province, ITDP is also working on efforts to improve walking accessibility around public transport stations in Yichang, with 400 enhancements within a 500m radius, and to increase in the coverage of cycling lanes as a share of the urban core road network from 20% to 29%. ITDP also completed a comprehensive analysis of the evolution, current state, and prospects of urban bicycle development in China, culminating in a series of articles. These articles are rooted in our previous surveys and analyses of bicycles and electric bikes within urban settings. They paint a detailed picture of the current situation of two-wheeled transportation in China, highlighting the disparities in bicycle development between cities in the north and south, as well as the rise and fall of electric two-wheelers and bike-sharing models.

In India, ITDP is supporting the construction of new pedestrian plaza project initiated by the Tamil Nadu Minister for Municipal Affairs. The construction of the pedestrian plaza on the Khader Nawaz Khan Road was



In Africa, ITDP is helping to advance interventions for safer walking, cycling, and public space access. Photo: ITDP Africa

initiated by KN Nehru, the Tamil Nadu Minister for Municipal Administration and Water Supply Department. The minister was joined by other important dignitaries including Dayanidhi Maran, Member of Parliament, R Priya, the Mayor of Chennai, and J Radhakrishnan, Commissioner of the Greater Chennai Corporation (GCC). The plaza is part of the Chennai Complete Streets project, aimed at building on the success of the Pondy Bazaar Pedestrian Plaza and scaling up street transformation work across the city.

ITDP's work in India was featured at the global WALK21 conference in 2023, with a particular spotlight on the 'Freedom2WalkCycleRun' campaign and assessments of the city of Pune's street and footpath design work. The presentation highlighted 'Freedom2WalkCycleRun' as a unique behavior change campaign encouraging city leaders from across the country to build a daily habit of walking, cycling, and running. This gave participants a hands-on understanding of their city's streets and helped them identify areas for improvement.

In Indonesia, ITDP assisted the Jakarta Transport Agency in the implementation of a multi-operator bike-sharing system and developed technical notes for Jakarta bike lanes. The technical notes provide a comprehensive overview of Jakarta cycling communities and the Government's collaborative efforts in making the city bikeable since 2005, including ITDP's assistance in bike lane development, implementation, and evaluation process, as well as recommendations for improvements and sustainability.



Cities in China have been investing in innovative cycling infrastructure, like this elevated greenway. Photo: ITDP China

ITDP produced reports on the Trans Semarang bike-share system and its development. We also delivered design recommendations for the pilot multi-mode integration in the Old Town area to the Semarang City Government. ITDP Indonesia has further developed a conceptual plan, implementation plan, and monitoring plan for the Kesawan LEZ area in Medan. The report was disseminated to the Medan City Government in November 2023. ITDP Indonesia has developed the TOD plan in Medan as part of the BRT and Public Transport Accessibility Improvement Plan in

## PROGRAM AREAS

Medan, which the government is reviewing.

In Mexico, the City of Mérida is addressing various aspects of its urban transport system to improve mobility in the city. The city has extended its bike-share pilot until the end of 2023. The pilot, which originally began with 53 stations and 300 bikes, has expanded operations to include an additional four stations and 100 bicycles. Once the pilot is completed, ITDP will assist in defining a fare rate for users and a roadmap for implementation of a permanent program. In addition, the city of Zapopan has started construction of 3.1 kilometers of complete streets with the redesign of Av. Nicolas Copernico (the winner of the Better Streets for Mexico competition organized by ITDP). In Yucatán State, ITDP is developing Active Mobility guidelines to be published by the government. Also, ITDP is assisting the development of a dissemination document and an infographic on Complete Streets, to guide decision makers and contractors for the development of street design proposals and their implementation.

### SUSTAINABLE URBAN DEVELOPMENT

ITDP is working DART to ensure appropriate contextual urban development and land utilization along the DART BRT phase 1 corridor. ITDP is building upon the recommendations of the BRT Corridor Development Study by developing a local area plan for the Gerezani Terminal Area. ITDP is completing review and updates on draft report for submission to DART in November 2023. ITDP is supporting Ethiopian Construction Design and Supervision Works Corporation (ECDSWCo) in the review of their master plan to ensure it incorporates TOD, NMT, and PT initiatives.

The comprehensive and integrated new master plan development focuses on Addis Ababa's city center, which includes 5 sub cities (Arada, Lideta, Kirkos, Nifasil Lafto and Bole). The plan focuses on the 10.4km long corridor in the city that requires improvement and enhancement of the existing master plan functions and implementation study that suits the potential functioning of the corridors, enhances the appearance of the city, addresses the aspirations of the client, and improves the lifestyle of the residence. The scope looks at preparation of local development plan (LDP), preparation of implementation strategies & development guidelines, and



Sustainable development policies in major cities like Rio, Brazil is a key component of ITDP's city and national-level work.  
Photo: ITDP Brazil

preparation of street scape designs. In Brazil, ITDP finalized a study in the Rio de Janeiro metropolitan area to subsidize the city government in discussions on housing and transport integration, considering Minha Casa Minha Vida (MCMV) was relaunched by the Federal Government. The initiative aims to support municipal Rio and other cities in the metro area to identify blocks around transit stations for new MCMV developments with satisfactory urban conditions, including access to sustainable transport (PT and NMT) and essential opportunities (education, health, fresh food, leisure, culture, and others). The study is also being used as reference to discuss the monitoring process of the revised city masterplan, predicted to be approved in 2024.

In China, ITDP is supporting the Baiyun CBD superblock construction plan in Guangzhou. To create a more compact and livable community that prioritizes the well-being of its citizens, the Guangzhou Baiyun CBD has embraced the recommendations provided by ITDP regarding the implementation of superblocks dedicated to residential areas. By integrating sustainable urban design principles and innovative transportation solutions, the Guangzhou Baiyun CBD aspires to establish a model neighborhood that optimizes accessibility, encourages active transportation, and promotes social interaction.

ITDP also presented comprehensive findings to the city of Yichang derived from an extensive field survey conducted on NMT and parking management practices. Through meticulous analysis and examination of the collected data, several significant insights were obtained, leading to the formulation of a set of practical recommendations aimed at advancing the adoption of green mobility initiatives within these two urban areas. By implementing these suggestions, Yichang created a more sustainable and inclusive urban environment for future development.

In India, ITDP worked with the Chennai Unified Metropolitan Transport Authority (CUMTA) and launched city-wide citizen survey to inform the preparation of an upcoming Comprehensive Mobility Plan. In September 2023, the state minister for Housing and Urban Development launched the survey to understand citizen's travel patterns and expectations from urban mobility systems to inform the preparation of the new Comprehensive Plan that will help shape sustainable, transit-oriented development measures in Chennai for the next 25 years.

In Indonesia, ITDP has developed the integrated transit plaza concept plan to connect intermodal transit stations for the Jakarta Green Corridor. ITDP will promote the concept plan to be implemented by the Jakarta Transport Agency in 2024. ITDP also developed a TOD plan in Medan as part of the BRT and Public Transport Accessibility Improvement Plan in Medan. The study report will be disseminated to the Medan City Government in late November 2023.

In Mexico, ITDP achieved a policy win with its support of Mexico City when the government published its General Territory Plan, which includes various TOD principles like mixed-use development and TOD principles along key mass transit stations. The inclusion of these principles in the city's long term land use plan illustrates advancement of the ITDP agenda to advance sustainable development measures that prioritize public transit, active mobility, and traffic reduction. In Mérida, ITDP is supporting an integrated land use and mass transport project, assisting the city's process to update the Metropolitan Development plan in collaboration



Enhancing green spaces and streetscapes, like here in Bengaluru, India, is critical to sustainable city planning. Photo: ITDP India

## PROGRAM AREAS

with state and municipal authorities. The aim is to incorporate TOD principles to integrate land use strategies to the mobility projects, and to help stop the sprawl in the metropolitan area.

### TRAFFIC REDUCTION

In Africa, ITDP submitted the Kigali Parking Management Cabinet paper to COK in October 2023 to support the adoption of the Kigali Parking Management Report. The smart parking system will yield several benefits in Kigali, including enhanced usage of public space and improved revenue collection. In Nairobi, ITDP met with Nairobi City County to discuss initiatives of smart parking within Nairobi. ITDP is currently preparing a concept note to support further commitment from the county. In Brazil, ITDP has been working in major cities like Rio to advocate for safe routes to school.

In 2023, the team advanced with analytical and technical support to Rio de Janeiro to secure the 'On the Way to School' program, funded by the World Bank. The team evaluated survey questionnaires designed to evaluate results and identify program improvements. The questionnaires are currently being conducted in thirty-six schools with their communities, including students, parents, and teachers. The City of Rio is also advancing with the rollout of a road safety plan, which the Secretary of Health is leading. ITDP was invited to sit on the City's Road Safety Committee. Besides, key messages elaborated by ITDP on World Remembrance Day for Road Traffic Victims were replicated by CET-Rio and the Transportation Department on social media (Instagram).

In addition, cities across Brazil have been advancing low emission zone plans with ITDP. In the city of Belo Horizonte, ITDP has been supporting the city's interest in an LEZ pilot project after signing a new MOU with the city. In Rio, support for the City of Rio in their LEZ initiative continues, including work on the characterization of cycling infrastructure and users; mapping of on-street parking; design of a cycling plan; and application of walkability

Workshops for community engagement, like here in Surabaya, Indonesia, is core to improving transit systems and increasing ridership.  
Photo: ITDP Indonesia





Accessible bus rapid transit systems like the corridor in Curitiba, Brazil allow more people to choose public transit over cars.  
Photo: ITDP Brazil

index in selected streets. Simultaneously, C40 launched a TR for the design of Freight plan for the perimeter of the LEZ.

ITDP's team conducted a mapping of Brazilian cities with the potential (interest, political, and social support) to implement parking reform policies in the short and medium term. Thirty municipalities from 14 States responded, indicating their level of knowledge, capacity, and action on the topic. Challenges and issues of interest to these municipalities were also mapped. In September, ITDP supported the delivery of several tactical urbanism interventions as part of the Latin America Placemaking conference in Rio de Janeiro. The activation included activities in three parking spaces located in the central region of the city to explore parking reform measures.

In China, the Guangzhou Municipal Transportation Bureau announced and initiated the "2023 Edition of the Temporary Parking Space Planning for Central Urban Roads in the Six Central Districts of Guangzhou". As per the plan, a total of 2,373 on-street parking spaces across seventy-six roads in the six central districts will be eliminated, a plan that ITDP has supported. China will establish a green mobility report for the cities of Jinan and Yichang in terms of BRT, non-motorized transportation, and the establishment of LEZ pilots in each city.

Jinan is also working to improve parking management and promote parking sharing through advanced technology. Parking lots connected to the parking information platform, now over 370,000 berths in 1,291 off-street parking lots are connected to the Jinan static traffic platform. The big data management department of Jinan established a comprehensive parking management service system of the city, implemented dynamic management of parking facilities, supervise the quality of information service, and provide parking information sharing and guidance services.

ITDP continues to compile a 'Guideline on 15-minute Neighborhood Planning and Design for Rail Stations' for Yichang as part of the World Bank's project. After several iterations informed by constructive feedback, the guideline has reached a pivotal stage. A consultation with experts has been conducted, bringing forth interim results that promise to shape the



## PROGRAM AREAS

planning and design around the station area significantly. This guideline is poised to influence future transit-oriented developments by promoting accessible, efficient, and sustainable urban environments around rail stations.

In India, ITDP conducted a closed-door discussion on area-level parking management plans for officials at the Pimpri-Chinchwad Municipal Corporation, including sharing learnings from the preparation of Coimbatore's area-level parking management plans. PCMC has expressed interest in getting a similar study done in the city and ITDP India will support them on the way forward. ITDP also conducted a joint stakeholder meeting with key decision makers from the Greater Chennai Corporation (GCC), the Greater Chennai Traffic Police (GCTP), and the Chennai Unified Metropolitan Transport Authority (CUMTA). The stakeholders are aligned on setting up a central agency for managing parking and supporting CUMTA in implementing the policy. CUMTA will initiate a study in one neighborhood to understand the gaps and propose an area-level parking management plan incorporating the policy principles.

In Indonesia, ITDP completed the implementation and procurement plan, the social and economic framework, and the risk mitigation analysis of the Electronic Road Pricing (ERP) system in Jakarta. These three documents were created in close collaboration with the Jakarta Transport Agency as they have a plan to implement ERP soon. ITDP also completed an evaluation of the Kota Tua LEZ area in Jakarta and submitted the report to the relevant government agencies. The report includes a review of the policies and implementation as well as recommendations on how to improve the LEZ area. ITDP also developed a study to improve the connectivity of the Kota Lama LEZ area in Semarang with surrounding public transit. The study was disseminated to the Semarang City Government (including the Semarang City Mayor and Semarang Planning Agency).



Car-free day events, like here in Mexico City, help people advocate for streets that are inclusive of pedestrians, cyclists, and beyond.

Photo: ITDP Mexico

In Mexico, the region of Morelia is championing parking reform. With support from ITDP, Morelia's Municipal Planning Institute (IMPLAN) has passed its Urban Plan, which includes the elimination of parking requirements in urban development plans. This is the first parking reform in a metropolitan area of a city in Mexico containing a growing population already at one million with significant urban sprawl. ITDP also signed a collaboration agreement with IMPLAN to share recommendations on the regulation of parking construction in housing, commerce, and facilities in the Metropolitan Zone. Similarly, in Guadalajara, ITDP has presented IMEPLAN with a draft feasibility assessment for the elimination of parking requirements within the municipalities of the Metropolitan Area.

## RESEARCH AND POLICY

In 2023, ITDP released the *Breaking the Code: Off-Street Parking Reform Lessons Learned* report. As first-movers in the parking reform movement worldwide, ITDP leveraged our continued momentum on this issue to develop a report that provides in-depth analysis and recommendations on off-street parking solutions for all cities. This report shares stories from six cities and one country in various regions, spotlighting off-street parking as a costly and often overlooked urban planning issue impacting vehicle use, prioritizing street space, and even housing availability.

As part of a series of Compact Cities Electrified country report, ITDP is revising a Brazilian roadmap and report with researchers at UC Davis. Four peer organizations reviewed the study (from ICCT, IEMA, COPPE and Multiplicidade), bringing insights into the Brazilian context. The Climate Observatory, the leading Brazilian civil society network on the climate agenda, adopted the report's primary Electrification + Mode Shift premises designed by ITDP and UC Davis, which is a significant achievement. ITDP disseminated the research to a key audience that included high-level government representatives from the State of São Paulo, such as the Secretary of Environment and the Chief of Staff, besides key researchers from international and national universities.

Similarly, ITDP and UC Davis launched the Compact Cities Electrified: India report in 2023. The report shows that reducing emissions from urban passenger transport enough to meet India's climate action commitments will require the creation of Compact Electrified Cities—cities that can shift most trips to less polluting modes like walking, cycling, and public transport and enable a simultaneous rapid electrification of all vehicle modes. The report provides a country-specific roadmap for India, estimating the quantities and costs of infrastructure needed and the potential impacts over the next 30 years. ITDP hosted the discussion on 'Compact Cities: Pathways towards India's Sustainable Mobility Future' at the 16th Urban Mobility India Conference 2023 where they shared the findings from the new report and facilitated a conversation with key decision-makers and experts.

As part of ITDP's partnership with the Ministry of Cities in Brazil, the team has been actively participating in meetings of the Consultative Forum supporting the discussions between the Executive and the Senate on the bill of the New Regulatory Framework for Public Transport. In addition, the regional development bank BNDES has developed a strategy for public transit funding and financing with ITDP's advocacy to map urban mobility data in twenty-one metropolitan regions. ITDP is also interviewing cities to complete the assessment of public transport data availability and regulation.



Events like the Mobilize Learning Lab and programs like the Sustainable Transport Award help elevate achievements in sustainable and equitable transport.  
Photo: ITDP

## PROGRAM AREAS



ITDP teams regularly host and participate in events to promote research and policy goals, like this 2023 panel in Jakarta, Indonesia.

Photo: ITDP Indonesia

In China, ITDP collected data through self-conducted surveys, individual interviews, and other engagement methods to understand the challenges facing women cyclists. Through volume counts at 45 locations within these cities, the resulting report *Women on Wheels* found that women accounted for less than 30% of total cyclists and that the percentages often correlated with the quality, safety, and connectivity of each city's infrastructure. This research aims to encourage more cities, in China and beyond, to design and plan infrastructure that better reflects the needs of all cyclists, regardless of gender.

ITDP in China is also researching the development history and state of Chinese Three-Wheeled Vehicles. The project is designed to understand the classification and development status of three-wheeled vehicles in China, as well as summarize occurred problems and lessons learned from Chinese cities. Policy recommendations will accelerate the transition from ICE three-wheelers to electric vehicles, and help the policymakers develop more to prepare for the project kick-off meeting held in mid-October 2023. In the following months, the project team is planning to conduct in-depth investigations and case studies in three typical cities: Beijing, Weifang (a small-sized city in Shandong province in China), and Chongqing (a middle-sized city in the south of China).

ITDP has also been collaborating with Chinese cities for the development of a 'Green Mobility Data Collection and Indicator Framework. Leveraging this data, the team has developed indicators to measure the effectiveness of green mobility within Chinese cities. The project has passed its midterm review and is set to continue under ITDP's guidance to finalize the reports on urban green mobility indicators and green mobility demonstration zones. Upon completion of the reports, it is anticipated that the findings will motivate an assessment of green mobility practices in at least 105 major cities across China.

In India, ITDP I launched a working paper on National Common Mobility Card (NCMC). In collaboration with the National Payments Corporation of India and the national Institute of Urban Transport, ITDP India launched the paper— 'NCMC - Tap & Transit, Pan India with RuPay' at the Global Fintech Fest in Mumbai on 7th September 2023. The paper talks about the critical issues with the cash-based ticketing system in India, such as revenue leakage and long queues at the ticket counters and highlights the need and way forward for common card-based ticketing in India.

ITDP Indonesia collaborated with Pelita Harapan University in developing a sustainable transport syllabus as part of the subject taught by the Civil Engineering Faculty. For one semester, ITDP Indonesia will be the guest lecturer in twelve class sessions, providing and sharing knowledge related to sustainable transport issues such as public transport integration, active mobility (walking and cycling), and TOD.

ITDP is also currently a regular member of the Greater Jakarta Transport Working Group Monthly Meeting consisting of the Greater Jakarta Transport Authority (BPTJ), General Directorate of Road Transport, General Directorate of Railways, General Secretariat of Planning Bureau, Jakarta Transport Agency, and West Java Transport Agency. The purpose of the meetings is to discuss and evaluate the current or planned policies, regulations, and initiatives implemented in the Greater Jakarta area.



In 2023, ITDP Mexico presented the results of its #MejoresCalles (Better Streets) design competition to policymakers.

Photo: ITDP Mexico

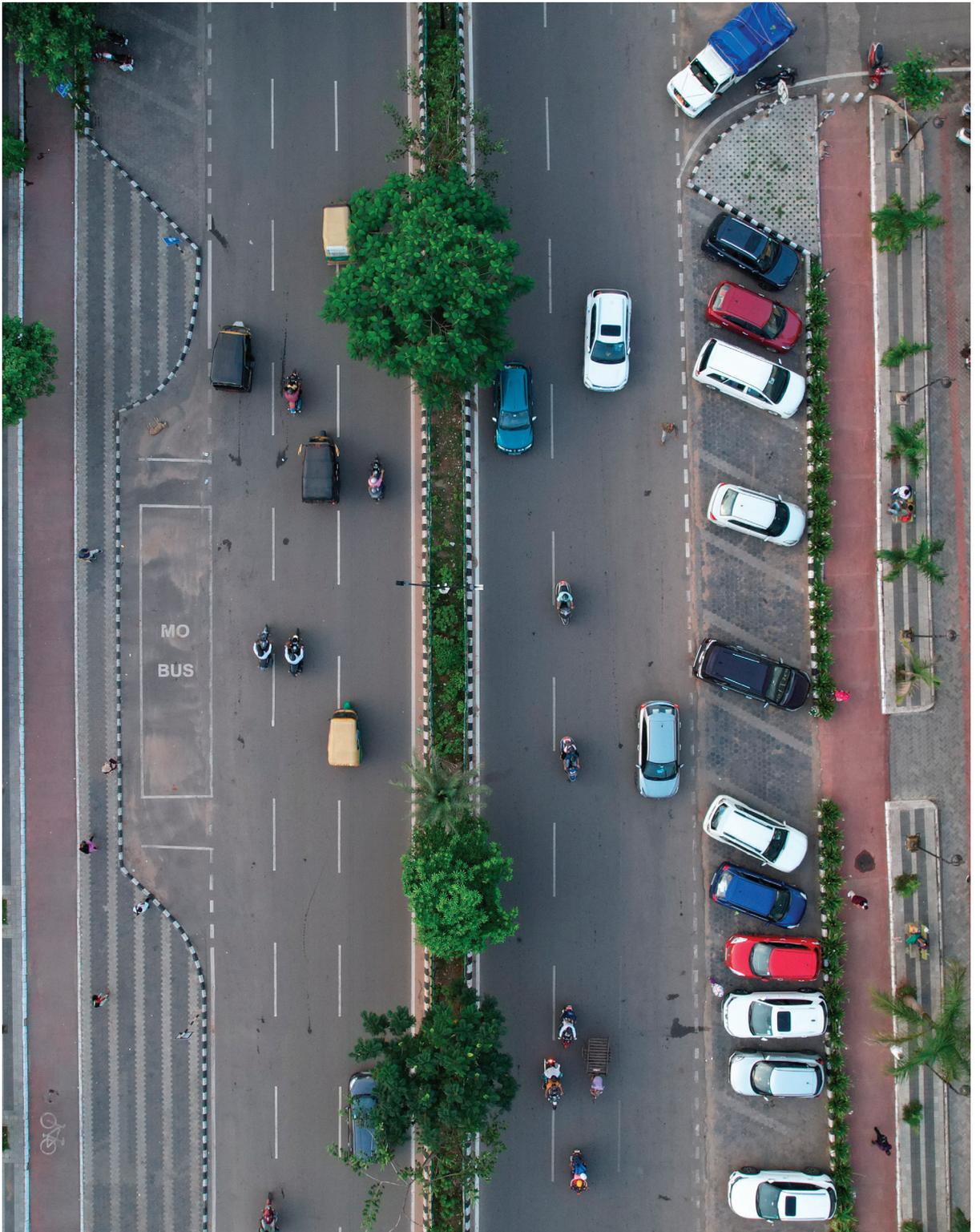
In Mexico, ITDP worked with the Helmet Coalition to promote motorcycle helmet use and road safety with support from the FIA Foundation. The Helmet Coalition held a seminar in November 2023 to present key achievements from the public, private sectors, and civil society. The Mexican Helmet Coalition has made considerable progress on its goals with the public and private sectors. We are encouraging state and municipal governments to reform their traffic regulations and have been able to liaise safe helmet producers with retailers to increase the availability of affordable certified helmets.

ITDP's US program published the Keeping Pace: How Greater Boston's Bus System Can Support a Growing and Changing Region report in 2023. ITDP partnered with LivableStreets Alliance on this report on Greater Boston's bus system that outlines an actionable agenda for regional decision-makers at the state, agency, and local levels to enact within the next few years. To get the bus system on track with the needs of the region by 2030, this report's research puts forth recommendations for officials, local governments, and the MBTA to follow — starting by addressing the severe MBTA staffing shortage and chronically underfunded budget, while recognizing that no single entity can achieve progress alone.

In November 2023, the US Department of Transportation (DOT) issued a final GHG ruling requiring states to measure and report on GHGs and to set declining targets to reduce GHGs related to the National Highway System, though with no consequences for failure to reduce emissions. In coming weeks, US DOT is expected to issue GHG NEPA guidance which presents an opportunity to strengthen minimum requirements for evaluation of induced traffic impacts of proposed road expansion projects, which are not addressed in the GHG rule. ITDP was part of a group of advocates pushing for this ruling.



In 2023, ITDP Africa and various partners gathered stakeholders from across the Africa region to highlight investment and policy mechanisms for the future of transport. Image: ITDP Africa



In India, the Streets4People and Cycles4Change national challenges continue to help cities reimagine complete streets. Image: ITDP India

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# FINANCIAL INFORMATION

## INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

### STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2023

#### CURRENT ASSETS

Cash and cash equivalents	\$ 1,313,441
Accounts receivable	259,307
Grants receivable	1,568,382
Prepaid expenses	<u>155,553</u>
Total current assets	<u>3,296,683</u>

#### PROPERTY AND EQUIPMENT

Equipment	31,273
Furniture	62,240
Computer equipment	324,880
Leasehold improvements	<u>571,228</u>
	989,621
Less: Accumulated depreciation and amortization	<u>(862,937)</u>
Net property and equipment	<u>126,684</u>

#### NON-CURRENT ASSETS

Right-of-use assets, net	1,745,132
Deposits	<u>138,183</u>
Total non-current assets	<u>1,883,315</u>

**TOTAL ASSETS** \$ 5,306,682

#### LIABILITIES AND NET ASSETS

#### CURRENT LIABILITIES

Accounts payable and accrued liabilities	\$ 765,739
Accrued salaries and related benefits	155,735
Refundable advance	636,476
Funds held on behalf of others	594
Operating lease liabilities	<u>282,325</u>
Total current liabilities	1,840,869

#### NONCURRENT LIABILITIES

Operating lease liabilities, net of current	<u>1,566,560</u>
Total liabilities	<u>3,407,429</u>

#### NET ASSETS

Without donor restrictions	(2,673,600)
With donor restrictions	<u>4,572,853</u>
Total net assets	<u>1,899,253</u>

**TOTAL LIABILITIES AND NET ASSETS** \$ 5,306,682

**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**FOR THE YEARS ENDED DECEMBER 31, 2023**

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>SUPPORT AND REVENUE</b>			
Contributions:			
Government and cost reimbursable grants	\$ 3,529,979	\$ -	\$ 3,529,979
Grants, contributions and sponsorships	382,337	3,442,822	3,825,159
Net assets released from donor restrictions	<u>7,218,765</u>	<u>(7,218,765)</u>	<u>-</u>
Total contributions	11,131,081	(3,775,943)	7,355,138
Consulting and contract revenue	926,111	-	926,111
Interest income	13,897	-	13,897
Event and other revenue	<u>47,425</u>	<u>-</u>	<u>47,425</u>
Total support and revenue	<u>12,118,514</u>	<u>(3,775,943)</u>	<u>8,342,571</u>
<b>EXPENSES</b>			
Program Services	<u>11,479,931</u>	<u>-</u>	<u>11,479,931</u>
Supporting Services:			
Management	1,436,728	-	1,436,728
Fundraising	<u>97,437</u>	<u>-</u>	<u>97,437</u>
Total supporting services	<u>1,534,165</u>	<u>-</u>	<u>1,534,165</u>
Total expenses	<u>13,014,096</u>	<u>-</u>	<u>13,014,096</u>
Change in net assets before other item	(895,582)	(3,775,943)	(4,671,525)
<b>OTHER ITEM</b>			
Exchange rate loss	<u>(31,873)</u>	<u>-</u>	<u>(31,873)</u>
Change in net assets	(927,455)	(3,775,943)	(4,703,398)
Net assets at beginning of year, as restated	<u>(1,746,145)</u>	<u>8,348,796</u>	<u>6,602,651</u>
<b>NET ASSETS AT END OF YEAR</b>	<b><u>\$ (2,673,600)</u></b>	<b><u>\$ 4,572,853</u></b>	<b><u>\$ 1,899,253</u></b>

**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**

**STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2023**

	Supporting Services			Total Supporting Services	Total Expenses
	Program Services	Management	Fundraising		
Salaries	\$ 1,529,894	\$ 578,831	\$ 40,505	\$ 619,336	\$ 2,149,230
Payroll taxes	145,218	56,784	4,081	60,865	206,083
Employee benefits	586,629	320,227	40,613	360,840	947,469
<b>Subtotal</b>	<b>2,261,741</b>	<b>955,842</b>	<b>85,199</b>	<b>1,041,041</b>	<b>3,302,782</b>
Bank charges	65,253	203	(2,088)	(1,885)	63,368
Conferences and meetings	250,144	47,762	-	47,762	297,906
Consultants	2,211,448	60,194	-	60,194	2,271,642
Depreciation and amortization	50,790	-	-	-	50,790
Equipment rental	6,068	-	-	-	6,068
Field staff	4,265,719	35,411	-	35,411	4,301,130
Insurance	49,784	15,204	-	15,204	64,988
Legal	25,503	44,996	-	44,996	70,499
License fees and subscriptions	156,490	17,328	6,435	23,763	180,253
Miscellaneous	4,779	29,729	-	29,729	34,508
Office supplies	98,573	1,526	216	1,742	100,315
Postage and delivery	5,845	392	3,374	3,766	9,611
Printing	42,587	121	-	121	42,708
Professional development	27,535	863	-	863	28,398
Professional fees	770,627	162,683	4,009	166,692	937,319
Leases and office cleaning	466,741	-	-	-	466,741
Taxes	39,889	-	292	292	40,181
Telephone and internet	20,324	165	-	165	20,489
Travel	660,091	64,309	-	64,309	724,400
<b>TOTAL</b>	<b>\$ 11,479,931</b>	<b>\$ 1,436,728</b>	<b>\$ 97,437</b>	<b>\$ 1,534,165</b>	<b>\$ 13,014,096</b>

**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2023**

**CASH FLOWS FROM OPERATING ACTIVITIES**

Change in net assets	\$ (4,703,398)
Adjustments to reconcile change in net assets to net cash used by operating activities:	
Depreciation and amortization	50,790
Amortization of right-of-use asset	179,206
(Increase) decrease in:	
Accounts receivable	(76,132)
Grants receivable	2,716,551
Prepaid expenses	(9,870)
Deposits	(61,083)
(Decrease) increase in:	
Accounts payable and accrued liabilities	(212,195)
Accrued salaries and related benefits	(23,398)
Refundable advance	636,476
Operating lease liabilities	<u>(161,864)</u>
Net cash used by operating activities	<u>(1,664,917)</u>

**CASH FLOWS FROM INVESTING ACTIVITIES**

Purchases of property and equipment	<u>(13,461)</u>
Net cash used by investing activities	<u>(13,461)</u>

**CASH FLOWS FROM FINANCING ACTIVITIES**

Proceeds from payments on line of credit	640,000
(Payments on) line of credit	<u>(640,000)</u>
Net cash used by financing activities	<u>-</u>
Net decrease in cash and cash equivalents	(1,678,378)
Cash and cash equivalents at beginning of year	<u>2,991,819</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>\$ <u>1,313,441</u></b>

**SCHEDULE OF NONCASH OPERATING TRANSACTIONS**

Right-of-Use Assets	\$ <u>113,729</u>
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Top: A colorfully re-designed street and bus platform as part of the Flower Walk project in Chelsea, MA. Image: Ad Hoc Industries

Middle: Paris, France received the 2023 STA honor for its investments into active mobility. Image: ITDP

Bottom: In cities like Salvador, Brazil, ITDP has been working to improve cycling infrastructure. Image: ITDP Brazil