Towards a More Equal City:
Equitable Access to Opportunities: Widening Mobility Choices for the Under-Served

Christo Venter, Anjali Mahendra, Dario Hidalgo
July 31, 2018
OUR THEORY OF CHANGE

TRADITIONAL CONCEPTUALIZATION: ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT TRIANGLE

APPROACH USED IN THE WORLD RESOURCES REPORT

The World Resources Report: Towards a More Equal City examines if providing equitable access to core services leads to a more economically productive and environmentally sustainable city.

The report explores actionable approaches to providing core services like housing, water, sanitation, energy, and transportation.

Comprises research papers on sector specific solutions as well as city-level case studies of urban transformation across the global south.
CATEGORIZATION OF CITIES BASED ON ECONOMIC PRODUCTIVITY

Note: \( n = 769 \). The y-axis value is: \( \frac{\text{GDP per capita}_{2030}}{\text{GDP per capita}_{2015}} / \frac{\text{Population}_{2030}}{\text{Population}_{2015}} \). The vertical line indicates median value of GDP per capita and the horizontal line indicates an index value of 1.

FOCUS ON STRUGGLING AND EMERGING CITIES

Note: n = 769 cities.
Struggling and emerging cities are grappling with ways to meet the urgent needs of residents, with very low budgets per capita.

Urgent needs are gaps in core services that must be met in the short term to ensure people’s wellbeing.

“Lock-in” refers to decisions that affect land use, infrastructure and the built environment.

Need to fundamentally rethink how cities are built, managed and governed, considering both urgency and potential lock-in.
How can cities in the Global South manage and grow their transport sectors such that they improve equitable access to opportunities for the underserved, and what economic and environmental benefits will this bring to the city as a whole?
FRAMING THE PROBLEM OF EQUITABLE ACCESS

Accessibility to opportunities

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Spatial form, density
Motorization, congestion
Walkability, streets
Housing location
PT routes, PT efficiencies
Service quality

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education

Socio-economics
Intermediary
Outcomes

Conditions
Personal ability

Livelihoods
Social inclusion
Health & Education
FRAMING THE PROBLEM OF EQUITABLE ACCESS

- **Accessibility**: The ability to reach desired opportunities

- **Mobility**: The extent to which people can actually make use of the accessibility they have (or not) – the cost of travel
TWO CASE STUDIES OF EQUITABLE ACCESS

- Johannesburg (SA), Mexico City
- Measured accessibility to jobs for all residents
- Number of jobs reachable within 60 minutes
- By mode actually used
  - Car (congested speeds)
  - Transit (formal & informal) using Conveyal
  - Walk

Unequal distribution of accessibility - 80% of residents can access 60% and 25% of jobs

n = 8,846 (JHB); 191,121 (MXC)

41% and 64% of residents have below-average accessibility to opportunities

Mode use is important driver of differences between cities
TWO CASE STUDIES OF EQUITABLE ACCESS

- Mobility score = max(travel time, travel cost)
- Normalized against average
- By mode actually used
  - Car (congested speeds)
  - Transit (formal & informal) using Conveyal
  - Walk
  - Non-traveller
Note: \( n = 8,846 \).

The y-axis value is:
\[ \max\{\frac{(\text{TravelTime}-\text{AvgTravtime})}{\text{AvgTravtime}};\frac{(\text{TravelCost}-\text{AvgTravCost})}{\text{AvgTravCost}}\} \]

The x-axis value is:
\[ \frac{(\text{JobAccess}-\text{AvgJobAccess})}{\text{AvgJobAccess}} \]
TWO CASE STUDIES OF EQUITABLE ACCESS

JOHANNESBURG

MEXICO CITY
MEXICO CITY

Stranded Under-served (27% of residents)

Well-located Commuters (19% of residents)

Note: n = 191,121.
The y-axis value is: max{(TravelTime-AvgTravtime)/AvgTravtime; (TravelCost-AvgTravCost)/AvgTravCost})
The x-axis value is: (JobAccess-AvgJobAccess)/AvgJobAccess)
THE VISION: PATHWAYS TOWARDS AN INTEGRATED, AFFORDABLE, ACCESSIBLE CITY

II. Reduce mobility costs of the mobile under-served; improve access through land use reform

I. Provide better access to opportunity and mobility for the stranded

III. Reduce mobility costs of inefficient private vehicle use
URBAN GROWTH POLICIES OFTEN EXACERBATE ACCESS & MOBILITY PROBLEMS

- Modal imbalance in investment & action
- Urban expansion - peripheral growth in formal and informal development
- Over-concentration in some central areas
- Lack of effective planning & control: expanding cities become increasingly difficult to serve with affordable and quality transport

Tamil Nadu, India (2012-15)

(Source: Gadepalli, ITDP, 2018)
KEY THOUGHTS REGARDING PRIORITY ACTIONS

• Cities in **different quadrants** – tailor solutions to local needs in terms of scale, pace, and timing
• No single action will suffice – policy package with **combination of actions** needed, as they are mutually supporting
• **Systemic approach** – local action embedded within wider planning, governance, finance enabling environment
Challenge for sustainable cities: Equitable access

- What do we mean by equitable access?
- Defining the under-served with reference to access & mobility; two case studies
- The vision: pathways to an integrated, affordable, accessible city
- Current urban growth policies are roadblocks towards equity

Confronting the challenge of accessible cities

- Action area 1: Build complete, balanced, and safe streets
- Action area 2: Revamp multimodal public transport networks
- Action area 3: Manage the demand for private vehicle use

Opportunities for transformation: Cross-cutting enablers

- Enabler 1: Capable, visionary governance
- Enabler 2: Integrated public-sector planning
- Enabler 3: Innovative partnerships for funding
THREE PRIORITY ACTION AREAS

1. Build complete, balanced, and safe streets

Background

- Streets as basic building block of community space
- Walking dominant mode
- NMT conditions deteriorating in some cities, improving in others
THREE PRIORITY ACTION AREAS

Mode shares in various cities. (Source: Compiled from various sources)
THREE PRIORITY ACTION AREAS

1. Build complete, balanced, and safe streets

Background
- Streets as basic building block of community space
- Walking dominant mode
- NMT conditions deteriorating in some cities, improving in others

Problem
- Incomplete street networks esp in informal areas
- Street design biased to motorized modes
  - Excludes vulnerable users
  - Unbalanced capacity allocation

Actions
A. Complete street networks
B. Reallocate road space towards more space efficient modes
C. Improve pedestrian safety and security
THREE PRIORITY ACTION AREAS

1. Build complete, balanced, and safe streets

Actions
A. Complete street networks
B. Reallocate road space towards more space efficient modes
C. Improve pedestrian safety and security
THREE PRIORITY ACTION AREAS

1. Build complete, balanced, and safe streets

All-weather paved roads, especially to informal settlements
Prioritize arterials connecting to under-served areas
Complete streets principles

Actions
A. Complete street networks
B. Reallocate road space towards more space efficient modes
C. Improve pedestrian safety and security
THREE PRIORITY ACTION AREAS

1. Build complete, balanced, and safe streets

All-weather paved roads, especially to informal settlements
Prioritize arterials connecting to under-served areas
Complete streets principles

All new or upgraded arterials to incorporate walk/(bike) infrastructure
Priority lanes or areas for public transport (depending on volume)
Design for access function of arterials

Actions
A. Complete street networks
B. Reallocate road space towards more space efficient modes
C. Improve pedestrian safety and security
THREE PRIORITY ACTION AREAS

1. Build complete, balanced, and safe streets

Actions
A. Complete street networks
B. Reallocate road space towards more space efficient modes
C. Improve pedestrian safety and security

All-weather paved roads, especially to informal settlements
Prioritize arterials connecting to under-served areas

Complete streets principles
- All new or upgraded arterials to incorporate walk/(bike) infrastructure
- Priority lanes or areas for public transport (depending on volume)
- Design for access function of arterials

High-speed roads: Wide, well-lit, drained sidewalks & bike lanes
Overall street design: Safe road crossings, medians, barriers
Shared roads: reduce traffic speeds to 35 km/h - calming
THREE PRIORITY ACTION AREAS

1. Build complete, balanced, and safe streets

“We strongly argue for a rethink of the role of streets to find a more optimal balance between the interests of motorists, public transport and non-motorized users”.
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Background

- Public transport key to mobility of under-served
- Also powerful tool to restructure cities
- Ecosystem of formal & informal plus private modes
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Background
- Public transport key to mobility of under-served
- Also powerful tool to restructure cities
- Ecosystem of formal & informal plus private modes

Problem
- Poor and declining supply and quality of formal PT
- Paratransit presents opportunities but unclear how to harness them
- Poor integration across modes & systems

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information
Fare integration (cashless ticketing)

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information
Fare integration (cashless ticketing)

Game-changing investments in dedicated infrastructure
Match to level of demand and congestion (buslanes to BRT to rail)

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information
Fare integration (cashless ticketing)

Game-changing investments in dedicated infrastructure
Match to level of demand and congestion (buslanes to BRT to rail)

Variety of approaches towards paratransit reform

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

General, city-wide upgrading

- Competition regulation (concessions, franchises)
- Driver & vehicle fitness regulation
- Formation of operator associations, cooperatives
- Government-assisted fleet renewal
- Government-assisted professionalization, training

Linked to catalytic projects

- Removal and public provision
- Competitive tendering
- Competitive tendering with preference to existing operators
- Grandfathering of existing operators into new system

Cities and projects:
- Dakar
- Nairobi
- Many cities
- Dakar, Cairo, Istanbul
- Quito Trolebus
- Santiago
- Bogota
- Leon, Dar es Salaam, Johannesburg, Mexico City, Lagos
- Johannesburg, Cape Town, Accra
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information
Fare integration (cashless ticketing)

Game-changing investments in dedicated infrastructure
Match to level of demand and congestion (buslanes to BRT to rail)
Serve middle and low income - cross-subsidization

Variety of approaches towards paratransit reform
Opportunities to improve efficiency linked to catalytic projects
Incremental modernization via regulation, investment, technology

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

Actions

A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information, Fare integration (cashless ticketing)
Game-changing investments in dedicated infrastructure
Match to level of demand and congestion (buslanes to BRT to rail)
Serve middle and low income - cross-subsidization
Variety of approaches towards paratransit reform
Opportunities to improve efficiency linked to catalytic projects
Incremental modernization via regulation, investment, technology

Source: J. Klopp
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

- Responsibility for multimodal network rests with city
- Transfer infrastructure, operational alignment, information
- Fare integration (cashless ticketing)
- Game-changing investments in dedicated infrastructure
- Match to level of demand and congestion (buslanes to BRT to rail)
- Serve middle and low income - cross-subsidization
- Variety of approaches towards paratransit reform
- Opportunities to improve efficiency linked to catalytic projects
- Incremental modernization via regulation, investment, technology

Source: J. Klopp
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information
Fare integration (cashless ticketing)

Game-changing investments in dedicated infrastructure
Match to level of demand and congestion (buslanes to BRT to rail)
Serve middle and low income - cross-subsidization

Variety of approaches towards paratransit reform
Opportunities to improve efficiency linked to catalytic projects
Incremental modernization via regulation, investment, technology

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information
Fare integration (cashless ticketing)

Game-changing investments in dedicated infrastructure
Match to level of demand and congestion (buslanes to BRT to rail)
Serve middle and low income - cross-subsidization

Variety of approaches towards paratransit reform
Opportunities to improve efficiency linked to catalytic projects
Incremental modernization via regulation, investment, technology

Passenger access to more services (trip-planning)
Connect e-hailing to bus & rail: first/last mile trip
Matching demand and supply - bus & paratransit ‘microtransit’

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

Responsibility for multimodal network rests with city
Transfer infrastructure, operational alignment, information
Fare integration (cashless ticketing)

Game-changing investments in dedicated infrastructure
Match to level of demand and congestion (buslanes to BRT to rail)
Serve middle and low income - cross-subsidization

Variety of approaches towards paratransit reform
Opportunities to improve efficiency linked to catalytic projects
Incremental modernization via regulation, investment, technology

Passenger access to more services (trip-planning)
Connect e-hailing to bus & rail: first/last mile trip
Matching demand and supply - bus & paratransit ‘microtransit’

Fares at cost-recovery levels, with subsidies targeted at under-served
Smart cards

Actions
A. Connect existing services into an integrated network
B. Invest in priority infrastructure
C. Pro-actively upgrade & integrate informal operators
D. Harness technology for + productivity
E. Targeted subsidies
THREE PRIORITY ACTION AREAS

2. Revamp multimodal public transport networks

“Well-targeted public transport can be a very progressive tool in the investment toolbox... and in the longer run, good transit is essential for restructuring cities to become more spatially equitable [and efficient]”.
THREE PRIORITY ACTION AREAS

3. Manage the demand for private vehicle use

**Background**
- Car & 4-wheeler use grows due to combination of aspirational and utility value
- Strong political support for car-based development

**Problem**
- Under-pricing:
  - hidden externality costs
  - hidden fixed user costs
- Worse in denser conditions
- Car-oriented development creates lock-in

**Actions**
A. Change the preferential status of the car
B. Price car use and parking
C. Promote shared mobility solutions
D. Ensure new development is either transit-oriented or can be well-served by transit
THREE PRIORITY ACTION AREAS

3. Manage the demand for private vehicle use

Actions
A. Change the preferential status of the car
B. Price car use and parking
C. Promote shared mobility solutions
D. Ensure new development is either transit-oriented or can be well-served by transit
THREE PRIORITY ACTION AREAS

3. Manage the demand for private vehicle use

- Reallocate roadspace (action area 1)
  - Car restriction policies
  - Congestion charging (less likely in global South)
  - Parking reform (reduce minimum parking; pricing; enforcement)
- Carsharing, bikesharing
  - Ride-sharing apps, especially linked to transit
    - cars, autorickshaws, motorcycle taxis, delivery vehicles

Actions
A. Change the preferential status of the car
B. Price car use and parking
C. Promote shared mobility solutions
D. Ensure new development is either transit-oriented or can be well-served by transit
THREE PRIORITY ACTION AREAS

3. Manage the demand for private vehicle use

Actions
A. Change the preferential status of the car
B. Price car use and parking
C. Promote shared mobility solutions
D. Ensure new development is either transit-oriented or can be well-served by transit

Locate roadspace (action area 1)

- Car restriction policies
- Parking (less likely in global South)
- Parking; pricing; enforcement

- Carsharing, bikesharing apps, especially linked to transit
- Motorcycle taxis, delivery vehicles

Transit-oriented Development
“Pedestrian-oriented Development”
Measures to protect affordable housing
THREE PRIORITY ACTION AREAS

3. Manage the demand for private vehicle use

“We do not argue that cities should attempt to get rid of cars and motorcycles... but it is clear that society is worse off as a result of excessive private vehicle use, and that... cities cannot make sustainable headway towards equitable accessibility unless the demand for private vehicle use is managed.”
**How do these actions provide wider benefits to cities?**

<table>
<thead>
<tr>
<th>Equity</th>
<th>Economic Productivity</th>
<th>Environmental Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved travel conditions for stranded under-served</td>
<td>Health benefits (active lifestyles) Mobility cost savings Support for transit</td>
<td>Reduced impacts - cleaner modes</td>
</tr>
<tr>
<td>Reduced mobility costs for mobile under-served</td>
<td>Mobility cost savings Alternatives to private vehicles Improved PT efficiency</td>
<td>Reduced impacts - cleaner modes</td>
</tr>
<tr>
<td>Improved accessibility to all under-served</td>
<td>Improve PT performance Cross-subsidize non-car modes</td>
<td>Reduced air pollution, energy costs</td>
</tr>
<tr>
<td>Reduced mobility costs for well-located drivers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved accessibility to under-served (under certain conditions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce mobility costs for well-located drivers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage the demand for private vehicle use</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Build complete, balanced, and safe streets**
- **Revamp multimodal public transport networks**
- **Manage the demand for private vehicle use**
ENABLING CONDITIONS AND ACTORS

• Capable, visionary governance:
  – Political/Aspirational issues – the need for leaders to form and articulate a new vision for equity and sustainability
  – Institutional strengthening, renewal and capacity - Role of dedicated and empowered multimodal transport authorities

• Integrated public-sector planning:
  – Critical need to gain better control over housing and urban expansion
  – Effective coordination across urban management and transport agencies
  – Promote inclusion of the under-served in transport planning processes
  – Transport projects have much greater benefit if part of a wider initiative including urban planning and public space improvement

• Innovative partnerships for funding:
  – Improve financial viability and affordability of public transport services
  – Improve revenue from sharing benefits with other beneficiaries, e.g. middle-income PT users, land value capture and co-development with private sector
  – Partnering with technology providers
“The challenges are large and complex... and no single pathway exists... But there is sufficient evidence that by moving towards a future where access to opportunities is enhanced for all city residents, cities will also be making headway towards economic growth, environmental sustainability, and social health.”
Towards a More Equal City:
Equitable Access to Opportunities: Widening Mobility Choices for the Under-Served

Thank you