

# ITDP ANNUAL REPORT 2018



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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. Through our transport projects, policy advocacy, and publications, we work to reduce carbon emissions, enhance social inclusion, and improve the quality of life for people in cities.



## KEY ACHIEVEMENTS IN 2018



### **ITDP PUBLISHED PEDESTRIANS FIRST: A NEW TOOL FOR WALKABLE CITIES**

This paper provides a means to measure walkability in cities around the world, particularly where government data is limited, allowing for comparison among cities of different types. The development of this tool was a result of experiments across multiple ITDP offices as well as other organizations. ITDP published the tool in English and Spanish with Portuguese and Chinese forthcoming.

### **ITDP PUBLISHED OPTIMIZING DOCKLESS BIKESHARE FOR CITIES**

ITDP's Indonesia team has translated the document into Bahasa Indonesia and is using it with the Jakarta Smart City group to help develop dockless bikeshare regulations.

### **PNT AND PNB INDICATORS AND AGGRESSIVE TARGETS ADOPTED IN THE BELO HORIZONTE MOBILITY PLAN**

The City of Belo Horizonte adopted two indicators, People Near Transit (PNT) and People Near Bicycle Infrastructure (PNB) as key performance indicators to monitor the implementation of the City's Mobility Plan. The city has also set aggressive targets to guide the plan using those indicators: 90% PNB by 2030 (from a baseline of 15%) and 40% PNT by 2030 (from a baseline of 27%).

### **BRAZILIAN 2020 CENSUS TO INCLUDE URBAN MOBILITY**

The Brazil 2020 Census questionnaire will include new urban mobility set of questions that goes beyond the commuting time, such as mode choice for job and study trips and a mapping of bus stops, cycle ways and pedestrian crossings. For the first time, the census, the most comprehensive source of data for the country, will be measuring more than the commute, improving the quality of information about mobility in the country and hopefully leading to better public policy. This will serve as a model for other countries too.

### **NMT STRATEGY IN ADDIS ABABA**

The Addis Ababa Road and Transport Bureau (AARTB) adopted an ambitious Non-Motorised Transport (NMT) Strategy to guide improvements in the walking and cycling environment over the next ten years, calling for 600 kilometers in improved complete streets and a bike share system with 10,000 bikes, among many other things. The strategy aims to lay the foundation for a more accessible, inclusive, sustainable, and attractive city.



### **WALK & BIKE TO SCHOOL DAY IN MEXICO**

In an effort to continue scaling awareness raising about road safety and children, ITDP organized Mexico's City first ever participation in the International Walk & Bike to School Day. The event incorporated five schools and about 200 students. With the help of their parents, students observed and detected characteristics along the street that made them feel safe or insecure, as well as elements that they liked or not in their routes. The idea is that this will expand and continue to build awareness around lowering speeds to lower road crashes, the leading cause of death in Mexico for children 5 to 14 years old.

### **PARKING MANAGEMENT POLICY IN PUNE**

For the first time ever, the city of Pune approved a progressive parking management policy. This policy provides guidance on management of on-street parking through an efficient system of parking fee and enforcement, as well demarcation of legal and illegal parking areas, which currently do not exist. This policy and use of ITS is pioneering for cities in India.

### **DAR ES SALAAM FIRST AFRICAN COUNTRY TO HOST MOBILIZE**

MOBILIZE conference was held in the first awarded African country for the Sustainable Transport Award, Dar es Salaam, Tanzania. To date, MOBILIZE Dar es Salaam is the largest conference we have held, with 230 global attendees representing 89 organizations from 61 cities, spanning 31 countries.



## KEY ACHIEVEMENTS IN 2018

### **TRANSJAKARTA BREAKS RIDERSHIP RECORD**

Transjakarta broke a new record total of 507,909 daily passengers on the goal to reach one million daily passengers.



### **CHANGSHA AS A CHILD FRIENDLY CITY**

ITDP helped Changsha Urban Planning Bureau and local design institutes to host a series of Child Friendly City communication activities. In 2018, ITDP kept providing conceptual and technical supports and this year Changsha completed another 12 CFC demonstration sites implementation.



### **BRT PILOT LAUNCHED IN EVERETT, MASSACHUSETTS**

The Everett dedicated bus lane pilot enhanced its new dedicated bus lane in the city's main transit corridor, added upgrades like platform level boarding facilities to further demonstrate elements of Gold Standard BRT.

### **ELECTRIFICATION PROGRAM IS KICKED OFF**

ITDP launched activities and research focusing on the electrification of high-use vehicles, specifically public transport and shared two- & three-wheeled fleets, and the design of city policies that incentivize electric vehicles and other low carbon mobility modes.

## SPECIAL INITIATIVES

### MOBILIZE DAR ES SALAAM

ITDP launched MOBILIZE, an annual convening of urban mobility practitioners, researchers, and advocates in 2016. MOBILIZE is held in the winning city of ITDP's Sustainable Transport Award (STA) as a means to disseminate and scale-up best practices through peer-to-peer learning, interactive workshops, and study tours of high quality sustainable transport projects. The first summit in 2016 in Yichang brought together 175 urban transport and development practitioners and world-class researchers from 44 cities (including 12 influential Asian cities). In 2018, the summit was held in Dar es Salaam, Tanzania.

MOBILIZE became a leading, highly regarded summit that attracted over 200 practitioners, academics, and civil society actors to exchange new ideas about implementation and innovation. It becomes a gold standard of place-based learning initiatives and continues to be on the cutting edge of approaches to learning and building technical awareness. Knowledge sharing resulting from MOBILIZE leads to previously untapped cities seeking to implement best practices and innovative new approaches in their cities and helps to bridge silos between sectors, issues, and partners, while galvanizing new leadership in sustainable transport. ITDP's annual convening of urban mobility practitioners, researchers, and advocates established itself as an effective means to disseminate and scale up best practices.

**MOBILIZE**  
Dar es Salaam



## SPECIAL INITIATIVES

### TRANSPORT ELECTRIFICATION

Electrification of transport modes will have a major role to play in significantly cutting GHG emissions from the transport sector. To deepen its involvement in this crucial, emerging area, ITDP used the Three Revolutions research to form the foundation for its work on electrification and hired a consultant to identify the areas where ITDP's core competencies align with gaps in cities' capacity and knowledge. Based on this, ITDP launched activities and research focusing on the electrification of high-use vehicles, specifically public transport and shared two- & three-wheeled fleets, and the design of city policies that incentivize electric vehicles and other low carbon mobility modes. ITDP has begun engaging in these areas in several of its geographies in the last two years:

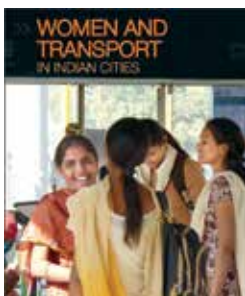
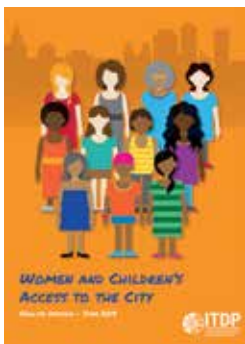
- China will play a major role in ITDP's electrification program. The country currently has 99% of the world's electric bus fleet and both Shenzhen and Guangzhou have achieved the full electrification of their public transit in 2018.
- India: ITDP technically supported the rollout of 25 electric buses in Pune by influencing the decision of the Board of Directors of PMPML, as well as PMC, to procure electric buses compatible with the city's Rainbow BRT service.

### EQUITY IN GENDER AND CHILDREN

ITDP has increased its focus on mainstreaming issues of women and transport into its ongoing projects. At the global level, ITDP collaborated in 2018 with the Women's Environment and Development Organization (WEDO) to produce the Access for All: Access and Gender paper. The paper unpacked why gender matters from a climate change perspective and highlighted that women (especially low-income women) are more likely to bear the burden of climate change. ITDP used this paper as a springboard to advance gender and inclusion as a key focus in international conferences in 2018, including the MOBILIZE summit and the ITF Forum in Leipzig, Germany.

In Brazil, ITDP has emerged as a leading voice among those advocating for policies and projects that explicitly link and address gender, mobility, income, and race. In 2018, ITDP published "Women and Children's Access to the City" (English version available) a crucial report focusing on convening gender- and transport-focused organizations to build a common agenda between the two fields in Brazil. The report, which used Recife as a case study, also established innovative gender-sensitive mobility planning indicators. ITDP offices published papers on women's unique challenges in mobility including Women and Transport in Indian Cities which recommends gender-responsive indicators, service benchmarks and guidelines for gender-sensitive mobility plans.

In Indonesia, in December 2018, ITDP held "Women and the City," a forum centered on sharing the stories of women from diverse backgrounds and physical abilities on accessing the city. ITDP also conducted a walking audit and bus journey throughout the Sudirman - Thamrin area to assess accessibility. The final audit and assessment from the event are used in making recommendations for the Jakarta Provincial Government.





In China, ITDP assisted the City of Changsha's efforts to become the first city in the nation to implement significant Child Friendly City (CFC) measures which will spur scale-up efforts in the mid-sized city. In late 2017 and 2018, ITDP assisted the Changsha Urban Planning Bureau and local design institutes to host a series of CFC communication activities. This included public classes at the Changsha Urban Planning Exhibition Hall and presentations to the Urban Planning Bureau, the Education Bureau, and local design institutions to advocate for children's rights. Many other cities, including Shenzhen, Shanghai, and Chengdu, have been inspired to institute child-friendly measures as a result of Changsha's work and promotion of its projects.



# PROGRAM AREAS

## TRANSIT-ORIENTED DEVELOPMENT

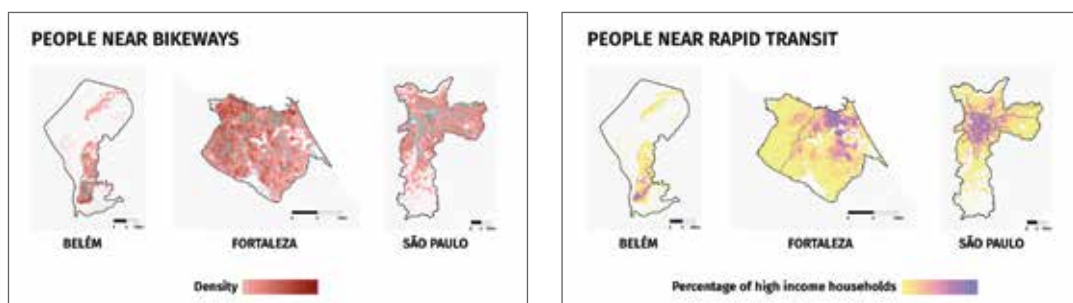
In China, ITDP began a transformative, four-year Global Environment Facility (GEF)- and World Bank-funded project in Tianjin to develop a city-wide TOD strategy for the city. The Strategy will guide the incorporation of TOD principles into city planning and policies in order to promote compact cities with extensive, accessible transit and low-carbon transport options. The needs of low-income groups, gender dimensions, and resilience will also be considered in the TOD approach. ITDP's successes will be shared in a national platform to spur quick replication in the other cities and inspire cities outside the project. ITDP expanded and strengthened sustainable transport improvements in Guangzhou to ensure that it continues to serve as a model for cities within China and globally. Tianjin is on its way to becoming a best practice TOD city for the region. In 2018, ITDP began an extensive, four-year Global Environment Facility (GEF)- and World Bank-funded project to develop a transformative, citywide TOD Strategy for Tianjin, China. As part of a network of seven cities conducting similar projects, the project presents a unique scale-up opportunity.

In India, ITDP developed the potentially pivotal Jharkhand State Urban Transport Policy that will prioritize sustainable low-carbon urban mobility throughout the state. In addition to reducing the burden on limited resources through more sustainable investments, ITDP included in policy specific goals like making sustainable modes of transport account for at least 80 percent of all personal trips, guaranteeing that at least 60 percent of jobs in the city are within a 500-meter walk of public transport services, and that all public facilities—public transport, non-motorized transport, public spaces, and public buildings—become universally accessible by all. Despite some degree of reduced momentum due to the transition of key personnel within the administration, ITDP is actively engaging with senior bureaucrats to advance its adoption by late 2019. ITDP is now working with the Ranchi Smart City Limited to incorporate the principles of a groundbreaking state-level Transit-Oriented Development (TOD) Policy into the city's Area Based Development.

In Brazil, ITDP's MobiliDADOS database of urban mobility and development indicators across Brazilian cities has become an influential resource for decision-makers and planners in Brazil and has served as a lever for dialogue between the public sector and civil society. In 2018, eight new indicators were added, including new general data (including black population, households below minimum wage, and percentage of women) and three metropolitan areas (Salvador, Fortaleza, and Belém). The platform now has over 20 indicators covering 27 cities and nine metropolitan areas. In an effort to update MobiliDADOS and utilize it for policy creation, ITDP has been recruiting partners that can help provide local information and assist in advocating for local authorities to share data and adopt evidence-based communication and planning processes. During this process in Rio de Janeiro, São Paulo, Recife, and Belo Horizonte, ITDP formalized cooperation agreements with five organizations: IEMA, NossaBH, HabitatGeo, Ameciclo, and Casa Fluminense. ITDP also conducted four workshops that, in total, gathered 68 participants from 52 organizations, including civil society (53%), academia (19%), the public sector (14%), and the private sector (9%). The workshops identified the current and new indicators that represent common interests among the organizations and explored joint efforts to work on a common agenda involving multiple cities. The MobiliDADOS platform attracted the interest

of mainstream media in the country and secured ITDP the opportunity to insert quotes and interviews in many outlets such as GloboNews, CBN, TV O Globo, Jornal O Globo, Estadão, Folha de São Paulo and Correio Braziliense. One noteworthy example was ITDP's inclusion in several episodes of "Em Movimento", an 11-part series presented by GloboNews, the main journalism channel in Brazil. In each episode, experts comment on the current mobility landscape and the challenges facing sustainable mobility in Brazil. "Em Movimento" episodes were shown on repeat, which has led to a diverse array of partners and government officials acknowledging ITDP's participation.

As a result of advocacy and capacity-building around mobility indicators, ITDP's indicators are increasingly being adopted by cities and the national government. In particular, the *People Near Transit (PNT)* and *People Near Bike (PNB)* indicators—which measure the number of residents in a city who live within walking distance (1 km) of high-quality rapid transit or bikes lanes, respectively—are gaining traction as key metrics to help measure current conditions and spur increased investment in sustainable transport. With ITDP's support, Belo Horizonte is utilizing both *PNT* and *PNB* in the definition of short, medium, and long term targets that will be included in the next Belo Horizonte Mobility Report, as well as in an analysis of city progress on urban mobility plan strategic objectives. In Brasília, the city officially adopted the *PNB* indicator to monitor its recently launched cycling policy. In Rio de Janeiro, ITDP's advocacy led the Instituto Pereira Passos to update the Social Progress Index—a global methodology the city adopted to measure social progress—based on *PNT* data as calculated by ITDP.



MobiliDADOS provides information like People Near Bikeways and People Near Transit According to Household Income, with publicly available data. MobiliDADOS provides information on 27 state capitals and nine metropolitan regions. Above are selected cities from MobiliDADOS, with full data available on the site.

Images: ITDP Brazil

## PROGRAM AREAS

### **INCREASING PUBLIC FUNDING FOR SUSTAINABLE TRANSPORT.**

In Indonesia, a kampung (local urban village) pilot improvement program was launched in October 2018 through a close collaboration between ITDP and the local communities. This has resulted in safer streets for vulnerable residents and better connections to public transport. Thanks to the successful pilot, the Jakarta government invited ITDP to expand the program to a total of around 150 kampung locations throughout Jakarta in 2019. ITDP developed a station area plan for the Karet-Setiabudi station as a conceptual TOD plan. Several of the elements have been adopted and will be implemented in the pilot area in Dukuh Atas by PT.MRT. According to the new Governor's decree, station area plans around MRT stations will be the responsibility of PT.MRT, which is mandated to develop them as TOD areas. ITDP successfully pushed PT.MRT to adopt some of ITDP's TOD principles into their designs. In November 2018, ITDP formally presented the Paradigm Shift in Urban Development and Density which recommends development controls outside station areas. The recommendations focus on creating higher density developments within one kilometer of transit stations. This is also part of the revision of the geospatial planning document (RTRW) and the local building and planning codes around station areas.



In Kenya, as part of the Government of Kenya's Big 4 Agenda, the country intends to accelerate the construction of affordable housing. Through TOD, these projects present the opportunity to develop affordable housing along planned rapid transit corridors to ease the movement of Nairobi residents and improve access to jobs, education, and other opportunities. To facilitate dialogue surrounding TOD policy reforms in Nairobi, ITDP, in collaboration with Nairobi Metropolitan Area Transport Authority (NAMATA), organized a stakeholder workshop on December 6, 2018. The workshop brought together officials from Nairobi City County (NCC); the County Government of Kiambu; NAMATA; the Ministry of Transport, Infrastructure, Housing, Urban Development, and Public Works; the developer community; University of Nairobi; and the Upper Hill District Association.





## PUBLIC TRANSPORT

In 2018, ITDP updated its databases on BRT (featuring 48 cities) and parking (featuring 11 cities). These databases were strong technical references for many academic reports and articles. In addition, due to internet access restrictions in China, ITDP launched an official Wechat account (after having already been on WEIBO). In 2018, ITDP China's posts attracted nearly 55,000 readers and ITDP China's website had more than 80,000 visits.

In China, ITDP significantly advanced BRT and sustainable transport corridors in rapidly growing, mid-sized Chinese cities by building on and leveraging earlier project successes in large cities, especially Guangzhou. With this approach, ITDP successfully secured the opening of high-quality BRT systems in three new cities (Yichang, Nanning, and Wuhan) and under-construction systems in two more cities (Jinan and Zhuzhou) that are anchoring a host of complementary non-motorized transport (NMT), travel demand management (TDM), and transit-oriented development (TOD) interventions. ITDP also achieved regional scale-up through its advocacy and communications, including inspiring more than 20 additional cities to build or plan their own BRT systems.

In the United States in Boston, Massachusetts, ITDP developed and executed three innovative bus reform pilots in high-ridership, high-traffic communities in the metropolitan area. The pilots tested best-in-class practices for busy systems and helped improve the experience of more than 30,000 daily bus riders. Pilot measures included transit signal prioritization, dedicated bus lanes, and platform-level boarding for wheelchairs, strollers, and carts. The pilots successfully improved commute times and the experience of riders. All of the communities are in the process of adopting key elements of the pilots into their service on a permanent basis. ITDP has recently taken the lead on outreach and advocacy on BRT at the city, regional, and state levels. In addition to different private sector stakeholders and business alliances, ITDP worked with key government partners including the Massachusetts Bay Transportation Authority (MBTA), MassDOT, Boston Transportation Department, Boston City Council, Department of Public Works and others to support efforts and alignment towards improvements on bus transit.

In Brazil, with ITDP's support, São Paulo embraced inclusionary planning as integral to its BRT network design, especially through the planning of safe routes to schools around BRT corridors. ITDP is now working to replicate this success in Fortaleza. The Rio de Janeiro government adopted a 90% People Near Rapid Transit Indicator target.

In Indonesia, ITDP continued to make significant improvements and advances as part of the Reducing Emissions project. ITDP's technical guidance and recommendations led to notable results on the ground including a major increase in Transjakarta's daily ridership, which has skyrocketed over 115% since the launch of the Reducing Emissions project in September 2015. In 2018, Transjakarta daily ridership reached a peak of 773,000 passengers, the highest recorded number in its 15 years of operation, and carried an average of 663,000 passengers daily. In 2018, improvements to Transjakarta led to a substantial increase in annual ridership by 31% as compared to the previous year, with the average daily passengers also climbing 35% over the same period. This is primarily the result of the expansion of feeder services, particularly the minibus services called JAKLINGKO, which provides a free-feeder service to a Transjakarta

## PROGRAM AREAS

station. Currently there are an additional 36 minibus routes under Transjakarta service. Feeder expansions, with ITDP's support, have helped make Transjakarta an affordable option for hundreds of thousands more residents.

With Indonesian officials increasingly recognizing BRT as a key source of GHG mitigation efforts, now is the time to leverage the success of Jakarta's Transjakarta BRT to build momentum for high quality BRT and improved bus services in other cities. In collaboration with the Ministry of Transportation, ITDP capitalized on this opportunity by developing the Public Transit Reform Guide, which provides city governments with a comprehensive illustration of public transportation improvement options and steps to implement them. Transjakarta has 190 routes operating daily. However, some stations are already saturated as shown by bus overcrowding. ITDP is providing assistance to the development of station expansions for several stations on corridor 1 by leveraging the 2018 Asian Games (AG). Transjakarta has allocated funds from their budget to renovate and expand one station in Senayan, near the main AG venue. The GBK station expansion was successfully finished a few days before the Asian Games started. The station was extended to accommodate two buses with the preservation of an existing tree. Although overtaking lanes and substops were not implemented, the expanded station has provided better passenger circulation flow especially during peak hours.

Additionally, the Government of Jakarta has introduced a fare integration plan. There are five paratransit routes included in the first phase. ITDP conducted a field survey in January 2018 and developed an expansion plan that consists of 80 potential routes. ITDP will pass the results of this research to Transjakarta and other relevant stakeholders in order to determine the right direction for route integration. In 2018, Transjakarta continued to cooperate with the paratransit operators and the number of paratransit routes gradually increased. Currently, there are 36 paratransit routes under Transjakarta service, contributing up to 105,000 daily passengers or about 13.6% of the daily Transjakarta total.

In Semarang, Indonesia ITDP developed a conceptual plan for BRT and facilitated a series of public discussions and workshops with the general public. The city has agreed to continue the full BRT corridor development, which will now be taken up by the INDOBUS project and PT Sarana Multi Infrastruktur with funding from Green Climate Fund (GCF).

In Kenya, ITDP played an active role in the planning process for Nairobi's first bus rapid transit (BRT). In Nairobi, ITDP provided input regarding the ongoing BRT planning process. In partnership with the Nairobi Metropolitan Area Transport Authority (NAMATA), ITDP began data collection for a comprehensive BRT service plan in September 2018. The data collection included frequency-occupancy surveys, onboard boarding-alighting surveys, and transfer surveys. The resulting travel demand model will enable NAMATA to test service scenarios and prioritize the development of BRT corridors. The surveys were interrupted in November 2018 when the government began an enforcement drive to improve compliance with road transport regulations on behalf of informal public transport operators, but are expected to resume in 2019. ITDP provided technical input to NAMATA on BRT bus specifications and the business model for BRT operations. ITDP also developed a two-year BRT implementation timeline. In late 2018, NAMATA organized a workshop to review the designs for BRT Line 3, which runs from Upper Hill to Dandora



along the Juja Rd corridor. To build broader support for BRT implementation, ITDP held consultations with development partners including UN-Habitat, African Development Bank, the European Union, and the World Bank.

In Tanzania, ITDP held extensive discussions with DART on the business model and contracting practices for the first-phase BRT network. ITDP reviewed the BRT station designs for DART phases 2-3 and provided input to the DART agency and the Tanzania National Roads Authority (TANROADS) regarding the required design changes. Key issues identified in the design review included the need for larger stations that can handle higher bus volumes and seamless pedestrian facilities that guarantee universal access. The proposed design recommendations are under review by TANROADS and have been partially incorporated, but ITDP will continue to advocate for full adoption of the improvements.

In Rwanda, Kigali is currently completing a feasibility study for a first-phase BRT network. ITDP has begun the process of reviewing the feasibility study and will provide feedback in early 2019. ITDP also assisted the City of Kigali in applying for support from the Transformative Urban Mobility Initiative (TUMI) Challenge for the implementation of an IT-based bicycle sharing system.

In Uganda, the Ministry of Works and Transport, in partnership with the Kampala Capital City Authority (KCCA), has prepared designs for a first-phase BRT network. However, the designs are flawed and the planned infrastructure would not be able to handle expected growth in passenger demand. The prior designs do not include sufficient station coverage in the city center and the corridor designs do not include passing lanes, which are critical for BRT systems with high bus frequencies.

In India, ITDP provided technical support to create 12.5 km of the Rainbow BRT was operationalized in Pimpri Chinchwad in 2018. ITDP drafted the *Bus Rapid Transit (BRT) Design Guidelines for Indian Cities* under the aegis of Indian Roads Congress (IRC).

## PROGRAM AREAS

### CYCLING AND WALKING

In 2018, ITDP updated and released the new Bike Share Planning Guide at VeloCity in Rio de Janeiro, Brazil in June 2018. The new version added content on dockless systems, electric bicycles, new funding and financing schemes, fee structures, and public-private partnership relationships to ITDP's landmark guidance on planning and implementing a successful bike share system. For the first time, ITDP developed an online version to facilitate easy navigation by practitioners and easy updating by ITDP staff. The updated guide has been downloaded over 580 times and the online version has had over 3,600 visitors. ITDP's webinar presenting the report attracted participation from 39 cities, 22 countries, and 40 organizations.

ITDP successfully released its Pedestrians First report and new walkability indicators in February 2018. This tool facilitates the understanding and the measurement of the features that promote walkability in urban environments around the world at multiple levels. With a better global understanding of walkability, and more consistent and frequent measurement of the walkability of urban environments, decision-makers will be empowered to enact policies that create more walkable urban areas. Launched at the World Urban Forum in Kuala Lumpur in February 2018, Pedestrians First was ITDP's most downloaded publication of 2018, with over 2,000 downloads in English and over 53,000 social media impressions.

Bike (PNB) indicators—which measure the number of residents in a city who live within walking distance (1 km) of high-quality rapid transit or bikes lanes, respectively—are gaining traction as key metrics to help measure current conditions and spur increased investment in sustainable transport. With ITDP's support, Belo Horizonte is utilizing both PNT and PNB in the definition of short, medium, and long term targets that will be included in the next Belo Horizonte Mobility Report, as well as in an analysis of city progress on urban mobility plan strategic objectives. In Brasília, the city officially adopted the PNB indicator to monitor its recently launched cycling policy. In Rio de Janeiro, ITDP's advocacy led the Instituto Pereira Passos to update the Social Progress Index—a global methodology the city adopted to measure social progress—based on PNT data as calculated by ITDP. Mainstreaming gender and dedicated indicators in mobility planning.





In China, in 2018, with guidance from the Guangzhou Street Design Manual, the Municipal Construction Committee initiated 100 street improvement projects to optimize the NMT environment along main corridors such as Baiyun Dadao and Guangzhou Dadao. This included 30 km of NMT locations along the Pearl River, forming 60 km continuous pedestrian and cyclist-friendly paths. Guangzhou's high-quality greenway network expansion was implemented quickly and at a high quality. With ITDP's guidance, the city added 1,500 km to its existing network between 2015 and 2018, emphasizing integration with the entire city network and urban green infrastructure. This inspired many Chinese cities to plan their own greenways. Select cities include Dongguan, Huizhou, Changsha, Yichang, Lanzhou, and Beijing.

In India, Chennai was awarded a contract for a PBS system with 5,000 cycles to SmartBike — a consortium led by the German firm NextBike. The implementation of this system was underway during the year. Pune launched the initial phase of its PBS system in 2018; over 4,000 cycles were on-ground by the end of the year. This system is supported by Pune's ambitious Bicycle Plan that envisions 300 km of cycling network in the city.



In India, ITDP made significant progress catalyzing the implementation of complete streets throughout Jharkhand's cities. Complete streets ensure universal accessibility for all users—regardless of age, gender and physical ability—and prioritize low-carbon modes over private vehicles. Given the high prevalence of walking among women in urban centers of the state, building extensive complete streets is also a vital component of efforts to create inclusive, equitable cities. In August 2018, ITDP catalyzed interest for best practice street design in Jharkhand by organizing a tour for public officials to experience and study Pune's inclusive, accessible streets—implemented with technical guidance from ITDP. Attendees included staff from Jharkhand's Urban Development and Housing Department (UDHD), the Ranchi Smart City Corporation Limited, the Ranchi Municipal Corporation, and the Jharkhand Urban Infrastructure Development Company. ITDP built on the momentum of this study tour in October by developing and submitting, upon the request of the UDHD, a draft of a Streets Design Guidelines and a Complete Streets Policy. In Pune, implementation of 12 km

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of complete streets were adopted in 2018 as a part of a 100 km-network of streets. Pune's transformation inspired Pimpri Chinchwad to initiate the creation of a network of 75 km of complete streets. In Chennai, over 100 km of streets were built with 50 km in the pipeline. Chennai is implementing the 1.4 km high-visibility pedestrian plaza in Pondy Bazaar, a bustling commercial promenade in the heart of the city. Chennai is implementing an ambitious citywide on-street parking management system with 12,000 slots.

In Indonesia, after helping implement Jakarta's new bike share system, ITDP developed and released video and infographic materials and hosted discussions to educate the public about the new system and encourage its use.

In Kenya, ITDP has been working on a number of NMT initiatives in greater Nairobi. ITDP has prepared designs for non-motorized transport improvements in the town centers of Ruiru and Kiambu, both part of Nairobi metropolitan area, and worked with Kiambu County over the latter half of 2018 to seek funds for implementation. ITDP also engaged with Kenya National Highways Authority (KeNHA) to adopt better walking and cycling facility designs for BRT Lines 1 and 2, both of which are under implementation. Finally, NAMATA has requested assistance in identifying NMT feeder routes to these BRT lines, which ITDP will take up in early 2019. With ITDP's support, Kisumu, Kenya adopted safer, more accessible pedestrian facility designs as part of the Kenyatta Highway project and began the implementation of two km of walking and cycling facilities in downtown Kisumu.

### TRAFFIC REDUCTION

In the United States, ITDP has determined that the reform of outdated urban parking policies provides a significant and as-yet-untapped opportunity for greenhouse gas mitigation. ITDP is currently developing an internal strategy to identify the most effective approach to catalyzing parking policy reform in U.S. cities, including building a project team, developing anticipated objectives, and planning a sequence of activities. Additionally, ITDP is extracting lessons learned from major recent parking reform successes in Mexico City and Rio de Janeiro and sharing knowledge among internal experts to inform the direction of U.S. efforts. Finally, ITDP has begun to identify cities for possible intervention.

In India, Pune approved an ambitious, first-of-its-kind public parking policy in March 2018 that institutes an efficient on-street parking system of fees and enforcement. ITDP supported the technical formulation of this policy. In early 2018, the Tamil Nadu CMA endorsed the model Request for Proposals (RFP) drafted by ITDP on street design. As a part of this model RFP, parking management standards were approved de facto. These in turn informed the formulation of the parking management plan for Chennai. ITDP technically supported the two key project cities of Pune and Chennai in putting in place parking management standards.

In Brazil, for over 50 years, Rio de Janeiro's building code has required a minimum of one parking space for every single housing unit built. According to an ITDP analysis, this resulted in 42% of the built area in Rio de Janeiro between 2006 and 2015 being dedicated to vehicles—directly enabling private vehicle use and increased emissions. After extensive



research and advocacy from ITDP and like-minded partners, in January 2019 Rio de Janeiro approved transformational new building codes that, for the first time, put strict restrictions on the number of off-street parking spaces allowed in new buildings and instead promotes non-motorized transport. The new law, approved by the Legislature and sanctioned by Rio Mayor Marcelo Crivella, institutes a one parking space maximum for every four housing units for buildings within 800m of a transit system, while requiring bike parking facilities. ITDP is monitoring the rollout of this new law and developing plans to evaluate and project its impact.

In Brazil, ITDP surpassed its goal of having at least two Brazilian cities officially adopt metrics from ITDP's suite of urban mobility indicators. As of 2018, governments at both federal and municipal levels have adopted indicators, with Belo Horizonte, Brasília, and Rio de Janeiro each notably adopting the key People Near Transit (PNT) metric. In addition, the PNT indicator is a core component of the aforementioned off-street parking reform in Rio de Janeiro. It was used to establish the areas where reductions in parking space would be most effective in shifting residents to sustainable transport and will also help monitor and strengthen enforcement efforts. ITDP and the city of Rio de Janeiro achieved a major victory in late 2018, when the city became a new international leader in the redistribution of urban space for people instead of cars by adopting a transformational parking reform. ITDP's analysis shows that this reform will exacerbate more sustainable mobility patterns for 37% of the city's population, including 32% of households with low-incomes and 54% with high incomes.



In China, in Jinan, ITDP provided input on parking reform along the proposed BRT corridors, creating a low-emission zone within the moat area in the city center. ITDP will continue to assist with the construction process, documentation, impact analysis, and advancement of TOD proposals like station connectivity, accessibility, and NMT infrastructure improvements.

In Kenya, the city of Kisumu also launched design work for the “Kisumu Triangle,” a network of 2 km of complete streets in the city center. The city government facilitated preparation of a topographic survey for the network. At the request of the city, ITDP is preparing concept designs and a

## PROGRAM AREAS

bill of quantities for the non-motorized transport improvements.

In Mombasa, Kenya ITDP is providing assistance in the review of the designs for non-motorized transport facilities on several corridors in the city. The County Government of Mombasa requested ITDP's support in studying the feasibility of bus rapid transit (BRT) and providing input to the KENHA to ensure that ongoing road projects are compatible with BRT. ITDP plans to begin these activities in early 2019.

In Mexico, after nearly a decade of advocacy from ITDP, the Mexico City government announced a precedent-setting new policy that limits off-street parking in new developments, with fees levied for any additional parking spaces. ITDP is using this major achievement as a springboard to replicate the reform in other Latin American cities.

Over the past two years, ITDP has focused on supporting Mexico City in its implementation of road safety measures and Vision Zero. ITDP's involvement and commitment to these issues over the past six months has been critical as a new city administration started and is in the process of setting priorities and policies on road safety for the next six years. ITDP published a Vision Zero Report Card which was presented in August 2018 to the public and the media and the soon-to-be-appointed Mobility Secretary Andres Lajous. The Report Card is now being taken as a reference by SEMOVI in drafting the new Strategic Program of Road Safety that will replace the former 2016-2018 program.

### INTERNATIONAL POLICY

ITDP worked as part of the SLOCAT Partnership to form the Transport Decarbonization Alliance (TDA). The five founding TDA countries—Portugal, France, Costa Rica, Finland, Netherlands, and Luxembourg—have stepped up their ambitions in reducing emissions from the transport sector. As a result of the TDA and additional advocacy from ITDP and SLOCAT, there has been a rapid scale up of countries interested in urban transport as a key mitigation source, many of which have requested technical support. The TDA also chaired a high-level discussion on e-mobility with the UN Secretary General and several heads of state during COP24.

ITDP is in discussions to collaborate with the Climateworks Foundation on an electric mobility initiative that focuses on policy and regulatory frameworks and develops plans for the electrification of buses, informal public transport, and micro-mobility in key cities in India. The effort will likely align and build upon efforts in Ranchi.

Since 2016, ITDP has advocated, as part of a 50-organization coalition, for the national Population Census to include new questions related to urban mobility conditions in Brazilian cities that would help spur additional attention to and investment in sustainable transport. These efforts have paid off, as the government announced in November that the 2020 Census questionnaire would now collect vital statistics such as mode choice for job and study trips and a mapping of bus stops, bicycle lanes, and pedestrian crossings. In addition to providing more accurate mobility data and encouraging increased investment, this data collection will assist efforts to implement prominent global development agendas in Brazil, such as the Paris Agreement, the Sustainable Development Goals, and the New Urban Agenda.



Ramon Cruz, ITDP's International Policy Program Director, attended the 24th Annual United Nations Climate Change Conference (or "COP24"), in Katowice, Poland. ITDP's regular presence at high-profile international conferences such as COP and Habitat (the UN conference on housing and sustainable urban development), has been instrumental in increasing the inclusion of sustainable transport as a crucial source of GHG mitigation in key agreements and action plans. In Katowice, the transport sector continued to gain visibility, with ITDP setting up a conference booth, helping to organize the eighth "Transport Day", speaking on panels, (such as "Financing Low-Carbon Mobility" and "Decarbonizing Transport Policies"), and participating in sessions on electric mobility and climate actions.



Along with partners, ITDP was able to embed sustainable transportation and development as vital components of many countries' Nationally Determined Contributions (NDCs). In fact, of the 166 NDCs prepared so far, about half mention transport as a mitigation source, with over a third focusing on urban transport. It created a vanguard of key countries to build ambitious new sustainable urban development and transportation goals into their NDCs before 2020 in order to leverage other countries to follow suit. To recruit and guide these champion countries, ITDP worked as part of the SLOCAT Partnership to form the Transport Decarbonization Alliance (TDA). The five founding TDA countries—Portugal, France, Costa Rica, Finland, Netherlands, and Luxembourg—have stepped up their ambitions in reducing emissions from the transport sector. As a result of the TDA and additional advocacy from ITDP and SLOCAT, there has been a rapid scale up of countries interested in urban transport as a key mitigation source, many of which have requested technical support. The TDA also chaired a high-level discussion on e-mobility with the UN Secretary General and several heads of state during COP24. ITDP helped to increase transport's visibility at both COP23 in Bonn, Germany and COP24 in Katowice, Poland, participating in a number of panels, sessions, and official side events and maintaining an exhibit booth.

ITDP participated as a founding member of the Sustainable Mobility for All

Initiative (SUM4All), a diverse and influential group of transport stakeholders working to implement the SDGs with an eye towards transport. ITDP is part of SUM4All's steering committee, co-chairs the Urban Access sub-group, and is co-leading the development of an urban accessibility indicator for the partnership. In 2018, ITDP contributed to an informative report, due in 2019, which will analyze and advocate for the continuation of the Rio+20 commitments.

In 2018, ITDP successfully launched a paper series, *Access for All: Policies for Inclusive TOD*, which focuses on the intersection of transport and constituent issues. The goal of the series is to coordinate shared agendas between the sustainable transport community and key constituencies to create a broader and more diverse platform from which to advocate for change and increase the pace of reform. The first paper, *Access and Gender*, was developed and written together with the Women's Environment and Development Organization (WEDO) and launched at the World Urban Forum in Kuala Lumpur, Malaysia on February 2018. It explores how transportation systems have failed to account for diverse mobility patterns among different genders and highlights that the climate change agenda must address gender in order to succeed.



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# FINANCIAL INFORMATION

## INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF FINANCIAL POSITION AS OF DECEMBER 31, 2018 AND 2017

ASSETS		2018	2017
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	\$	2,297,496	\$ 2,662,011
Accounts and grants receivable		1,541,685	2,672,571
Prepaid expenses		172,130	144,056
Total current assets		<u>4,011,311</u>	<u>5,478,638</u>
<b>PROPERTY AND EQUIPMENT</b>			
Equipment		67,405	73,870
Furniture		52,992	52,992
Computer equipment		344,345	282,684
Leasehold improvements		386,174	343,715
		850,916	753,261
Less: Accumulated depreciation and amortization		<u>(723,358)</u>	<u>(646,385)</u>
Net property and equipment		<u>127,558</u>	<u>106,876</u>
<b>NON-CURRENT ASSETS</b>			
Deposits		<u>99,238</u>	<u>82,385</u>
<b>TOTAL ASSETS</b>	<b>\$</b>	<b><u>4,238,107</u></b>	<b><u>\$ 5,667,899</u></b>
LIABILITIES AND NET ASSETS			
<b>CURRENT LIABILITIES</b>			
Accounts payable and accrued liabilities	\$	498,560	\$ 423,959
Accrued salaries and related benefits		190,096	319,389
Funds held on behalf of others		74,739	75,293
Total liabilities		<u>763,395</u>	<u>818,641</u>
<b>NET ASSETS</b>			
Without donor restrictions			
Undesignated		267,433	2,093,819
Board designated		785,063	863,039
Total net assets without donor restrictions		1,052,496	2,956,858
With donor restrictions		<u>2,422,216</u>	<u>1,892,400</u>
Total net assets		<u>3,474,712</u>	<u>4,849,258</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$</b>	<b><u>4,238,107</u></b>	<b><u>\$ 5,667,899</u></b>

## FINANCIAL INFORMATION

### INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDED DECEMBER 31, 2018 AND 2017

	2018			2017		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
<b>REVENUE AND SUPPORT</b>						
Government and cost reimbursable grants and contracts	\$ 2,654,881	\$ -	\$ 2,654,881	\$ 779,741	\$ -	\$ 779,741
Consulting and contract revenue	745,232	-	745,232	1,694,375	-	1,694,375
Grants, contributions and sponsorships	283,773	3,558,050	3,841,823	2,422,850	4,967,780	7,390,630
Interest income	4,817	3,520	8,337	7,787	-	7,787
Event revenue	6,000	-	6,000	-	-	-
Contributed services	60,820	-	60,820	118,900	-	118,900
Net assets released from donor restrictions	3,031,754	(3,031,754)	-	4,714,084	(4,714,084)	-
Total revenue and support	6,787,277	529,816	7,317,093	9,737,737	253,696	9,991,433
<b>EXPENSES</b>						
Program Services	7,353,848	-	7,353,848	7,110,821	-	7,110,821
Supporting Services:						
Fundraising	156,917	-	156,917	235,635	-	235,635
Management	1,078,895	-	1,078,895	958,477	-	958,477
Total supporting services	1,235,812	-	1,235,812	1,194,112	-	1,194,112
Total expenses	8,589,660	-	8,589,660	8,304,933	-	8,304,933
Changes in net assets from operations before other item	(1,802,383)	529,816	(1,272,567)	1,432,804	253,696	1,686,500
<b>OTHER ITEM</b>						
Exchange rate (loss) gain	(101,979)	-	(101,979)	1,604	-	1,604
Changes in net assets	(1,904,362)	529,816	(1,374,546)	1,434,408	253,696	1,688,104
Net assets at beginning of year	2,956,858	1,892,400	4,849,258	1,522,450	1,638,704	3,161,154
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 1,052,496</b>	<b>\$ 2,422,216</b>	<b>\$ 3,474,712</b>	<b>\$ 2,956,858</b>	<b>\$ 1,892,400</b>	<b>\$ 4,849,258</b>

**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2018**

	Supporting Services				Total Expenses
	Program Services	Fundraising	Management	Total Supporting Services	
Salaries	\$ 1,413,891	\$ 69,201	\$ 544,907	\$ 614,108	\$ 2,027,999
Payroll taxes	103,320	4,630	38,751	43,381	146,701
Employee benefits	245,451	13,927	79,383	93,310	338,761
Subtotal	1,762,662	87,758	663,041	750,799	2,513,461
Bank charges	30,421	977	724	1,701	32,122
Conferences and meetings	224,721	-	96,700	96,700	321,421
Consultants	1,143,693	-	91,325	91,325	1,235,018
Depreciation	97,600	-	-	-	97,600
Equipment rental	8,132	-	-	-	8,132
Field staff	2,240,738	-	8,332	8,332	2,249,070
Insurance	35,967	-	-	-	35,967
Legal	15,516	(35)	41,419	41,384	56,900
License fees	69,371	5,684	1,516	7,200	76,571
Miscellaneous	4,715	175	4,207	4,382	9,097
Office supplies	55,367	-	1,403	1,403	56,770
Postage and delivery	14,282	637	569	1,206	15,488
Printing	19,028	2,682	679	3,361	22,389
Professional development	3,196	500	2,847	3,347	6,543
Professional fees	416,259	57,507	105,785	163,292	579,551
Rent and office cleaning	503,461	-	250	250	503,711
Taxes	29,796	-	-	-	29,796
Telephone and internet	31,517	-	248	248	31,765
Travel	647,406	1,032	59,850	60,882	708,288
<b>TOTAL</b>	<b>\$ 7,353,848</b>	<b>\$ 156,917</b>	<b>\$ 1,078,895</b>	<b>\$ 1,235,812</b>	<b>\$ 8,589,660</b>

## INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2017

	Supporting Services				Total Expenses
	Program Services	Fundraising	Management	Total Supporting Services	
Salaries	\$ 1,259,424	\$ 71,691	\$ 492,261	\$ 563,952	\$ 1,823,376
Payroll taxes	89,769	4,598	34,232	38,830	128,599
Employee benefits	196,753	17,385	104,226	121,611	318,364
Subtotal	1,545,946	93,674	630,719	724,393	2,270,339
Bank charges	26,336	43	541	584	26,920
Conferences and meetings	275,634	1,043	73,774	74,817	350,451
Consultants	892,107	1,906	31,664	33,570	925,677
Depreciation	89,938	-	-	-	89,938
Business meals	24,213	131	1,134	1,265	25,478
Equipment rental	5,780	18	131	149	5,929
Field staff	2,494,023	1,229	16,955	18,184	2,512,207
Insurance	29,070	614	7,197	7,811	36,881
Legal	11,751	-	11,591	11,591	23,342
License fees	40,666	4,813	2,513	7,326	47,992
Miscellaneous	6,058	83	2,206	2,289	8,347
Office supplies	61,594	128	1,018	1,146	62,740
Postage and delivery	5,383	1,113	1,027	2,140	7,523
Printing	65,733	2,864	2,983	5,847	71,580
Professional development	22,842	539	5,915	6,454	29,296
Professional fees	325,177	121,446	106,387	227,833	553,010
Rent and office cleaning	403,652	3,618	25,398	29,016	432,668
Subscriptions and books	24,337	1,239	2,718	3,957	28,294
Taxes	56,122	-	-	-	56,122
Telephone and internet	34,744	158	3,016	3,174	37,918
Travel	669,714	976	31,590	32,566	702,280
<b>TOTAL</b>	<b>\$7,110,820</b>	<b>\$ 235,635</b>	<b>\$ 958,477</b>	<b>\$1,194,112</b>	<b>\$ 8,304,932</b>



**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2018 AND 2017**

	<u>2018</u>	<u>2017</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Changes in net assets	\$ (1,374,546)	\$ 1,688,104
Adjustments to reconcile changes in net assets to net cash (used) provided by operating activities:		
Depreciation and amortization	97,600	89,938
Loss on disposal of property and equipment	-	1,055
Discount on long-term grants receivable	-	(13,807)
Decrease (increase) in:		
Accounts and grants receivable	1,130,886	(613,145)
Prepaid expenses	(28,074)	(27,717)
Deposits	(16,853)	(13,032)
Increase (decrease) in:		
Accounts payable and accrued liabilities	74,601	77,573
Accrued salaries and related benefits	(129,293)	72,959
Funds held on behalf of others	(554)	-
Net cash (used) provided by operating activities	<u>(246,233)</u>	<u>1,261,928</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	(118,282)	(62,635)
Proceeds from sale of property and equipment	<u>-</u>	<u>1,400</u>
Net cash used by investing activities	<u>(118,282)</u>	<u>(61,235)</u>
Net (decrease) increase in cash and cash equivalents	(364,515)	1,200,693
Cash and cash equivalents at beginning of year	<u>2,662,011</u>	<u>1,461,318</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>\$ <u>2,297,496</u></b>	<b>\$ <u>2,662,011</u></b>



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