

# ITDP ANNUAL REPORT 2019



**ITDP**

Institute for Transportation  
& Development Policy

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# INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

The Institute for Transportation and Development Policy 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.



Cycle Highways in China have grown in popularity due to the expansion of e-bikes and bikeshare programs.

Photo: ITDP China

## KEY ACHIEVEMENTS IN 2019

### **TRANSJAKARTA RIDERSHIP INCREASES, HITTING ALMOST 1 MILLION A DAY**

In Indonesia, in just the past five years, ITDP has worked alongside the TransJakarta agency to nearly triple ridership from 350,000 in 2015 to over 800,000 today. In 2018, TransJakarta experienced a 30% increase in ridership over 2017, serving 187 million passengers during the year. In 2019, ITDP helped TransJakarta increase this figure by increasing daily passengers from 685,000 in December 2018 to 850,000 in August 2019, an increase of approximately 24%. Much of the increase is due to integration with paratransit systems of angkots.



TransJakarta continued to increase ridership.

Photo: ITDP Indonesia

### **BRAZIL LAUNCHES ACCESS TO OPPORTUNITIES IN BRAZILIAN CITIES STUDY**

In Brazil, ITDP launched Access to Opportunities in Brazilian Cities Study with the Institute for Applied Economic Research (Ipea). The study measured how many health, work, and education opportunities can be reached by walking, public transportation or cycling, taking trips of 30, 60, and 90 minutes. The study analyzes accessibility for active transportation modes for the twenty most populated cities in the country and by public transportation for seven different cities. We had excellent media coverage with this study. The data are available on the interactive platform made by Ipea, click [here](#).

### **KISUMU, KENYA BEGINS CONSTRUCTION ON PEDESTRIAN FRIENDLY KISUMU TRIANGLE PROJECT**

In Kenya, the City of Kisumu launched implementation of the Kisumu Triangle project, which will develop wide walkways and bike lanes incorporating universal access, traffic-calmed pedestrian crossings, protected bike lanes, and improved storm water drainage and lighting across 2 km of streets in the city center with construction completion expected in mid-2020.



## SECOND PHASE OF LANZHOU BRT OPENS IN CHINA

Since 2009, ITDP has provided technical support on Lanzhou BRT system. In 2019, a second phase of the corridor opened with 3.2 kilometers of dedicated buslane and four BRT stations.



## ITDP LAUNCHES INDICATORS FOR SUSTAINABLE MOBILITY REPORT AND INTERACTIVE WEBSITE

along with a report and webinar, ITDP launched a web tool that provides a host of indicators to explain the access, accessibility, and availability of transit across 25 North American cities. The indicators provide opportunities to compare cities in metrics like People Near Rapid Transit, Low Income Households Near Rapid Transit, Access to Jobs by Sustainable Transit (30 and 60 Minutes) Block Density, and many more. These indicators offer policy solutions and interventions to improve people's lives through improved sustainable transit.



## CHENNAI, INDIA LAUNCHES FIRST PUBLIC BICYCLE SHARING SYSTEM

With technical assistance from ITDP India, Chennai deployed 250 bicycles across 25 stations in the city. This is the beginning of what is anticipated to be a 5000 cycle program across 380 stations.

## LAUNCH OF MOBILICAMPUS ONLINE LEARNING PLATFORM IN BRAZIL

ITDP Brazil launched Mobilicampus, an e-learning platform on urban mobility. Its first course included over 1000 registrants from 189 cities in Brazil from which 150 students were selected based on demographic information to guarantee a diverse pool of learners. The course covers 32 hours of material like Public Transit, Sustainable Urban Development, and Cycling & Walking.

## MOBILIDADOS IS THE MAIN URBAN MOBILITY INDICATORS PLATFORM 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

# KEY ACHIEVEMENTS IN 2019



dialogue between the public sector and civil society. The launch event in Q1 gathered more than 90 participants, from 8 cities and 4 metropolitan regions. Urban mobility analytics powered by ITDP have been used by many Brazilian cities to formulate policies and by civil society to hold the governments accountable.

## ITDP WON A SEAT ON THE BOARD OF SLOCAT

Aimee Gauthier, ITDP’s Chief Knowledge Officer, sits on the Board of SLOCAT, a collaboration of organizations, practitioners, and researchers, worldwide who are working towards a sustainable, low carbon future of transport.

## ADDIS ABABA HOLDS 6TH CAR FREE DAY

As part of other NMT and sustainable transportation initiatives, ITDP has worked closely with Addis Ababa Road and Transport Bureau to develop the Addis Ababa Non-Motorised Transport Strategy. The NMT strategy was officially launched by the Deputy Mayor on 2 April 2019.



Photo: ITDP Africa

## SPECIAL INITIATIVES

### MOBILIZE IN FORTALEZA, BRAZIL

After being honored in the Sustainable Transport Award Ceremony in Washington DC in January – along with Honorable Mention Bucheon, South Korea – Fortaleza successfully hosted the Mobilize Summit in June 2019. This event included 220 participants from 22 countries and 46 cities. Afterwards, there was a small group who traveled to Rio de Janeiro for a Study Tour. Pune, India was announced as the winner of the 2020 Sustainable Transport Award for its longterm sustainable transportation strategies.



Above: Attendees at Mobilize Fortaleza  
Photo: ITDP

### ELECTRIFICATION

A knowledge products on electrification in two wheelers, *The Electric Assist: Leveraging E-bikes and E-scooters for More Livable Cities*, was published. Transport was one of the main agenda items discussed at the UN Climate Action Summit in New York in September 2019, where the launch of the Action towards Climate-Friendly Transport (ACT) initiative, an effort to scale up electrification of buses, freight vehicles, and two-wheelers, was announced. Electrification: We released the electric micromobility report which has been accessed over 1300 times on our website and downloaded over 200 times. We held a webinar in conjunction with the release which had over 120 attendees.



In February 2019, the Government of India approved the Rs 10,000-crore phase 2 of the “Faster Adoption and Manufacturing of Electric Vehicles (FAME) Scheme”. Unlike phase I that largely focused on private vehicles, the new phase emphasizes the electrification of public transport, including shared transport. ITDP India Programme prepared a series of blogs on e-buses, e-informal public transport (IPT), and micro mobility, to provide an understanding of e-mobility efforts in India so far.

ITDP is now part of the Rio de Janeiro's Technical Working Group set up by the Chief of Staff on Electrification ITDP contributed to a discussion in



## SPECIAL INITIATIVES

Boston on bus electrification organized by our local partner, A Better City. Since that talk, ITDP joined the local chapter of the Sierra Club and other environmental justice groups in Boston endorsing [a video](#) to get the MBTA to accelerate electrification of their bus fleet.

### NON-MOTORIZED TRANSPORT

Around the world, putting pedestrians first has become an important and achievable goal. In Chennai, India, the Pondy Bazaar Pedestrian Plaza was completed. This transformation of a car-centric shopping street to a pedestrian promenade was much anticipated and celebrated. In Ranchi, India, tactical urbanism interventions have taken place to slow cars down to make roads safer, pedestrian needs are prioritized. In Kampung Kota Bersama, a neighborhood in Jakarta, was redesigned to create safe spaces for pedestrians, especially children. This tactical urbanism project became so successful that it was replicated in other neighborhoods throughout Jakarta. This work has extended to the MRT stations of Transjakarta, in order to make them more accessible to all users. ITDP Mexico has dedicated significant resources and time to promoting walk and bike to school days. These programs are organized to demonstrate to parents and students the value of traveling to school without needing to rely on cars.

The NMT improvement projects for Taojin and Jianshe communities in Guangzhou were completed by the end of September. ITDP China put forward a proposal for the improvement in 2011 and have been working with GZPI to refine the design since 2018. Even though not every proposed improvement was adopted, the selected ones in the projects have made significant changes.

In the Mexican City of Puebla, students go on a cycling tour for Walk & Bike to School Day, supported by ITDP and the municipal government

Photo: ITDP Mexico

In a continued effort to improve walking and cycling and better pedestrian access, ITDP Indonesia published a non-motorized transit guide:

<http://www.itdp-indonesia.org/wp-content/uploads/2019/01/Jakarta-NMT-Vision-and-Design-Guideline-Mobilize-1-1.pdf>





# PROGRAM AREAS

## PUBLIC TRANSPORT

In China, Lanzhou BRT was the first ADB funded BRT project in China, and ITDP has kept providing technical support since 2009. The second phase of the corridor start operation on 26th November, 2019 with 3.2 km dedicated bus lanes and 4 BRT stations. The first phase of the corridor opened at 28th December, 2012 with 9.1 km dedicated bus lane and 15 BRT stations. With 7 BRT routes, the average daily ridership is around 309,000 passengers, and the operational speed is 19-20km/h.

In Kenya, the Nairobi Metropolitan Transport Authority (NAMATA) began implementation of a first-phase Silver or Gold Standard BRT system comprising 40 km of corridors incorporating safe and convenient facilities for pedestrians and cyclists. NAMATA also adopted ITDP provided BRT standards to ensure consistent high-quality implementation across the network. ITDP provided input regarding the ongoing BRT planning process in order to ensure best practices will be met. In partnership with the Nairobi Metropolitan Area Transport Authority (NAMATA), ITDP completed a service plan for the Thika Rd BRT corridor, known as Line 2, in October 2019.

In Tanzania, Dar es Salaam continues to improve and expand sustainable mobility projects that meet best practice standards, which are supported by improved policy frameworks at the city and national levels. Aside from the BRT, KCCA plans to introduce a “Green Bus Service” with a new fleet and improved service quality. At KCCA's request, ITDP has been providing input on various aspects of the Green Bus service, including bus shelter locations, rolling stock specifications, bus operating contract parameters, and the service plan. KCCA is also implementing NMT improvements including a greenway parallel to Jinja Rd. ITDP has helped review the proposed designs to ensure best practices are included.

In Brazil, ITDP partnered with Rio de Janeiro City Hall to find solutions to reduce the extreme rainfall events' impact on the bus system. Rio de Janeiro City Hall launched a challenge (hackathon) for startups to propose solutions that monitor the effects of extreme rainfall on the operation of the bus system, based on historical GPS data of the City's fleet. In total, 15 teams signed up, and four groups selected for an acceleration period of up to 4 months within the COR. ITDP designed the challenge with the City Hall, facilitated discussions during the challenge week, and participated in the selection process of the proposals that will now be incubated by the City for four months. As part of another project, ITDP is creating guidance on e-bus rollout and electric mobility policy to support expansion of electric mobility across the country.

Transjakarta vehicles.  
Photos: ITDP Indonesia



In Indonesia, in just the past five years, ITDP has worked alongside the Transjakarta agency to nearly triple ridership from 350,000 in 2015 to over 800,000 today. In 2018, Transjakarta experienced a 30% increase in ridership over 2017, serving 187 million passengers during the year. In 2019, ITDP helped Transjakarta increase this figure by increasing daily passengers from 685,000 in December 2018 to 850,000 in August 2019, an increase of approximately 24%. In order to reach the ultimate target of one million daily passengers, ITDP collaborated with Transjakarta to increase the number of angkot routes from 26 in early January 2019 to 48 routes by August 2019. This integration, while providing benefits to both the operators and the passengers, directly contributed to increased ridership with 20% of the Transjakarta passengers now attributed to angkot services. ITDP technically supported and facilitated the inclusion of more routes to

## PROGRAM AREAS

Transjakarta as a way to expand service and increase coverage. In January to August 2019, 53 Transjakarta routes were added, resulting in a ridership increase of over 26%. Transjakarta has 216 routes operating daily in total with 176 routes of them being direct-service routes, including some angkot routes that already integrate with the Transjakarta system.

2019 saw another major development with the MRT officially beginning operations in April. ITDP played a key role in the physical integration of one of the prime stations with Transjakarta, providing increased accessibility and ease of use. ITDP also supported the improvement of feeder bus services as part of service expansion efforts. Additionally, the Government of Jakarta has introduced a fare integration plan, previously branded as OK-OTRIP and then changed to JAKLINGKO. There are five paratransit routes included in the first phase.

In India, Tamil Nadu announced in its annual state budget for 2019-20 that the state will procure 2,000 BS-VI buses and 500 electric buses with a funding of USD 200 million under the first phase of financial assistance from KfW, the German development bank. Overall, the project envisions adding 14,000 new buses, including 2,000 electric buses, across the state at a cost of over USD 760 million. Reinforcing the commitment to increasing the number of buses in Tamil Nadu, the state budget allocated more than USD 124 million for new buses, as part of the first phase of the aforementioned agreement with KfW for over USD 205 million.

In 2019, Pimpri Chinchwad Municipal Corporation opened the fourth corridor of the Rainbow BRT for public use with 20 stations over an 11 km stretch.

Pune's Rainbow BRT continued to expand in 2019.  
Photo: ITDP India







## PROGRAM AREAS

In Brazil, activities have been held in Queimados, promoting public participation in the TOD intervention around the train station. ITDP and local partner Pedala Queimados held the event "Mobility at Schools," with students from schools in the city. The action promoted dialogue with students, aged 3 to 17 years, from 3 different schools to think about their daily trips to school. The City of Belo Horizonte includes PNT and PNB in its Urban Mobility Annual Report. Belo Horizonte Public Transit Company released the 2018 Urban Mobility Report which included the percentage of people near transit and the percentage of people near bike lanes in the set of indicators aiming to monitor the implementation of the urban mobility plan. The indicators of the report are annually prioritized and analyzed by the members of the Urbana Mobility Observatory which includes civil society organizations, associations from the private sector and the several municipal offices. Data for both indicators and the description of the methodology were provided by ITDP Brazil.



ITDP Brazil delivers tactical urbanism temporary intervention in Belo Horizonte, and City is working to turn it into a permanent solution. The intervention was delivered in Cachoeirinha, a neighborhood in Belo Horizonte. It took place from 26-29 April focusing on pedestrian space expansion. During the period of the intervention, the area hosted various cultural activities and live music. The initiative was a partnership between ITDP Brazil and Belo Horizonte's transit agency (BHTrans) supported by Citi Foundation. The City of Belo Horizonte is now finalizing design plans to turn it into a permanent solution. Find more here: <https://itdpbrasil.org/itdp-e-bhtrans-promovem-intervencao-urbana-temporaria-no-bairro-do-cachoeirinha-em-belo-horizonte/>



Belo Horizonte workshops  
Photos: ITDP Brazil

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. The government expressed interest in collaborating with ITDP to develop TOD policies to complement the introduction of BRT and ITDP will begin these discussions in 2020.

In Maharashtra, India in early 2019, ITDP launched its 'People near Transit, Transit near People' publication in Pune. The report assessed how well the cities of Pune and Pimpri-Chinchwad provide transit access to its residents within a 500 meter walking distance of various forms of transit and how they can be improved in the future.

In Indonesia, ITDP developed a program, namely Kampung Kota Bersama, to improve NMT accessibility by using TOD indicators. This program uses a community-based approach with community groups, including vulnerable groups, involved to support inclusivity. This program was located in 26 neighborhoods with four that are easily accessible from BRT stations.

In Latin America, at least two cities in Latin America establish projects or adopt policies to replicate Mexico City's historic parking reform or other low-carbon transport improvements, drawing on a published impact assessment of Mexico City's parking policy.

## CYCLING AND WALKING

In Brazil, ITDP launched Access to Opportunities in Brazilian Cities Study with the Institute for Applied Economic Research (Ipea). The study measured how many health, work, and education opportunities can be reached by walking, public transportation or cycling, taking trips of 30, 60, and 90 minutes. The study analyzes accessibility for active transportation modes for the twenty most populated cities in the country and by public transportation for seven different cities. We had excellent media coverage with this study. The study was also presented at WUF10 and in Brazil at the Mayor's Plenary of the 77th General Meeting of the National Mayors Front, an excellent opportunity to encourage Mayors across Brazil to rethink public transport and urban development policies. Mayors received the work very well, and several of them showed interest in having their cities included in the rounds of the project's publications. The data are available on the interactive platform made by Ipea, click [here](#).

ITDP and Brazil Cyclists Union (UCB) launched CicloMapa platform. CicloMapa is a platform developed by ITDP and the Brazilian Cyclists Union (UCB) aiming to expand access to geolocated cycling infrastructure data in Brazilian cities. The platform is based on information mapped collaboratively on OpenStreetMap and provides a more attractive interface for visualization and download of data.

In China, based on ITDP's proposal and continuous technical support, GZPI (ITDP's local partner in GZ) was requested by Guangzhou Municipal Government for engineering design of Jianshexincun and Taojin communities NMT improvement since 2018, and the project is under construction from beginning of 2019, and planned to be finished by the end of 2019. Although there has been an increased discussion on the importance of NMT in recent years, high-quality NMT projects are not often delivered. This demonstration will create best practice models and set regional precedents.

In Kenya, the City of Kisumu launched implementation of the Kisumu Triangle project, which will develop wide walkways and bike lanes incorporating universal access, traffic-calmed pedestrian crossings, protected bike lanes, and improved storm water drainage and lighting across 2 km of streets in the city center with construction completion expected in mid-2020.

Pedestrian area and bicycle sharing dock in China.  
Photos: ITDP China



## PROGRAM AREAS



Ethiopia's government has committed to improving infrastructure for walking and cycling.

Photos: ITDP Africa

incorporating universal access, traffic-calmed pedestrian crossings, protected bike lanes, and improved storm water drainage and lighting across 2 km of streets in the city center with construction completion expected in mid-2020. ITDP prepared best practice concept designs and a bill of quantities for the civil works and has held regular site meetings with the city government, contractor, and supervision consultant to review progress. The project already has drawn attention from surrounding countries as well as the national government, helping to spur replication in other cities. The City announced plans to implement a 5.5 km second-phase NMT project. In Ethiopia, best-practice designs adopted for walking and cycling infrastructure in Addis Ababa. Improvements of the design of the network of bike lanes as part of the ambitious plans of Addis Ababa on promoting cycling.

In India, in November 2019, the Chief Minister of Tamil Nadu [inaugurated](#) the city's first Pedestrian Plaza. Chennai's public bike-share (PBS) operator SmartBike deployed 500 cycles in 65 stations across the city, with further expansion planned in 2020.

In February 2020, Tamil Nadu Minister for Municipal Administration launched Greater Chennai Corporation's (GCC) Mega Streets Programme to create a network of 110 km of Complete Streets across the city, building on the transformation of over a hundred km already completed. In 2019, Pune redesigned over 25 km of streets with improved walking facilities under the Pune Streets Programme. Under the first phase of the Pune Streets Programme 100 km of streets were to be improved, of which 65 km have been completed so far. Inspired by the program, Pimpri Chinchwad has started the work to transform around 75 km of streets as well.

In Indonesia, July 2019, DKI Jakarta's new Head of Transport Agency was eager to implement bike lanes and bike share in Jakarta. ITDP provided technical assistance to system design and location selection. With ITDP's direct input, the Transport Agency of DKI Jakarta expanded the dockless bike share system in 2020 with locations along 10 BRT stations in Corridor 1 of TransJakarta and 2,000 dockless bicycles.

ITDP tested, reviewed, and finalized seven indicators that are also being incorporated into Pedestrians First: Tools for a Walkable City.

In Brazil, ITDP has directly served 27 business owners, 12 business associations, 22 public servants and 11 civil society representatives who attended the workshops held in São Paulo and Rio de Janeiro. The workshop participants were introduced to the public space and street







design concepts and their importance to neighborhood economic vitality. Furthermore, they were encouraged to think about some of the key challenges private and public stakeholders face to improve and maintain public spaces and propose solutions that build upon the collaboration between local governments, businesses, and the civil society.

Drawing on the success in Mexico City, ITDP introduced VZY to three cities in Mexico in 2019: Hermosillo, Puebla, and Monterrey. ITDP provided webinars, direct technical advice for government officials, media trainings, and workshops for school communities. The authorities and communities were receptive to organize a “Walk and Bike to School Day” in October 2019<sup>1</sup> based on our recommendations. While the materials and strategies used to introduce VZY to the three cities were nearly identical, government officials expressed their unique interests in different aspects of Vision Zero. Authorities in Puebla expressed interest in building their Traffic Conflict Analysis (TCA) skills to assess and inform potential infrastructure improvements; Monterrey’s government officials were keen to link VZY to pre-existing mobility policies; and Hermosillo’s authorities were primarily interested in refining their understanding of Vision Zero as a whole.

In Mexico City, ITDP will make temporary changes at Agua Marina kindergarten. This entails painting the street zone and placing traffic cones in allocated areas, guided by a street redesign project we have prepared. This project will be finalized with the support and assistance from the school director, parents, and possibly Miguel Hidalgo borough officials, and applied as a tactical urbanism intervention for the IWBSD.

## **TRAFFIC REDUCTION**

For over a decade, ITDP has pioneered parking reform as a major lever to curb driving, particularly in rapidly growing cities where more and more space is being dedicated to parking and triggering more driving behavior.

## PROGRAM AREAS

Mobility pricing is part of ITDP's overarching, integrated approach to reducing greenhouse gases (GHG) and other pollution, and promoting multimodal, accessible mobility. ITDP's MP strategy is designed to disincentivize polluting, private cars and heavy-duty vehicles, shifting the market and consumer preference toward modes that emit less, such as electric vehicles; use less road space; and reduce other negative externalities.

After months of research, data analysis and feedback from renowned researchers, in December 2019, ITDP published a public report estimating the cost of the transport sector's negative externalities in Mexico and its 20 largest metropolitan areas. This report is a key contribution to the agenda of sustainable mobility in Mexico, putting forward concrete numbers on the cost that fossil-fuel transportation causes to society, in terms of GHG emissions, lives lost to poor air quality (PM2.5 in particular), time spent in congestion, road traffic deaths and injuries, and lesser quality of life caused by high noise levels. The public presentation of the report was attended by public officials, NGOs and researchers. The report was released together with infographics and short videos appealing to a larger and non-expert audience throughout the country.

In Rio de Janeiro, Brazil, new building codes for the City of Rio de Janeiro were just approved by the Legislative with restrictions for off-street parking and promotion of non-motorized transport. The new set of rules represents a significant advance to support public transport and TOD policies. Buildings within 800 meters from transit will be maximized with one parking space for every four residential units. Before that, the legislation from 70's required at least one vehicle parking space for every one housing unit. Now, it is also mandatory to offer bike parking facilities at a minimum of one space per housing unit.

Before and after  
parking reform in China  
Photos: ITDP China



Impact evaluation study on Car Free Sundays on Paulista Avenue in São Paulo evidences success. Since 2015, Paulista Avenue, the heart of São Paulo's financial and cultural districts, has closed for cars on Sundays and holidays, receiving a large number of visitors and cultural activities. An ex-post analysis of the program was conducted by a group of organizations (ITDP Brazil, LabMob- Active Mobility Lab, Rio de Janeiro Federal University, Bike Anjo and Corrida Amiga) and launched in São Paulo on May 20th. The program's impact on urban vitality was analyzed in four dimensions: environmental, urban, social and economic. Visitors, resident population and business owners were interviewed. Results indicate that 71% of residents and 92% of business owners approve the program, and 73% of visitors and 42% of residents felt impelled by the program to do outdoor activities.

Guangzhou, China implemented parking zones and China's highest on-street parking fees in an effort to reduce traffic demand to the central areas. On-street parking demand reduced, freeing up road space and off-street parking garages, who until then had seen low demand, saw higher occupancies. ITDP-China assisted Guangzhou government with planning on-street parking systems and reforming off-street parking regulations since in 2012.

Mexico City issued a 2019 strategic road safety plan that was aligned with most targets from the previous road safety program, and incorporated one major recommendation from ITDP's first report card: creation of the information system and monitoring of road safety. A five-year road safety



Protected and new  
pedestrian spaces  
in Pune, India.  
Photos: ITDP India



program will be published in 2020 and serve as an example for other cities that wish to design and implement safe road safety policies.

In Pune, India, ITDP assisted the city of Pune in allocating over 70 percent of its total transportation budget towards sustainable transport development for the financial year 2019-20. Since 2016, Pune has consistently allocated around 50 percent of its transport budget for sustainable transport every year. This city-level achievement is an important step in continuing to scale up sustainable mobility funding at the city and state levels. Chennai is piloting its parking management system, which will be launched and expanded across the city incrementally over 2020.

In Jakarta, Indonesia, a number of regulations related to parking management are currently being updated. This includes a parking fare increase is proposed to be implemented at both on-street and off-street parking facilities. Other proposed regulations will change the current practice of providing a minimum number of parking spaces to a maximum number for new developments, and to restrict parking supplies at TOD areas to 25%. The regulation revision process is expected to be finished in 2020.

In Los Angeles, ITDP and C40 led an active planning process with the City of Los Angeles which primarily focused on creating a ZEA Implementation Plan. This plan, or roadmap, is aimed at serving as a powerful planning tool and providing specific guidelines for city agencies on implementation. ITDP also guided government stakeholders including the Mayor's Office, LADOT, Public Works, City Planning, Department of Water and Power, Metro, and BlueLA, among others through decision making processes in conjunction with developing the plan.

ITDP is pleased to report to the ClimateWorks Foundation that the Mexico City government announced new on-street parking restrictions in the historic city center, as a result of our intervention. The signing of an agreement between ITDP and the Authority of the Historic Center will ensure for the continued capacity building on parking regulation, developing an improved contracting model for on-street parking management, and necessary infrastructure changes to reduce car dependency.



## PROGRAM AREAS

In Mexico City, the EcoParq curb pricing program transformed parking. Before implementing the program, parking space occupancy would at times reach 130%, due to illegally and often dangerously parked vehicles. After the meter system was put in place, occupancy dropped to 80% during peak hours. Cruising time to find a space went from 13:26 minutes to 3:04 minutes, saving a combined 6.73 million hours of time each year, and reducing 18,000 tons of CO2 per year in a single neighborhood (Polanco).

### CLIMATE & TRANSPORT POLICY

ITDP, together with the national government, organized a workshop on the draft Street Design Manual for Urban Areas in Kenya (SDMUAK) and held follow-up consultations with relevant agencies, including NAMATA and the Metropolitan Development Department. The manual was well received, and implementing agencies including the Kenya Urban Roads Authority (KURA) have started using the manual informally to guide the design of ongoing projects. The formal launch of the manual is expected in mid-2020 following further consultation with KURA and KeNHA.



Pune won the Sustainable Transport Award 2020 for its work in improving sustainable mobility with ITDP support. ITDP leveraged this opportunity to build relationships with the Pune Municipal Corporation, PMPML, and Pune Smart City.

ITDP created a data-driven prioritization methodology to identify neighborhoods with the most need and potential for change. The methodology prioritized communities with a higher burden of air pollution and areas with a high potential for incentivizing increased uses of transit, biking and walking.

To date, ITDP has been spearheading a number of related research and policy development initiatives across its regional offices, from a feasibility/technical needs analysis for congestion pricing in Mumbai, to implementation of parking maximums in Mexico and Sao Paulo, and to engagement with an electronic road pricing (ERP) scheme in Jakarta.

Lastly, in October 2019, ITDP's CEO Heather Thompson along with the Chief Strategy & Development Officer, Kathleen Letchford, traveled to Copenhagen to participate in the Global Electric Drive Vehicle Group event, organized by ClimateWorks, as well as the C40 Mayor's Summit. The Global EDV meeting was a productive convening that helped us make connections with partners and initiate exciting conversations on future areas for collaboration.

ITDP staff from the Global and Brazil teams organized two events at WUF10 and spoke in various sessions related to sustainable mobility and urban development. Ramon Cruz, International Policy Program Director, led the first ITDP event, which was a follow-up to WUF9, "Access for All: Policies for Inclusive TOD." This panel included the perspectives of different constituency groups, including ITDP's Senior Program Coordinator, Christina Jang's presentation on the series' first paper on the mobility needs of women. The session featured the other papers' co-authors and partner organizations including BvLF, World Enabled, and Safetipin, to discuss mobility as it relates to young children, people with disability, and safety. The second event, "Scaling Better Air Quality and Sustainable Transport for Young Children and Caregivers," elevated ITDP evaluation tools and methodologies, and featured our partners and donors including

Photo: ITDP India



ITDP Leaders presented all over the world. Clockwise from top left: Heather Thompson, ITDP CEO presented about tactical urbanism at the US Embassy's cultural space, @ america in Jakarta, Indonesia. Team leaders in Mexico led a workshop. ITDP India hosted a summit with the Bernard van Leer Foundation and ITDP representatives attended UN African Regional Climate Week. Photos: ITDP

the FIA Foundation, BvLF, and ACTO. ITDP guided a panel discussion with Indian cities, Pune and Udaipur, on their work related to healthy cities for children. During the session, Iwona Alfred, Senior Program Associate, and Taylor Reich, Research Associate, presented ITDP indicators and led an interactive activity stemming from the Pedestrians First (online) Tool and the TOD Standard, making the link between air quality and impacts on the well-being of young children and caregivers. The workshop activity enabled participants to use the indicators and metrics to evaluate the performance of a neighborhood in Pune.

Transportation leaders in Massachusetts were a part of Mobilize Fortaleza (2019) to create a cohort of cities focused on transit, and ITDP published urban mobility indicators for Boston which address sustainable mode share, access, and equity.

ITDP participated at several high-level international events and panel discussions to share lessons learned and challenges facing the transport sector in countries worldwide.

Transport was one of the main agenda items discussed at the UN Climate Action Summit in New York in September 2019, where the launch of the Action towards Climate-Friendly Transport (ACT) initiative, an effort to scale up electrification of buses, freight vehicles, and two-wheelers, was announced. At the beginning of last year, we focused on a two-step process towards COP25, originally to be held in Santiago, but due to protests, was held in Madrid instead. The first step led to the UN Climate Action Summit in New York in September 2019. Preparation for the Summit began to intensify in April, with ITDP coordinating with the Sustainable Low Carbon Transport (SLOCAT) and the Transport Decarbonization Alliance (TDA) to promote electrification at the Summit. The TDA has become a more

## PROGRAM AREAS

ITDP Brazil's Mariana Brito attended a summit on gender and transportation.  
Photo: ITDP Brazil



important player in this space, bringing the private transport sector into the coalition as well as a few countries as leaders. At the UN Climate Action Summit, we worked with SLOCAT and the Transport Decarbonization Alliance (TDA), and subsequently were joined by a couple of dozen groups that worked on the advancement of the ACT initiative.

Regional Climate Weeks were held and provided unique opportunities to influence countries and their ambition for the Paris Agreement. ITDP participated, for the first time, in Regional Climate Weeks in an effort to secure support from Member States to raise their level of ambition on sustainable transport in their NDCs as countries were gearing up for the first update to the Paris Agreement. The strongest regions were Latin America and Africa, where significant progress was made in working with the Member States on understanding the role of transport in mitigating climate change and how to do so. ITDP participated as panelist, discussant and facilitator in a workshop with EuroClima+ and SLOCAT with staff from Ministries of Transport from Latin America on the creation of National Mobility Plans and their relation with NDCs.

On September 24, 2019, ITDP hosted an event during Climate Week NYC specifically targeted to philanthropic funders and city practitioners. The two-panel discussion brought together experts to speak about the potential a broad uptake of micromobility could have in shifting societal preferences away from private vehicle use and ultimately, reducing greenhouse gases and other polluting emissions from the transportation sector. Together, the panels aimed to build an argument for increased attention from climate and other philanthropic funders around micromobility, and shared emerging best practices that leverage positive micromobility outcomes. Our Climate Week event provided ITDP the opportunity to directly interact with changemakers in the environmental space. Influencing change through direct dialogue and discussion, exchange of ideas, and brainstorming is central to ITDP's work, at home and abroad. Bringing together economic, political, and philanthropic players allowed ITDP to strategically communicate the vast potential of micromobility as an emissions-reduction solution.



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Pedestrian plaza and park  
in China.  
Photo: ITDP China



# FINANCIAL INFORMATION

## INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF FINANCIAL POSITION AS OF DECEMBER 31, 2019 AND 2018

ASSETS		2019	2018
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	\$	2,899,706	\$ 2,297,496
Accounts and grants receivable		1,419,011	1,541,685
Prepaid expenses		<u>137,782</u>	<u>172,130</u>
Total current assets		<u>4,456,499</u>	<u>4,011,311</u>
<b>PROPERTY AND EQUIPMENT</b>			
Equipment		41,962	67,405
Furniture		52,992	52,992
Computer equipment		339,053	344,345
Leasehold improvements		<u>386,174</u>	<u>386,174</u>
		820,181	850,916
Less: Accumulated depreciation and amortization		<u>(745,187)</u>	<u>(723,358)</u>
Net property and equipment		<u>74,994</u>	<u>127,558</u>
<b>NON-CURRENT ASSETS</b>			
Deposits		<u>91,204</u>	<u>99,238</u>
<b>TOTAL ASSETS</b>	<b>\$</b>	<b><u>4,622,697</u></b>	<b><u>\$ 4,238,107</u></b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable and accrued liabilities	\$	477,794	\$ 498,560
Accrued salaries and related benefits		220,570	190,096
Funds held on behalf of other		<u>74,739</u>	<u>74,739</u>
Total liabilities		<u>773,103</u>	<u>763,395</u>
<b>NET ASSETS</b>			
Without donor restriction:			
Undesignated		-	267,433
Board designated		<u>526,499</u>	<u>785,063</u>
Total net assets without donor restriction		526,499	1,052,496
With donor restriction		<u>3,323,095</u>	<u>2,422,216</u>
Total net assets		<u>3,849,594</u>	<u>3,474,712</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$</b>	<b><u>4,622,697</u></b>	<b><u>\$ 4,238,107</u></b>

## FINANCIAL INFORMATION

### INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDED DECEMBER 31, 2019 AND 2018

	2019			2018		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
<b>REVENUE AND SUPPORT</b>						
Contributions:						
Government and cost reimbursable grants and contracts	\$ 2,481,512	\$ -	\$ 2,481,512	\$ 2,654,881	\$ -	\$ 2,654,881
Grants, contributions and sponsorships	564,397	5,492,018	6,056,415	283,773	3,558,050	3,841,823
Contributed services	20,323	-	20,323	60,820	-	60,820
Net assets released from donor restrictions	<u>4,591,139</u>	<u>(4,591,139)</u>	<u>-</u>	<u>3,031,754</u>	<u>(3,031,754)</u>	<u>-</u>
Total contributions	<u>7,657,371</u>	<u>900,879</u>	<u>8,558,250</u>	<u>6,031,228</u>	<u>526,296</u>	<u>6,557,524</u>
Consulting and contract revenue	837,866	-	837,866	745,232	-	745,232
Interest income	7,494	-	7,494	4,817	3,520	8,337
Event revenue	<u>33,725</u>	<u>-</u>	<u>33,725</u>	<u>6,000</u>	<u>-</u>	<u>6,000</u>
Total revenue and support	<u>8,536,456</u>	<u>900,879</u>	<u>9,437,335</u>	<u>6,787,277</u>	<u>529,816</u>	<u>7,317,093</u>
<b>EXPENSES</b>						
Program Services	<u>7,819,525</u>	<u>-</u>	<u>7,819,525</u>	<u>7,353,848</u>	<u>-</u>	<u>7,353,848</u>
Supporting Services:						
Fundraising	86,786	-	86,786	156,917	-	156,917
Management	<u>1,127,740</u>	<u>-</u>	<u>1,127,740</u>	<u>1,078,895</u>	<u>-</u>	<u>1,078,895</u>
Total supporting services	<u>1,214,526</u>	<u>-</u>	<u>1,214,526</u>	<u>1,235,812</u>	<u>-</u>	<u>1,235,812</u>
Total expenses	<u>9,034,051</u>	<u>-</u>	<u>9,034,051</u>	<u>8,589,660</u>	<u>-</u>	<u>8,589,660</u>
Changes in net assets from operations before other item	(497,595)	900,879	403,284	(1,802,383)	529,816	(1,272,567)
<b>OTHER ITEM</b>						
Exchange rate loss	<u>(28,402)</u>	<u>-</u>	<u>(28,402)</u>	<u>(101,979)</u>	<u>-</u>	<u>(101,979)</u>
Changes in net assets	(525,997)	900,879	374,882	(1,904,362)	529,816	(1,374,546)
Net assets at beginning of year	<u>1,052,496</u>	<u>2,422,216</u>	<u>3,474,712</u>	<u>2,956,858</u>	<u>1,892,400</u>	<u>4,849,258</u>
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ <u>526,499</u></b>	<b>\$ <u>3,323,095</u></b>	<b>\$ <u>3,849,594</u></b>	<b>\$ <u>1,052,496</u></b>	<b>\$ <u>2,422,216</u></b>	<b>\$ <u>3,474,712</u></b>

**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2019**

	<b>Program Services</b>	<b>Supporting Services</b>		<b>Total Supporting Services</b>	<b>Total Expenses</b>
		<b>Fundraising</b>	<b>Management</b>		
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
<b>Subtotal</b>	<b>1,762,662</b>	<b>87,758</b>	<b>663,041</b>	<b>750,799</b>	<b>2,513,461</b>
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 and amortization	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	-	41,419	41,419	56,935
License fees	69,371	5,684	1,516	7,200	76,571
Miscellaneous	4,715	140	4,207	4,347	9,062
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, 2018**

	Program Services	Supporting Services		Total Supporting Services	Total Expenses
		Fundraising	Management		
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 and amortization	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	-	41,419	41,419	56,935
License fees	69,371	5,684	1,516	7,200	76,571
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Office supplies	55,367	-	1,403	1,403	56,770
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<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**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2019 AND 2018**

	<u>2019</u>	<u>2018</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Changes in net assets	\$ 374,882	\$ (1,374,546)
Adjustments to reconcile changes in net assets to net cash provided (used) by operating activities:		
Depreciation and amortization	70,008	97,600
Decrease (increase) in:		
Accounts and grants receivable	122,674	1,130,886
Prepaid expenses	34,348	(28,074)
Deposits	8,034	(16,853)
(Decrease) increase in:		
Accounts payable and accrued liabilities	(20,766)	74,601
Accrued salaries and related benefit	30,474	(129,293)
Funds held on behalf of other	<u>-</u>	<u>(554)</u>
Net cash provided (used) by operating activities	<u>619,654</u>	<u>(246,233)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of property and equipment	<u>(17,444)</u>	<u>(118,282)</u>
Net cash used by investing activities	<u>(17,444)</u>	<u>(118,282)</u>
Net increase (decrease) in cash and cash equivalents	602,210	(364,515)
Cash and cash equivalents at beginning of year	<u>2,297,496</u>	<u>2,662,011</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b><u>\$ 2,899,706</u></b>	<b><u>\$ 2,297,496</u></b>

