

Annual Report 2008



ITDP

Institute for Transportation
& Development Policy

ITDP Annual Report 2008

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Mission

Founded in 1985, the Institute for Transportation and Development Policy (ITDP) is a leading organization in the promotion and implementation of environmentally sustainable and socially equitable transportation policies and projects worldwide.

ITDP works alongside municipalities and non-governmental organizations in developing countries to bring about projects that demonstrate how transport emissions and road accidents can be reduced, and how the basic mobility of the poor can be improved. ITDP's programs focus on building bus rapid transit (BRT) systems, promoting bicycling and walking, managing traffic demand, and revitalizing city centers.

Our projects build local knowledge and skills while generating greater public awareness of viable sustainable transport solutions. They are also used to leverage

additional resources from international development institutions, inspire these institutions to change their own priorities, encourage private sector participation, and encourage more participatory and transparent decision-making.

ITDP prioritizes its involvement in projects based on the level of demonstrated local commitment to successful implementation, the availability of financial resources, and the potential benefits of the project, including the degree to which the project will demonstrate solutions to others.



Letter from the Executive Director

By Walter Hook



Since 1985, ITDP has worked to initiate and support projects that actually get built, not just policy reform, and the results have been inspiring. We have been able to redirect hundreds of millions, if not billions, of dollars in transportation investments towards environmentally sound projects that show the public a more desirable alternative to automobile dependence.

2008 has been an incredible year. TransJakarta, a project initiated by the DKI Jakarta Government at ITDP's urging, expanded to nearly 100 kilometers long. It is now the longest trunk BRT system in the world. Delhi, India initiated a six kilometer BRT system, which has the best pedestrian and cycling facilities in India. ITDP was involved in the early stages of getting this project started. While not perfect, these systems have brought real improvements to millions of transit passengers and will hopefully lead to fundamentally different futures for these cities and others.

Ahmedabad, India; Johannesburg, South Africa; and Guangzhou, China all broke ground on very promising new BRT systems. ITDP was heavily involved in initiating and developing all of these systems, which will become operational in 2009 and 2010. The Guangzhou and Ahmedabad systems also have great integration with new cycling facilities.

These systems are coming on line just as governments are preparing major stimulus packages. These projects have already redirected hundreds of millions of dollars in funds that otherwise would have gone to

elevated highways and flyovers benefiting private motorists. If they are successful, expect this approach to be replicated all over Asia and Africa.

South Africa's BRT system will also transform the low income informal minibus operators into viable companies, creating well paid and meaningful jobs. In the past, under apartheid, the minibus taxi industry was one of the only places where black South Africans could invest their savings. If these taxi operators can make the transition from informal collectives to viable businesses, these businesses could become economic powerhouses all over Africa.

In Mexico City, special lanes for bicycles along a 15 kilometer stretch of the central Reforma Avenue, one of the main boulevards of the city, will open in 2009. The city has plans to build over 600 kilometers of bikeways by 2015, increasing cycling from 0.7 percent of all travel in the city to 5 percent in less than ten years. According to officials, that many cyclists would cut annual emissions by 2.4 million tons of carbon dioxide, 5,000 tons of nitrogen oxide, 80,000 tons of carbon monoxide and 100 tons of particulate matter.

These are the sorts of projects that an economic stimulus should be funding – ones that give us the best performance per dollar spent in tackling climate change and poverty. Transit-accessible, affordable and energy-efficient housing, internet infrastructure, alternative energy investments, all should take priority over projects that just dig us further into the oil

If a small group like ITDP can be held accountable, surely we should be holding government funding directives accountable for their real long-term impacts on poverty and the environment.

and emissions trap we are already in.

If we are going to demand performance from others, we need to demand performance from ourselves. Our work is now prioritized based on the impact it has in reducing CO₂ equivalent emissions per dollar spent, as well as jobs created or increasing the incomes of below median income people. If a small group like ITDP can be held accountable, surely we should be holding government funding directives accountable for their real long-term impacts on poverty and the environment.

ITDP would like to gratefully acknowledge the commitment of its partners who are helping us work towards profound transformations in cities. In 2008, we were fortunate to continue to work with the Clinton Climate Initiative. Their funding and help has been instrumental in catalyzing the BRT project in Johannesburg. The William and Flora Hewlett Foundation continues to provide vital funding for our work in Mexico, Brazil, and China. The Blue Moon Fund's on-going support has been critical to our efforts in India to develop a model BRT system in Ahmedabad. The Clean Air Initiative for Asian Cities allowed us to begin an innovative new program on two and three wheelers in developing cities. We also received funding from the Beijing Entergy Foundation for our work on sustainable urban design and transport in China.

We are also fortunate in having the United

Nations Environmental Programme – Global Environment Facility as a funder and partner for the Jakarta BRT and congestion charging project. The Rockefeller Foundation pledged new support for ITDP this year and will help rejuvenate the Africa program by helping cities implement BRT projects and looking at sustainable transportation policy. Critical funding from Alternative Gifts International allows ITDP to fund innovative grassroots projects in Africa.

In 2008, ITDP also learned that we secured the largest grant in our organization's history - \$5 million from the ClimateWorks Foundation for our work in India, China, and Latin America to begin in 2009. This grant will also allow us to build up our organizational capacity and develop a pilot US program and we are excited to be a part of their efforts to fight climate change.

I would like to thank all these organizations for their support, as well as the individuals who continue to support ITDP. Together, we can harness transportation to meet our shared goals for the environment, social equity, and urban vitality.



Walter Hook, Ph.D.
Executive Director



Our Programs

Bus Rapid Transit

The effective and pragmatic solution for public transit.

Across the world, private vehicle ownership is not only a growing source of greenhouse gas emissions, but is also leading to increased congestion, air pollution, and mounting social disparities. ITDP strongly believes that safe, modern, and efficient public transit can help answer this problem, and specifically promotes BRT systems as the best solution because of their relatively low costs and quick start-up times. ITDP works to spread knowledge about BRT and provide high-level technical expertise to cities. As a result of ITDP's interventions, at least eight cities throughout the world are now planning or building BRT systems.

Cycling & Walking

The way most of the world's people get around.

Around the world, rapid motorization and traditional road engineering single-mindedly focus on increasing speeds for car traffic, leading to devastatingly dangerous conditions for bicyclists and pedestrians. Nearly 1.2 million people are killed every year in road traffic crashes around the world and 90% of these deaths occur in developing countries. ITDP is working to ensure better, safer, and more efficient conditions for bicyclists, pedestrians, and other forms of non-motorized transport, such as rickshaws, by advocating to local authorities and providing direct technical assistance in planning. Designing streets to account for people- not just cars - minimizes casualties, reduces emissions, and frees space for public life.

Traffic Demand Management.

Putting public needs before private consumption.

A growing number of cities around the world have recently made the smart decision to charge motorists for using roads in the metropolitan center. The results are impressive: sharp cuts in congestion, a boost to the reliability and speed of public transportation, the generation of revenue, and reductions in air pollution and energy use. In the past few years, ITDP has worked with cities to reduce congestion and emissions by developing pricing and parking strategies that rationalize the use of roadways, and by organizing workshops that build the capacity of local traffic planners and engineers.

Urban Design.

Making cities desirable places to live again.

Reinforcing the traditional urban centers, keeping them strong and diverse, and reversing the exodus of affluent residents to car-dependent suburbs are crucial battles in the fight for sustainable transport and development. ITDP helps rejuvenate city centers by designing state-of-the-art environments for walking and cycling, encouraging pedestrian and transit-friendly real estate development, and crafting policies that turn physical and cultural spaces into economic assets.

Where We Work



Key

- Bus Rapid Transit
- Cycling & Walking
- Traffic Demand Management
- Urban Design

Bus Rapid Transit



Bus Rapid Transit (BRT) is an increasingly popular way to provide modern, high-quality transit at a fraction of the cost and construction time of other options, making it an ideal solution for developing cities in particular. Over the years, ITDP has been instrumental in spreading BRT throughout the world by working on two fronts: first, ITDP works to facilitate information-sharing between city leaders so more cities can learn the benefits of BRT; second, ITDP offers direct technical, legal and contractual assistance to cities pursuing BRT.

2008 was an exciting year for ITDP's BRT projects. In China, the BRT system in Guangzhou broke ground to much fanfare and publicity. The system is designed with integration with bikeways and planned improvements in surrounding public space. The system is scheduled to open in late 2009, and if well-received, it can stand as a model for other Chinese cities. In India, ITDP continued working on the BRT system in Ahmedabad, which is also scheduled to open in 2009. The system is being built quickly, and like in China, could serve as a model to other cities in the country. Together, these two systems will accommodate 290,000 passengers per day.

In South Africa, ITDP has major BRT systems in construction in Johannesburg and Cape Town. Both projects made a lot of progress this year, and it is exciting to watch them develop as the country prepares to

host the World Cup in 2010. In addition to scores of soccer fans, these systems will help thousands of South Africans move about their cities as they go to work and school. In Tanzania, the World Bank approved a 100 million US dollar loan for construction of the BRT system in Dar es Salaam, which is expected to open in 2012. To help galvanize the implementation process, ITDP helped coordinate a visit of Tanzanian officials to Bogotá, where they were wowed by the world's best BRT system, and held an introductory road show of the proposed system for the private sector, including bus operators, manufacturers, fare collection designers and others.

In Mexico City, ITDP convinced the BRT operator to make service improvements, resulting in more routes and free transfers for riders. In Guadalajara, ITDP's advocacy efforts led to the government deciding to build a BRT system. In Brazil, ITDP is continuing to work with authorities in Rio de Janeiro to ensure their BRT plans become a reality.

ITDP even played a role in United States this year by providing New York City with suggestions and technical advice about its BRT plans. The next year will be an exciting one as this project develops. Full BRT in New York will not only be great for the city's underserved areas, but it also will act as a critical and inspiring model for cities on the fence about their own public transit plans.



FAST FACTS: BRT

- On average, BRT systems can be built in a fraction of the time of light rail, and BRT can cost 30 times less to construct and 3 times less to operate.
- Transmilenio in Bogotá, arguably the world's best BRT system, is used for 1.6 million trips per day, and has resulted in a 59% reduction in fuel use and emissions compared to previous transport systems.
- By choosing to travel on buses, individuals reduce their carbon emissions by 300% compared to driving a car and 50% compared to using a mini-bus.



Cycling & Walking



The majority of the world's people rely on cycling, walking, and other forms of human-powered transport to get around their cities and hometowns everyday. For decades, traditional transport planning has focused on improving mobility for private automobiles at the expense of safe, public sidewalks and bike facilities. ITDP works with cities to build roads and paths that are safer for pedestrians and cyclists, to initiate bike share programs, and to improve the quality and availability of affordable bicycles.

In China, ITDP provided critical input to the city of Harbin about its plans for the central business district, which were entirely car-focused, and convinced city authorities to revise their plans to include high quality cycling and pedestrian facilities. India is working to integrate good quality cycling facilities along the BRT corridors in Delhi and Ahmedabad, as well as plan significant investment in the walking environment, including wider sidewalks and tree-planting.

Mexico City made enormous strides in making the city safer and more accommodating for cycling and pedestrians, thanks to some convincing and support from ITDP. The city fully pedestrianized several streets in the historic district, approved a bicycle master plan, and began making detailed designs for

bike lanes. City officials are also looking into developing a bike share program and building bike stations. In Guadalajara, the city introduced two small bike share programs and pedestrianized several city plazas.

In Brazil, ITDP successfully worked with private businesses in Sao Paulo to get a good pilot bike lane built. Now there are discussions about launching a bike share program. In Sao Paulo, as well as Rio, ITDP is working with city officials to ensure that bike lanes and bike parking facilities are built in conjunction with their new BRT systems. In Bogotá, Colombia, ITDP continued its efforts to work with the government to develop a bike parking policy, create more bike lanes to feed into the BRT system, and promote bicycle use in the city.

Since 2002, ITDP has been working in Ghana, Senegal, South Africa, and Tanzania to promote and distribute bicycles to rural and low-income communities - giving them access education, employment, and health-care. As of 2008, ITDP had supplied over 7,000 bikes, all while helping to build up local bicycle industries in each country. In cities where BRT systems are in development, ITDP is working to ensure that bike lanes are being planned and integrated as well.



FAST FACTS: Cycling & Walking

- Walking accounts for 60% to 40% of all trips in several major Asian cities. In Africa, the proportion is even higher.
- In poor cities, trips in motorized vehicles are restricted to the wealthiest 20% of the population.
- Cycling and walking emit the least amount of greenhouse gases of all forms of transport.

Traffic Demand Management



ITDP believes that reducing the demand for private cars in cities begins with reducing free parking and free road use. By creating traffic management systems that regulate parking and charge for driving in dense metropolitan centers, individuals will turn to public transit as a more convenient and less expensive way to meet their transportation needs. By coaxing people out of their cars, cities can improve air quality, regain

economic productivity lost to congestion, and enjoy safer and more liveable urban environments.

Congestion pricing has been used effectively in Singapore, London, and Stockholm, and ITDP is working to disseminate these cities' success stories to other cities around the world that are battling tough traffic and its consequences.

Urban Design

Today, over half of the world's population lives in cities. However, cities are increasingly at risk of losing their residents, especially their affluent residents, to the suburbs and outer areas, which would only contribute to greater energy consumption, increased use of private vehicles, and more social inequality. If cities are to maintain their predominance as preferred places to live, they must include features that make urban space more livable, such as public parks and plazas, safe sidewalks and bike lanes, and convenient access to public transit.

In Mexico City, ITDP is working alongside city authorities and local planners to revitalize the downtown historic district. This includes: ensuring ongoing street cleanliness, organizing events to attract people to the area, supplementing public security, limiting parking and vending, and extending transit services. In 2008, the city's decision to mandate several additional pedestrian-only streets was warmly welcomed by city residents.

In Sao Paulo, ITDP's efforts to revive the



downtown focus on improving the condition of the pedestrian zones at the core of the historic districts and advocating for the pragmatic use of private and corporate resources to fund better forms of urban redevelopment.

In all projects, ITDP works to ensure that the urban environment is made more livable – from ensuring that bike paths are included in poorer neighborhoods to installing solar lights in BRT stations. ITDP is committed to not only building better transportation solutions, but also developing more eco- and people-friendly cities.

Our Supporters

ITDP would like to thank the following organizations and individuals for their support and encouragement in 2008. Without them, our work would not be possible.

\$500,000 +

United Nations Environment Program
William & Flora Hewlett Foundation

\$100,000 – \$499,999

Blue Moon Foundation
Clean Air Initiative – Asia
ClimateWorks Foundation
William J. Clinton Foundation

\$5,000 – \$99,999

Alternative Gifts International & Supporters
Diane Steingart & Jonathan Woodbridge
Energy Foundation
Open Planning Project
Michael Flood & Lydia Morris
Roy A. Hunt Foundation
U.S. Agency for International Development



Financial Information

The following statements are excerpts from ITDP's audited financial statements. For a complete presentation of the 2008 financial statements see www.itdp.org. ITDP is a 501(c)3 nonprofit organization.

**Institute for Transportation and Development Policy
Statement of Financial Position
December 31, 2008**

2008

Assets

Cash and cash equivalents	\$ 980,237
Accounts receivable	60,407
Grants receivable	311,227
Inventory	11,527
Prepaid expense	-
Property and equipment	37,614
Deposits	<u>6,042</u>
Total Assets	<u>\$ 1,407,054</u>

Liabilities and Net Assets

Liabilities

Accounts payable	\$ 168,388
Accrued salaries, pension and vacation	14,067
Payroll taxes payable	6,879
Refundable advances	<u>300,000</u>
Total Liabilities	<u>489,334</u>

Net Assets

Unrestricted net assets	201,881
Temporarily restricted net assets	<u>715,839</u>
Total Net Assets	<u>917,720</u>

Total Liabilities and Net Assets **\$ 1,407,054**

Institute for Transportation and Development Policy
Statement of Activities
Year ended December 31, 2008

	<u>2008</u>
Unrestricted Net Assets	
Revenue and Support	
Contributions	\$ 98,282
Grants	1,874,370
Bike sales, net of expense	18,278
Contract revenue	99,578
In-kind contributions	-
Interest income	8,699
Loss on disposal of assets	-
Total Unrestricted Revenue and Support	2,099,207
Net Assets Released from Restrictions	567,050
Total Unrestricted Revenue, Support and Net Assets Released from Restrictions	2,666,257
Expenses	
Program services	2,442,090
Management	66,739
Fundraising	49,862
Total Expenses	2,558,691
Increase in Unrestricted Net Assets	107,566
Temporarily Restricted Net Assets	
Grants	715,839
Net Assets Released from Restrictions	(567,050)
Increase in Temporarily Restricted Net Assets	148,789
Increase in Net Assets	256,355
Net Assets, Beginning of Year	661,365
Net Assets, End of Year	\$ 917,720

Financial Information

Institute for Transportation and Development Policy
Statement of Functional Expenses
Year ended December 31, 2008

Expense Classification	Program Services	Management	Fundraising	Total
Salaries	\$ 401,771	\$ 41,327	\$ 21,739	\$ 464,837
Payroll taxes	32,537	3,272	1,777	37,586
Employee benefits	44,031	10,133	4,498	58,662
Total salaries and related expenses	478,339	54,732	28,014	561,085
Bank charges	5,608	112	3,317	9,037
Bikes and parts	13,359	-	-	13,359
Conferences and meetings	66,510	121	6,573	73,204
Consulting	537,659	-	-	537,659
Depreciation	13,321	529	31	13,881
Equipment rental	773	21	19	813
Field Staff	385,189	-	-	385,189
Insurance	6,133	2,188	24	8,345
Legal	45,062	75	-	45,137
Miscellaneous	22,192	651	1,925	24,768
Office supplies and expense	11,196	172	186	11,554
Postage and delivery	6,121	499	1,093	7,713
Printing	60,104	169	1,710	61,983
Professional fees	60,937	382	3,849	65,168
Rent	50,740	993	925	52,658
Subcontractors	131,708	-	-	131,708
Subscription and dues	1,941	214	-	2,155
Telephone and internet	23,235	608	156	23,999
Training	41,637	-	-	41,637
Travel	480,326	5,273	2,040	487,639
Total Expenses	\$ 2,442,090	\$ 66,739	\$ 49,862	\$ 2,558,691

Institute for Transportation and Development Policy
Statements of Cash Flow
Year ended December 31, 2008

		<u>2008</u>
<u>Cash Flows From Operating Activities</u>		
Increase in net assets		\$ 256,355
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation	13,883	
Loss on disposal of assets	-	
Decrease (increase) in operating assets:		
Accounts receivable	76,980	
Grants receivable	(289,382)	
Inventory	62,804	
Deposits	(307)	
Prepaid expense	1,200	
Increase (decrease) in operating liabilities:		
Accounts payable	(8,640)	
Accrued salaries, pension, and vacation	6,431	
Payroll taxes payable	849	
Refundable advances	<u>300,000</u>	
Net cash provided by operating activities		420,173
<u>Cash Flows From Investing Activities</u>		
Purchase of property and equipment		<u>(11,786)</u>
Net Increase in Cash and Cash Equivalents		408,387
Cash and Cash Equivalents, Beginning of Year		<u>571,850</u>
Cash and Cash Equivalents, End of Year	\$ 980,237	

Board and Staff

Board of Directors

Michael Replogle, President Environmental Defense	Ariadne Delon-Scott Specialized Bicycles	V. Setty Pendakur Pacific Policy and Planning Associates
Matteo Martignoni, Vice President International Human Powered Vehicle Association	Greg Guenther Guenther Consulting	Enrique Peñalosa Former Mayor, Bogotá, Colombia
Karen Overton, Secretary Recycle-A-Bicycle	David Gurin Policy and Planning	Jay Townley Jay Townley and Associates, LLC
Bob Hambrecht, Treasurer WR Hambrecht & Co.	Walter Hook Executive Director, ITDP	Paul White Transportation Alternatives
Patrick Cunnane Fuji Bikes Advanced Sports, Inc.	Shomik Raj Mehndiratta World Bank Group	
	Gerhard Menckhoff World Bank Group (retired)	

Staff

Walter Hook Executive Director	Djibril Seck Program Officer, Senegal	Nalin Sinha Country Director, India
Administration, Development & Communications	Ernest Teye-Topey Country Director, Ghana	Sigit Wahyuprasetya Training Coordinator, Indonesia
Melinda Eisenmann Director of Finance and Administration	Asia	Eva Witarsa Financial & Adminisitrative Assistant, Indonesia
Stacy Mayers Administrative Assistant	John Ernst Senior Program Director, Indonesia	Aris Yunanto Research Coordinator, Indonesia
Matt Sholler Outreach and Advocacy Officer	Karl Fjellstrom Senior Program Director, China	
Africa	Shreya Gadepalli Technical Director, India	
Mbareck Diop Country Director, Senegal	Budi Kuncoro Country Director, Indonesia	
Aimée Gauthier Senior Program Director	Farida Multi Harmon Financial & Administrative Coordi- nator, Indonesia	
Engelbert Nyoni Program Officer, Tanzania	Lindasari Santosa Communication & Audit Coordinator, Indonesia	
Bradley Schroeder Senior Program Director California Bike Coalition	Restiti Sekartini Deputy Director, Indonesia	
		Latin America
		Bernardo Baranda Senior Program Director, Mexico
		Oscar Edmundo Diaz Senior Program Director, Colombia
		Jonas Hagen Country Director, Brazil
		Luc Nadal Technical Director, Urban Development
		Jesús Sánchez Technical Director, Non-Motorized Transport, Mexico

Institute for Transportation & Development Policy

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www.itdp.org

Promoting sustainable and equitable transportation worldwide



PROMOTING SUSTAINABLE AND EQUITABLE TRANSPORTATION WORLDWIDE



“A bikeway is a symbol that shows that a citizen on a \$30 bike is equally important as a citizen in a \$30,000 car.”

Enrique Peñalosa, ITDP Board and former Mayor of Bogotá, Colombia

Join ITDP today.

Be a part of the movement for safer and more people-centered streets worldwide.

www.itdp.org