

# ITDP ANNUAL REPORT 2021



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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.



Bikeshare systems, like Ecobici in Mexico City, have been expanding in major cities to make cycling more accessible.

Photo: ITDP

## KEY ACHIEVEMENTS IN 2021



### ITDP LAUNCHES GLOBAL CYCLING CITIES CAMPAIGN AT COP26 IN GLASGOW

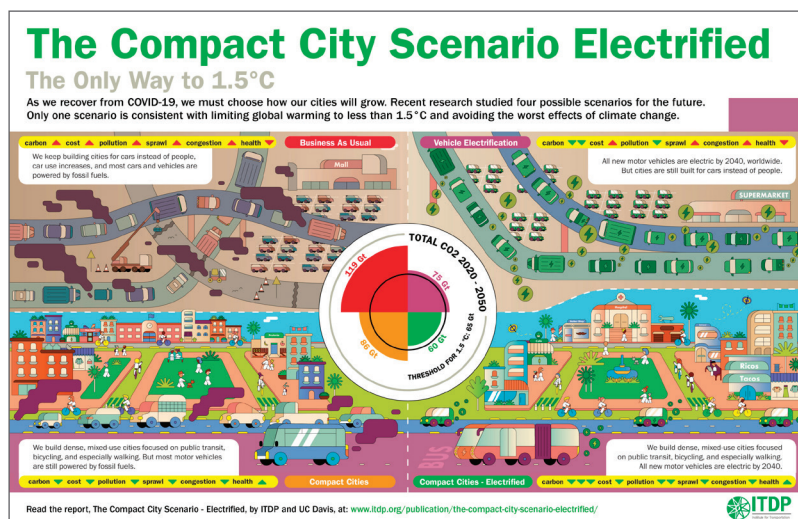
ITDP launched its first ever global campaign – Cycling Cities – at the UNFCCC COP26 Conference in Glasgow in November 2021. The launch highlighted major cities like Glasgow, a member of the Cycling Cities Cohort, along with Merida, Mexico City, Jakarta, and Rio de Janeiro and more than 20 other cities that are on the vanguard of rethinking their streets to promote cycling and combat climate change. Throughout the COVID-19 pandemic, cycling re-emerged as a popular form of resilient transportation. Responding to this momentum and growing public and political support for cycling, ITDP's campaign is dedicated to making cycling a viable transportation option for everyday trips in cities by providing an equitable and climate-friendly alternative to private vehicles. Safe, connected cycle lanes are critical to this vision, as are policies and educational campaigns that shift the perception of cycling. The campaign aims to bring safe cycle lanes to 25 million more people by 2025, and engage with at least 250 cities to improve infrastructure, prioritize funding, and build awareness to grow cycling.

### ITDP PUBLISHES THE “THE COMPACT CITY SCENARIO – ELECTRIFIED” REPORT

In December 2021, ITDP and the University of California, Davis released the “The Compact City Scenario—Electrified” report. This report details why policy approaches that promote transport electrification and compact city planning, implemented in tandem, are necessary to lower cumulative greenhouse gas emissions from urban passenger transport by 59 gigatonnes (Gt) CO<sub>2</sub>-eq by 2050. This research argues that only this combination of policy changes would reduce the urban transport sector's emissions by about 50% over the next 30 years, just below the amount needed to limit the impending damage that climate change can bring. For the urban transportation sector – one slice of the climate-change equation – the road to keeping below 1.5°C global warming involves both compact cities developed for walking, cycling and public transit, as well as a rapid and strategic transition to

Top: ITDP CEO Heather Thompson and Glasgow City Councillor Anna Richardson in Glasgow, Scotland for the launch of Cycling Cities.  
Photo: ITDP

Right: The Compact City - Electrified infographic highlights these dual policies as a way to mitigate emissions from urban transport.  
Source: ITDP





electrified vehicles. Our research identifies four highly ambitious but feasible scenarios for the next 30 years of urban transport. Our research identifies four highly ambitious but feasible scenarios for the next 30 years of urban transport, and finds that only the dual approach of transport electrification combined with compact urban development can reduce transport emissions enough to effectively address the climate crisis.

## **ITDP LAUNCHES FIRST-EVER GLOBAL RAPID TRANSIT DATABASE**

Launched in June 2021, the Rapid Transit Database (RTDB) is a publicly available, interactive online tool that allows users to track rapid transit corridors around the world. Rapid transit is defined as any Bus Rapid Transit (BRT) corridor, light rail (LRT) corridor, or heavy rail-based transit mode that runs on a dedicated right of way and exists within a dedicated infrastructure. Users are able to compare locations and view data dating back to 1985 focused on Metro, LRT, and BRT lines worldwide. The RTDB offers a clearer perspective on rapid transit for planners and policymakers alike when evaluating the state of rapid transit networks in their regions as it relates to population and length. The first public global database of its kind, the RTDB uses a metric developed by ITDP called Rapid Transit to Resident (RTR), which measures the effectiveness of a rapid transit system by comparing its size relative to the population it serves.

## **EXPANDING BIKESHARE SYSTEMS IN AFRICA**

ITDP Africa has been supporting the strategic expansion of bikeshare systems in cities and countries across Africa and the Middle East. For a bike share system in the major city of Cairo, Egypt, ITDP Africa is working with the Cairo Governorate and UN-Habitat to guide implementation of the project, which will be the first of its kind in the region. The system includes plans for 500 bicycles and 46 stations distributed over the downtown Cairo metropolitan area. In Tbilisi, Georgia, with support from the World Bank and assistance from Tbilisi City Hall, ITDP Africa is working on a system demand analysis as well as business and financial models for a local bikeshare system. The project includes a communications component and will explore ways to improve access to cycling for women in particular. In Addis Ababa, Ethiopia, ITDP Africa has worked with the local transport bureau and UN-Habitat to study and launch a feasibility study that includes financial analyses, station locations, and the identification of coverage areas.

## **PLANNING FOR A ZERO EMISSION AREA IN LOS ANGELES**

In July 2021, ITDP US prepared a comprehensive internal guide for city staff and public officials in Los Angeles, CA for planning a zero emission area (ZEA). In 2017, the Mayor of Los Angeles signed C40's Green and Healthy Streets Declaration, which includes a commitment to establish a major area of the city as zero-emission by 2030. A ZEA in Los Angeles would combat climate change by making it easier and faster for people using transit, driving clean cars, biking, scooting, or walking to get around. A ZEA would also create positive health benefits by decreasing air pollution and making streets safer for walking and rolling. The Guide provides critical considerations for the governance, coordination, and technical oversight of a ZEA over the next ten years, with a focus on data-driven decision making, equity, community engagement, and usage of existing resources.



Top: A bikeshare system for Cairo, Egypt would be a pioneer in the region that increase access to cycling for residents and tourists alike.  
Photo: ITDP

Bottom: ITDP's Zero Emission Area report for Los Angeles provides technical and policy guidance that would prioritize low-carbon transport over cars.

Photo: Eli Kaufman

## KEY ACHIEVEMENTS IN 2021

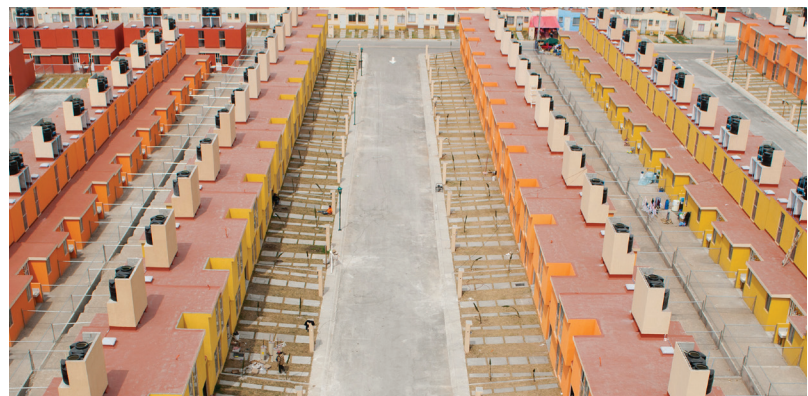


### PROMOTING URBAN TRANSFORMATION FOR INDIA'S INDEPENDENCE

To commemorate 75 years of Indian Independence, ITDP India worked with India's Ministry of Housing and Urban Affairs to kickstart multiple initiatives across the country in 2021. ITDP India was involved in strategy development, technical guidance development, and coordination with city officials nationwide for two prominent initiatives, including a 75-hour placemaking marathon to show how cities can be reimagined for people's needs. As part of this, cities aspired to create and transform public spaces within 75 hours. ITDP India also supported the national Freedom2Walk&Cycle campaign to promote various walking and cycling initiatives across the country, culminating in over 220 events over the course of three days.

### MEXICO REVISES HOUSING DEVELOPMENT RULES TO PROMOTE SUSTAINABLE DEVELOPMENT

A multi-year advocacy effort by ITDP Mexico culminated in changes to the primary lending rules of Mexico's main housing credit institution, known as INFONAVIT. Access-based indicators for key services along with mobility considerations have been included into the lending rules for social housing developments, potentially contributing to more sustainable, equitable urban development patterns for Mexico's cities. INFONAVIT's changes align Mexico with some international best practices by emphasizing "access to opportunity" as a core principle in city planning, enabling the development of more compact and accessible neighborhoods for generations to come.



Above: Cycle rallies held as part of India's national campaigns help to promote more investment in cycling infrastructure.

Photo: ITDP

Right: New housing development policies in Mexico aim to facilitate more compact, transit-oriented neighborhoods and reduce urban sprawl.

Photo: ITDP / INFONAVIT

### MOBILICAMPUS EXPANDS EDUCATION ACCESS

Launched in 2019, ITDP Brazil's e-learning and distance learning platform, MobiliCAMPUS, continued to expand in 2021 to provide meaningful learning opportunities for people interested in sustainable and equitable mobility. The course is aimed at all communities of the mobility world, from government workers and city planners, to urban academics and students, and everyone in between. In 2021, ITDP Brazil continued to grow the platform and improve access to its services, including adding new modules on climate change and mobility, traffic management, gender in transport, and electromobility.. The platform also expanded the number of places per course offering, now offering over 500 spots per class.



## A COALITION FOR INCLUSIVE MOBILITY IN INDONESIA

In 2021, ITDP Indonesia began working together with the country's Ministry of Transportation, Ministry of General Public Works, the UN General Assembly, and UN Women Indonesia to form a coalition focused on promoting inclusive mobility across Indonesia's major cities. Through the national coalition, these high-profile partners will work to produce national legal documents and guidelines to improve pedestrian access and promote inclusive public transit, in addition to developing new initiatives to design more sustainable and equitable transportation for millions of Indonesians.



## PILOTING LOW EMISSION ZONES IN CHINA

ITDP China has been collaborating with major cities in 2021, such as Guangzhou, Jinan, and Tianjin, to implement or approve plans to increase low- and zero-emission mobility strategies with a focus on urban bus electrification and the promotion of non-motorized transport. Notably in 2021, ITDP China has been preparing e-bus operational improvement recommendations for Jinan, the capital of Shandong province, which were presented to the Jinan Transportation bureau and Jinan Bus Company in Fall of 2021. Additional efforts have included organizing site visits and meetings with the bus company in Jinan, collecting current e-bus operational data, fleet renewal plans, and e-bus charging station construction plans.



Top: Inclusive mobility in Indonesia can integrate public transport, walking, and cycling in a way that serves the mobility needs of all people.

Photo: ITDP

Right: Low Emission Zone pilots can set an example for major Chinese cities that need to focus on low-carbon transport to mitigate rising urban emissions.

Photo: ITDP

## SPECIAL INITIATIVES

### LOW AND ZERO EMISSION AREAS

Low and zero-emission areas are an emerging urban planning tool that help reduce carbon emissions and improve mobility in public spaces by limiting all non-zero emission transportation from a defined geographic area. These areas are ambitious investments by cities to promote sustainable modes of transportation like public transit, walking, and cycling.

Many cities are moving forward with ambitious efforts to create lasting reductions in air pollution and greenhouse gas emissions. Some cities with low-emission zones are seeking more impactful reductions of air pollution and scaling up to stricter zero-emission standards. Cities need these models more than ever as climate change, air pollution, and unsafe streets are affecting millions of people's health and daily lives. ITDP has been working in cities like Los Angeles, Rio de Janeiro, Mexico City, Jinan, Jakarta and beyond to support their unique efforts to plan clean mobility areas for their residents.

Since early 2021, ITDP has been supporting the research and planning of an LEZ in Jinan, China. The team has been conducting surveys and analyses of non-motorized transport, bus systems, and parking systems in the proposed LEZ study area, and have provided preliminary designs to optimize transport, traffic and parking in the area.

In Indonesia, the Government of Jakarta has identified a proposed LEZ in the area of Kota Tua, Jakarta. Based on this plan, only pedestrians, bicycles, public transport, and vehicles with access can use this area. ITDP has been supporting this plan by conducting field surveys and providing recommendations for the local Government to focus on the improvement of existing transport, including a better integration of public transport in Kota Tua, usage of wayfinding between public transport and other modes, and the improvement of alternative transport modes. ITDP has been monitoring the implementation of this LEZ.

In Mexico City, ITDP has worked on a proposal for a LEZ in the Historic Center of the city. The team and its partners are currently developing the strategies for street pedestrianization, on- and off-street parking reforms, and a design proposal for an electric public transportation corridor in the city center. In addition, a pilot project with electric cargo and delivery two-wheelers is underway, including the identification of last-mile freight delivery needs.

In the US, ITDP worked with agency staff from Los Angeles, including the Office of the Mayor, the LADOT, the city's Planning Department, to review governance and funding best practices within the City relevant to the critical next steps for a ZEA planning process. ITDP and partners helped identify governance models for mobility projects, highlight community engagement, and explore challenges around securing and implementing state funds. ITDP incorporated contributions and feedback into a broader ZEA Plan and recommendations for the city.

As ITDP moves forward with these zone efforts, we're also learning and sharing across cities. Challenges around equity, implementation, and political turnover echo across each region. For these projects to succeed, they must find champions at the ground level by improving the lives of residents in the city. ITDP believes that clean and safe streets and walking environments, high-quality public transit, and community car-free spaces will not only make cities more enjoyable places to live but make it easier to sustain local engagement and support.



A Low Emission Zone for a major city like Mexico City would mean more space for cycling, walking, and sustainable mobility.  
Photo: ITDP



## ELECTRIFICATION

As well as being a leading source of greenhouse gas emissions, the transport sector is responsible for a large portion of urban air pollution. Low- and middle- income countries suffer disproportionately from transport-generated pollution. This is due, in part, to the unfettered use of old and inefficient vehicles as well as a lack of public and active transport networks. It is increasingly clear that the electrification of transport modes will have a major role to play in significantly cutting GHG emissions and particulate matter from the transport sector. Electrification of transportation systems, like buses, offers an important approach in the fight against climate change.

In 2021, ITDP's teams and offices worldwide worked with key government, institutional, and public sector partners to advance efforts on electrification of public transport, particularly with bus fleets. ITDP released the "From Santiago to Shenzhen: How Electric Buses are Moving Cities", ITDP's e-bus state of knowledge paper. The paper lays the foundation for future work on e-buses around the world and establishes ITDP as an authority on the topic, based on experience around the world.

In Africa, ITDP worked with partners at the TUMI E-bus Mission to promote electric transitions in the city of Kampala, Uganda, with the aim of influencing upcoming city transport projects in order to ensure that the fleets incorporate e-buses. In Brazil, ITDP supported the City of Rio de Janeiro in the tender for the Bus Rapid Transit concession to include clean vehicles in early 2021. As part of a larger effort focused on the transition to electromobility in Brazil, ITDP delivered the "Diagnosis and Benchmarking in Electric Buses in the Current Brazilian Context" report to the government that outlines technical, political, and economic issues contextualizing the country's urban transition to e-buses.



ITDP has worked on evaluating BRT systems in Brazil with a focus on the transition to electric fleets.

Photo: ITDP

In China, ITDP organized site visits and meetings with the bus company in Jinan in China's Hubei Province and collected e-bus operational data, supported a fleet renewal plan, and advanced e-bus charging station construction plans. The team helped prepare e-bus operational improvement recommendations for Jinan which were presented to Jinan Transportation Bureau and Jinan Bus Company. In Indonesia, the ITDP team

## SPECIAL INITIATIVES

worked with the Transjakarta agency to discuss the findings and outputs of the “Jakarta’s Transition to E-Mobility” project. ITDP presented the findings of the e-mobility roadmap and timetable recommendations for the Transjakarta e-bus deployment plan. Transjakarta has approved all the findings from this study, and has committed to moving forward with electrification efforts of its fleet.

In India, ITDP worked with the Pune Municipal Corporation on the "Pune’s Sustainable Transport Journey" report celebrating the city’s initiatives over the last decade, many of which were the result of a partnership between city agencies and ITDP. Over the last year, ITDP worked with Pune on the procurement of 119 electric buses using funds from the Smart City Mission.



Growing plans for electric buses in Pune, India will help to make the city's fleet the largest in the country.

Images: ITDP



Pune now has the largest operational e-bus fleet of any Indian city. Additionally, in Maharashtra and Tamil Nadu, ITDP worked closely with the state transportation departments to accelerate the roll-out of e-buses across the two states in 2020-2021.

In Mexico, ITDP worked with the city of Monterrey on an operational and business plan for e-buses, including the development of a procurement package with provisions for acquiring and implementing vehicles, charging technology, operation models, financial strategies, and more.

In the US, ITDP joined with fourteen other members of the Transportation for Massachusetts (T4MA) coalition to sign a letter to the state's Governor to advocate for electric-vehicle adoption on buses and public fleets; increasing EV sales goals to 50% by 2030; and reducing the upfront EV cost burden while including e-bikes. ITDP also submitted a letter with nine different sustainable transport and community organizations to Los Angeles Metro, one of the US' largest bus purchasers, to adopt dual-side boarding buses.

As ITDP deepens its involvement in crucial, emerging areas of electrification, the organization will also continue to expand and refine its efforts with new activities and research, together with partners around the world. ITDP is also pursuing a broader strategy to catalyze the transformation towards electric public transport, in addition to the electrification of two- and three-wheeled vehicles.





Cycling surged during the COVID-19 pandemic and many cities are now recognizing it as an essential component of compact, mix-used planning. Photo: ITDP

## COMPACT CITIES

Compact, mixed-use, transit-oriented land-use policies can reduce the overall demand for urban travel by making people's trips shorter. Bus lanes, bicycle lanes, rail transit, and pedestrian sidewalks can also make those modes more inviting than driving, encouraging modal shift. Like electrification, modal shift also brings benefits besides decarbonization. Because modal shift improves mobility for lower-income people especially, cities become more equitable. Because people walk and bicycle more, public health improves, which reduces healthcare costs.

ITDP has been working with cities around the world to plan and design streetscapes and policies for public transit, pedestrians, and cyclists that promote denser, more compact cities that are accessible to everyone. ITDP has helped cities build better sidewalks, footpaths, greenways, and assisted in launching bikeshare programs. We have also advocated for protected cycling and pedestrian networks to make walking and biking safer and enjoyable for everyone – especially older people, women, children, and people with disabilities – while initiating “car-free days” in global cities to give residents a glimpse of how their cities could change by making street space a resource for everyone.

In 2021, ITDP released the “Complete Neighborhoods for Babies, Toddlers, and Their Caregivers” guide in which compact, mix-used city planning and neighborhoods are a key component for ensuring equitable access to children and caregivers. To meet the needs of babies, toddlers, and caregivers, this report defines two key frameworks for enabling access: the 15-minute neighborhood and 10-minute public transport. These strategies emphasize the ability of urban residents to reach daily services that facilitate local living and that make walking, cycling, and public transport a critical connection to the rest of the city.

At the end of 2021, ITDP also released “The Compact City Scenario - Electrified”, detailing how compact city planning and electrification as dual policy changes, implemented in tandem, are necessary to lower cumulative greenhouse gas emissions from urban passenger transport. The report emphasizes that this combination of policy changes would reduce the sector's emissions by about 50% over the next 30 years, just below the amount needed to limit the impending damage that climate change can bring.

In our offices around the world, ITDP teams have been advocating for, and implementing, projects that advance more inclusive, compact cities worldwide. In Mexico, a major result of a multi-year effort by ITDP to influence the lending rules of the country's main housing credit institution was achieved. Key access-based indicators for key services along with mobility options have been included into lending rules for social housing, which has the potential to contribute to more sustainable and equitable urban development patterns in Mexico's cities related to more compact housing construction and less sprawl.

In Africa, ITDP supported transit-oriented development research in Tanzania and Ethiopia, surveying stakeholders including decision makers, NGOs, and residents on strategies. The findings of the research will guide the preparation of local area plans to advance more transit-oriented, compact development approaches. In Brazil, the team began work with the Rio de Janeiro city government to explore a transit-oriented revitalization

## SPECIAL INITIATIVES

for the Queimados neighborhood that will increase non-motorized transport access and connections — a potential model for the whole city.

In China, ITDP is working on a Tianjian City TOD Strategy Report which provides a clear vision for transit-oriented development in the city based on agreement among key stakeholders and the city's specific needs for more inclusive, denser urban development. The final version of the Tianjin City TOD Strategy Report and public engagement report were submitted to the city in mid-2021. In the US, ITDP joined advocates and stakeholders to urge Los Angeles Metro to approve new highway funding criteria that will allow multi-modal connections (including transit, walking, and bike lanes) to receive more funding in order to encourage use of low-carbon transit options.



As governments continue to deal with the impact of the COVID-19 pandemic, public transport strategies are taking into account public health and safety.

Photo: ITDP

Cities around the world have begun embracing compact land-use policy and redesigning their transportation systems with the goal of enabling residents to travel as easily by transit, bicycle, or walking as they can by car. This decreases the demand for car ownership and use which, if combined effectively with vehicle electrification policies, can have a major impact on emissions reductions.





Public transit lines that are connected to comprehensive cycling and walking infrastructure allow for more efficient, multi-modal trips.  
Photo: ITDP

# PROGRAM AREAS

## PUBLIC TRANSPORT

In Brazil, major cities are advancing plans for bus improvements (e.g. Rio de Janeiro, Belo Horizonte, or Fortaleza), particularly e-bus procurement, and implementing expanded non-motorized transport (NMT) facilities. Technicians from the City of Belo Horizonte requested ITDP's support for BHTrans to prioritize implementation of 70km or more of bus lanes in synergy with findings from an ITDP study. ITDP presented findings to the Belo Horizonte and civil society actors from a public transport assessment which used bus-based GPS and GTFS data. Notably, ITDP found that adding 307 kilometers of exclusive bus lanes could have positive impacts on operational speed, emissions reduction, and accessibility to opportunities.

Rio de Janeiro kicked off its transition towards electric buses with help from ITDP. A new stage of testing with electric buses started this month as part of the "Green Summer" pilot, which will collect data to assess the performance of the electric vehicles. As part of the initiative, an e-bus "cultural" route will travel within Madureira, a poor, primarily black working-class neighborhood with many music-based landmarks. Additionally, two other electric bus lines are supposed to run permanently along the BRT corridor due January in the West Zone, one of the regions most impoverished and furthest away from downtown.

ITDP is also assisting Rio's City Hall in implementing e-buses by exploring the most convenient routes for electrifying conventional fleets. Also in Rio, ITDP is working with the Secretary of Transport to develop the terms of reference, and is encouraging and recommending the inclusion of a provision that enables a transition to a clean fleet. ITDP along with other regional partner organizations will be working with the City to help them develop financial, operational, and legal models for BRT procurement.

ITDP also began a project focused on mainstreaming gender and race in São Paulo public transport. It aims to support the inclusion of gender and racial perspectives on planning, operations, and management in transport agencies. The project is now part of a broader initiative led by São Paulo Secretary of Mobility and Transport (SMT) with the Human Rights and Citizenship Secretariat to establish actions against sexual abuse in the public transport system. With the inclusion of this project, SMT decided to reestablish the scope and name of a Technical Working Group to consider the intersectionality between gender and race as a core theme in the group's discussions.

ITDP kicked-off a project to build the capacity of urban mobility managers and technicians in the public, private and civil society spheres for the planning, implementation and monitoring of policies, actions and projects that assist in the transition process for electromobility in Brazilian cities. Specific objectives are focused on i) presenting the context, opportunities and barriers related to the transition to electromobility; ii) establishing the political, technological, social and industrial path for the transition to electromobility in Brazilian cities; iii) systematizing the transition stages for electromobility, considering the different implantation paths, as well as the different conditions and needs of each location; and iv) implementing a pilot project in two Brazilian cities.

ITDP delivered the "Diagnosis and Benchmarking in Electric Buses in the Current Brazilian Context" to the Ministry of Regional Development and to the World Bank, as part of our work assisting in the transition process for



Low Emission Zone pilots are planned for Rio de Janeiro that will reduce driving and emissions in favor of low-carbon mobility.  
Photo: ITDP



electromobility in Brazilian cities. The report covers technical, political, and economic issues situating the current urban transition to electric buses. The document is a 160-page report on how Brazilian cities are managing such a change. Opportunities, barriers, main business models, and externalities are part of the main content. ITDP's goal is to enable managers and technicians in public, private, and civil society to enhance capabilities on assisting electrification transportation policies.

In an effort to create more equitable bus transit, ITDP delivered recommendations to the City of Recife outlining key areas to prioritize for bus lanes. The results highlight the 77km of streets that should gain bus-only lanes to benefit vulnerable groups, including toddlers and caregivers, by giving them more reliability, comfort, improving air quality and convenience. The study considered the distribution of facilities and services.

In Africa, through the “Growing Smarter” campaign, ITDP has been working with governments in Ethiopia, Kenya, Rwanda, Tanzania, and Uganda to develop high-quality public transport projects. The COVID-19 pandemic situation improved toward the end of 2021, with growing availability of vaccines and an uptick in economic activity. We were able to achieve several important wins, including the implementation of a new bus rapid transit (BRT) business model in Dar es Salaam's DART system, the expansion of the DART network; widespread implementation of high-quality non-motorized transport facilities in Addis Ababa; and adoption of supportive national policies in Tanzania and Rwanda. Several factors throughout the project have led to lower than expected levels of project spending. These include slow political processes, instability from the civil war in Ethiopia, and the impacts of the COVID-19 pandemic. ITDP continued to ramp up spending as some of these issues abate.

Dar es Salaam's DART system includes dedicated bus lanes to make BRT more efficient and accessible to riders.

Photo: ITDP





## PROGRAM AREAS

ITDP's team in China collaborated with major cities (e.g. Guangzhou, Jinan, and Tianjin) to implement or approve plans to increase low/zero emission mobility, with a focus on electric buses and non-motorized transport. Over the last several months ITDP has been preparing the e-bus operational improvement recommendations for Jinan, the capital of Shandong province, which are set to be presented to the Jinan Transportation bureau and Jinan Bus Company in September. Efforts have included organizing site visits and meetings with the bus company in Jinan, collecting current e-bus operational data, fleet renewal plans and e-bus charging station construction plans.

ITDP is working on a project proposal to construct an additional 60km of BRT in Jinan. ITDP has also been working on bus frequency and occupancy surveys, boarding and alighting surveys, and bus operational speed surveys along existing BRT corridors in Jinan in preparation. A full proposal will be provided to the Jinan Transportation Bureau and the Jinan Bus Company in September. Over 2021, ITDP has been preparing the e-bus operational improvement recommendations for Jinan, the capital of Shandong province. ITDP organized a site visit and meeting with a bus company in Jinan to collect current e-bus operational data in order to develop a fleet renewal and e-bus charging station construction plan. A re-qualified proposal was submitted to the Jinan Transportation Bureau and Jinan Bus Company in August 2021. The recommendations for the Bureau and Company was presented in September.

Jinan is on track with electrification efforts and making its bus fleet 100% electric by 2023. In 2021 alone, 1,468 electric buses were put into operation in Jinan, which accounted for 82% of the entire bus fleet. Yichang added 77 e-buses into the bus fleet this year, including 67 12meter e-buses and 10 18meter e-buses, accounting for 46% of the entire bus fleet. In July 2021, in collaboration with GMEDRI, ITDP submitted a report with improvement recommendations to the Guangzhou Municipal Government concerning the Guangzhou BRT.

In India, states like Tamil Nadu and Maharashtra implemented policies that measurably increase low/zero emission mobility in cities, with a focus on increasing the number of buses, including e-buses, and NMT infrastructure. ITDP presented the feasibility findings of the proposed Bus Priority Lane (BPL) in Chennai to the Tamil Nadu Secretaries for Transport, Finance, and Highways. Following the presentation, the State Transport Department requested that ITDP assess the feasibility of two additional corridors in Chennai. Subsequently, ITDP presented the findings from all three corridors

A street in Guangzhou that has been re-designed to prioritize pedestrian and community space, rather than cars and traffic.

Photos: ITDP



to the new Transport Secretary. ITDP has also been tapped as the chief knowledge partner of the Smart Cities Mission and Ministry of Housing and Urban Affairs (MoHUA) for three transformational programs that aim to improve urban mobility in over 100 cities across India: Transport4All Challenge, Cycles4Change Challenge, and Streets for People Challenge.

Through these programs, cities have access to various national government resources, including up to 7 billion USD, knowledge products, and capacity building. Over 130 cities have registered for the Transport4All Challenge, which is the newest challenge and designed to focus on public transport. Already, 79 cities have created a Transport Task Force, similar to a unified transport authority for the city – a huge step forward. ITDP is also supporting the Urban Development Department of Maharashtra with the design of a MahaBus Program to procure and operate buses across the state. ITDP will also support the state with capacity building on financing, procurement, operations, and monitoring and evaluation of buses.

ITDP is conducting a series of meetings with the Maharashtra State Urban Development Department to kickstart two state level programs: 1) Healthy Streets Programme and 2) the Maha Bus Programme. The Healthy Street Programme will help cities adopt the NMT policy, provide a communication outreach strategy for its citizens, and implement on-ground transformations. The Maha Bus Programme aims to help the state procure buses, efficiently run the services, and push for institutional reforms through capacity development.

Ensuring streets are shared between public transport, cyclists, and vehicles is essential to easing congestion in large metros like Jakarta.

Photo: ITDP



In Indonesia, major cities (e.g. Jakarta, Medan, Bandung, or Semarang) implemented major bus improvements, such as e-buses or a new BRT corridor, and improved NMT and micro-mobility facilities, including shared modes. ITDP is currently providing technical assistance on electric mobility adoption for the BRT systems in the Greater Medan and Greater Bandung areas, in collaboration with ICCT and the World Bank. ITDP is working to provide a roadmap, implementation plans, and initial investment plans for e-mobility adoption. The kick off meeting was attended by relevant government counterparts and stakeholders. ITDP has also conducted meetings with the Ministries to identify policy gaps for supporting e-mobility in Indonesia.

ITDP began a project in 2021 to build a road map and timetable for electrifying two-wheeler ride-hailing fleets in Greater Jakarta. Communication is in progress with two of the biggest two-wheeler ride-hailing companies in South East Asia, Grab and Gojek, to ensure their support and buy-in on the project. Planned to be completed in 2022, an inception report of the project was submitted in April. To support these upcoming electric mobility projects, ITDP is proposing to legalize coordination work with the Jakarta Government by creating an MoU agreement.

ITDP has also been working with the Bandung Transport Agency to set a framework for the implementation of five priority minibus routes between 2022-2023, conducting stakeholder engagement with minibuses operators, passengers, and vulnerable groups to identify the gaps of the current conditions. For these routes ITDP is recommending a more regulated operational system, fleet and infrastructure improvements, as well as a smart payment system. The plans are being reviewed by key stakeholders before submission to the Bandung City Government. Jakarta is also expected to introduce 100 electric buses by year-end, and (finally) launch their electric road pricing (ERP) program after much delay. Both would represent huge

## PROGRAM AREAS

leaps forward for sustainable transport in this flagship Asian city.

ITDP is working on plans for the large-scale deployment of e-buses with Transjakarta, in addition to electrifying the Transjakarta microbus system, as it accounts for nearly one-third of the Transjakarta e-bus procurement target set for 2030. Several studies to support the comprehensive action plan have been conducted, including: an operational plan and charging strategies; total-cost-of-ownership calculation; proposed business models; a procurement plan; grid analysis and Solar PV integration for charging; as well as recommendations for inclusive fleet design.

ITDP is assisting Transjakarta in monitoring and evaluating the 100 e-bus pilots that will be implemented early next year. The scope of work has been presented to Transjakarta, which includes reassessments of pilot evaluation criteria developed previously, the development of monitoring and evaluation forms and capacity building for Transjakarta staff, reviewing the contract documents to ensure that agreements on data collection and M&E activities have been sufficiently addressed, evaluating the pilot operations, and providing recommendations to improve the large-scale implementation plans based on the pilot project performance. In 2021, ITDP developed a review of M&E aspects to be included in the contract between Transjakarta and bus operators.

The team is also working on a national roadmap for the Ministry of



ITDP has been working with local and national agencies in Indonesia to promote public transport and open streets, particularly in Jakarta.  
Photo: ITDP





Transjakarta aims to electrify most of its bus fleet with 10,000 new vehicles by 2030.  
Photo: ITDP

Transport on the deployment of electric buses to meet their target of electrifying 90% of bus fleets in 34 provinces by 2030. ITDP's efforts have included conducting a cost-benefit analysis of electric bus systems, including environmental benefits; building a risk mitigation and resilience plan for deployment and operations; and developing policy recommendations to ensure future sustainability.

There were a number of wins in Indonesia in 2021 with key agencies and stakeholders adopting ITDP's plans and recommendations. First, ITDP's electrification roadmap for the Transjakarta bus fleet was adopted by the Transjakarta Agency and the Government of Jakarta after being augmented with additional input from vulnerable groups. ITDP also conducted workshops to disseminate the findings and lessons learned to various stakeholders. Transjakarta has plans to launch 30 e-buses as part of a pilot project in 2022. ITDP will continue to support scaling up efforts of the fleet through funding and financing.

ITDP's roadmap for electrifying two-wheeler ride-hailing fleets in Greater Jakarta, which included an action plan and timetable for electrification implementation, was adopted by ride hailing companies Gojek and Grab. This means that the companies are committing the resources necessary for electrification, with one company committing to electrification by 2030. As a first part of implementation, both companies have started conducting pilot phases of their electrification program. As part of project completion, ITDP held workshops to disseminate findings to beneficiaries including the Ministry of Transportation, Jakarta Transportation Agency, and other relevant stakeholders.

Secondary cities Medan and Bandung received approximately \$314,000,000 through the Ministry of Transport (MoT) to fund the implementation of their BRT systems. ITDP provided technical assistance in developing e-bus roadmaps for the two cities and supported financing efforts through a universal design concept and new terms of inclusivity for the MoT.

In Mexico, cities are advancing travel demand policies to reduce driving and support low carbon mobility and implementing major bus improvements, including network expansion and/or e-buses, and optimizing intermodal integration, including through shared modes and improved NMT/micro-mobility facilities. ITDP is developing the Monterrey operational and business plan for electric buses. ITDP is currently creating the procurement package, and draft contracts and tender formats with technical requirements have been delivered to GIZ/C40 and the relevant authorities. The package includes all requirements, including buses, charging technology, operation model, leasing/financial strategy, and more.

In Monterrey, ITDP is continuing to move electric bus work forward. The operational and business plan has been presented to elected authorities for an implementation assessment. The elected authorities began their term in October 2021 and have agreed to sign the intention letter for ITDP's technical advice. ITDP is also working with the State of Nuevo León where the City of Monterrey is located, to help advance their commitment to purchase a fleet of 110 electric buses for the the Metro System, "MetroRey" feeder routes. ITDP is providing advice on operational, financial, and institutional arrangements in order to help the government deliver a successful project, continue learning about electrification and share this knowledge with our cities to scale up electrification efforts.

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In order to advise the Metrobus system, Mexico City's BRT, on the barriers that private operators face when adopting electric buses, ITDP reviewed national and best practices and conducted interviews with stakeholders from key cities. ITDP is contributing to the The Green Bus Stops initiative, which is aimed at fostering the adoption of green infrastructure solutions, which can be implemented in other cities in Mexico as well. These solutions include solar panels and other green improvements. ITDP is also contributing to The Safe Bus Stops project, which is specific to the Guadalajara Metropolitan Area. We have delivered the infrastructure design, the technology strategy and the evaluation plan and baseline for the transformation of bus corridor no. 1 for Guadalajara.

In the US, with a strong Boston-based presence for collaboration, ITDP has been able to lead partners in preparing for the launch of a bus network redesign and elevate decisions across municipalities around BRT as a long-term investment solution. By using the success of Everett's BRT initiatives as a showcase, ITDP has shown the potential of dedicated bus lanes, elevated platforms, transit signal priority, and a multimodal transit culture for riders and business owners. While COVID-19 continued to impact the transit sector and overall ridership levels in 2021, community members have maintained an interest in pedestrian-friendly areas in response to public health restrictions, and ITDP has been able to weave the vision for BRT into cycling and walking initiatives and invite more community advocates, partner organizations, and business leaders into the movement for bus improvements.

### CYCLING AND WALKING

Responding to the momentum around cycling during the pandemic, as well as growing public and political support for cycling, ITDP launched its global Cycling Cities Campaign in 2021 during COP26. Cycling is one of the original zero emission forms of transport, contributing to better air quality and



Boston's Everett BRT has demonstrated the potential of accessible and reliable bus rapid transit service in the US.  
Photo: Boston BRT

improved physical and mental health. The campaign seeks to take action to bring about these and other benefits for the climate and for people around the world. Cycling Cities is dedicated to making cycling a viable transportation option for everyday trips in cities by providing an equitable and climate-friendly alternative to private vehicles.

In Africa, ITDP and UN-Habitat expanded cooperation activities under a "Growing Smarter" campaign, organizing several successful cycling events in Kenya and Rwanda as well as virtual capacity building sessions for supportive policies. ITDP and UN-Habitat organized high-level bike rides in Nairobi and Kigali to enable government officials from road agencies, ministries, and local governments to experience first-hand the quality of cycling infrastructure in these cities. The events drew 40 participants in Nairobi and 30 participants in Kigali. As a result, plans are underway towards adopting a "Street Design Manual for Urban Areas" in Kenya and to assess the feasibility of a bikeshare system in Nairobi. In Kigali, the ride was paired with a stakeholder workshop on street design standards and the non-motorized transport network plan for the city.

Brazil's Ministry of Regional Development launched two national reference guides in 2021 on active mobility, one on walking and another on cycling. Both guides focus on municipal planning and implementation processes. The development of the publications started back in 2017, and ITDP is named as a key reference in both. ITDP's content, including the Ciclociudades

Bike ride events to engage public officials and residents, like this one in Nairobi, have helped to bring attention to cycling infrastructure.  
Photo: ITDP



manual, MobiliDADOS, Ciclomapa and Walkability index are among the key references. In 2021, ITDP also participated in a roundtable discussion in Brazil with financing agencies on urban infrastructure. It was organized and promoted by the Brazilian Association of Development (ABDE), and aimed to identify priorities for actors of the National Development System to finance transformation and expansion of access to social and urban infrastructure in the country in order to build sustainable cities, with cycling being a core pillar. ITDP highlighted the urgency to prioritize clean public transit systems and active transportation infrastructures.



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In China, ITDP is working on a strategy to provide better bike infrastructure in the city center of Guangzhou. ITDP is examining different areas as well as different street types for improvements. At this time, the team is conducting site surveys and plans to prepare a report that outlines Guangzhou's current bikelane environment and provide recommendations for improvement. ITDP is in the process of updating its e-bike report for China with a new chapter focused on e-bikes for food delivery, which make up a growing share of e-bike use in China right now. ITDP is collecting data and examining this sector in both residential and commercial areas. The report was released December 2021.

In India, ITDP is the chief knowledge partner of the Smart Cities Mission and Ministry of Housing and Urban Affairs (MoHUA) Cycles4Change Challenge and the Streets for People Challenge. Through these two national programmes, ITDP is creating momentum for walking and cycling in over 100 cities across the country. The programmes have been successful at building this momentum by fostering both competition and collaboration. Dozens of cities have been shortlisted for funding support and ongoing technical support for cycling and walking improvements, respectively.

Stage 1 of the India Cycles4Change Challenge spurred a cycling revolution where 25 cities emerged as India's cycling pioneers. In Stage 2 of the Challenge, cities will scale up their efforts by expanding their cycling initiatives, adopting policies, setting up departments, and creating city-wide plans. Stage 2's first workshop was held in December, officially kicking off the next leg of the Challenge and a group of external experts were identified to support the overall strategy for Stage 2. To inspire the cities, the first workshop included a panel discussion of cycling pioneers from around the world — Seville, Addis Ababa, Pune and Bogotá — to share their cycling journey and key lessons from their experience. Similarly, ITDP's Streets4People Challenge had over 1,900 designers across the country sign up to participate in design competitions rolled out by over 40 cities to crowdsource designs for streets and public spaces. Cities will implement all winning designs. Cities conducted more than 150 Open Street events to bring people together to reclaim streets as public spaces.

The Indian Roads Congress Council approved the national Guidelines for



Bikeshare systems like the one in Pune are making cycling more accessible to residents and visitors.  
Photo: ITDP

Pedestrian Facilities (IRC 103) prepared by ITDP in India. IRC will publish the guidelines soon for all Indian cities to use for the design of pedestrian infrastructure. These guidelines are a significant policy achievement by mandating proper people-focused infrastructure. ITDP helped Indian cities respond to the pandemic through guidelines for safe bus operations and walking- and cycling-friendly streets, endorsed by national agencies. ITDP also partnered with the Smart Cities Mission to host a webinar series of our Urbanlogue Capacity Development Programme to guide Indian cities to a green recovery from COVID-19 for the transport sector.

In Indonesia, as of early 2021, Jakarta's Transport Agency has followed ITDP Indonesia's recommendation to transform 11.2 km of temporary bike lanes into permanent-protected bike lanes. By the end of 2021, Jakarta made progress on 101.2 km of bike lanes implemented per ITDP recommendations. To continue this strong collaboration, ITDP conducts weekly surveys and site visits in order to effectively assist and give technical inputs for the future planning and design of the protected bike lanes. ITDP conducted a boarding alighting survey, frequency-visual occupancy survey, traffic counting survey (vehicles, cyclist and pedestrians), and field observations in Putat Jaya, Surabaya. The purpose of these surveys is to analyze the possibility for future public transport improvements or the implementation of other sustainable modes in this area.

In addition, ITDP is assisting and supervising the development of bike lane infrastructure around the commuter rail station areas of Gondangdia, Manggarai, Tebet, and Pal Merah in Jakarta. ITDP was invited by the Land Transport Authority (LTA) to fully redesign the building, access, pedestrian facilities, and bike lanes to enhance first and last-mile connection. Four-day field surveys were conducted by ITDP to assess existing conditions and preliminary inputs, yet, further assistance is required to convey the ideal design and concept. Up to this point, ITDP presented two out of four preliminary findings to the LTA and will continue to assist by monitoring the planning phase.

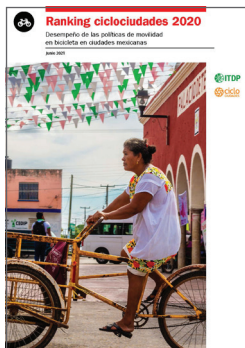
In Jakarta, which experienced nearly a 1,000% increase in cycling during the pandemic, ITDP is overseeing implementation of the first 11km of a 100km permanent protected bike lane network. Since the construction began in March, ITDP submitted recommendations related to junction redesign; marking design; bike parking design; and bollard and signage placement to the planning consultancy. ITDP's plan for developing 500km of cycle paths in Jakarta was approved and embedded into the Transport Master Plan of Jakarta. In addition, ITDP provided technical assistance to the Government of Jakarta for the implementation of intermodal integration at five stations, which included BRT, MRT, LRT and a commuter line. Currently, inter-modal integration has been completed, including Gondangdia, Tebet, Manggarai, CSW and Palmerah stations.

In 2021, Mexico City also announced that Avenida de los Insurgentes, one of the longest and most famous urban corridors in all of Latin America, will make permanent its two-way 28km "emergency" cycle lane that has so far resulted in an 275% increase in the number of cyclists. As the "Champs-Elysees of Latin America", the Insurgentes cycle lane presents a highly visible model that can serve as a model for other cities around the world. ITDP is working on a Rodando Juntas pilot project with seven bike delivery organizations to make goods delivery services in Mexico City more sustainable. The work is being implemented with two government agencies that promote the creation of cooperatives, and an open source app called



Cycling saw a major increase in the sprawling metro of Jakarta during the pandemic.  
Photo: ITDP

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ITDP's annual Ciclociudades ranking evaluates advances in cycling policy and infrastructure across Mexico.

Source: ITDP

Coopcycle to program and execute the deliveries. ITDP is facilitating a training program on logistics, and sustainable mobility to strengthen the capacities of bike delivery companies.

In the US, ITDP's work to advance BRT in Boston has also benefited greatly from an increased interest in cycling infrastructure improvement and options for a safe return to public space. The COVID-19 pandemic has impacted many of the city's priorities, and as the demand for safe cycling infrastructure and open streets rises, there is a corresponding willingness from decision makers to execute quick build improvements with faster timelines in order to meet these demands and provide the necessary space to plan permanent, long-term solutions. ITDP has been able to leverage the momentum from cycling advocates to direct awareness toward the ways in which BRT benefits all people – including cyclists and pedestrians. A shared vision for transformational street redesign allows better engagement with partner organizations, a wider pool of decision makers with whom to collaborate, and a safe strategy for green post-pandemic revitalization.

### SUSTAINABLE URBAN DEVELOPMENT

In China, Green Mobility Plans are becoming increasingly common for Chinese cities. ITDP plans to capitalize on this momentum by developing a strategy for better bike infrastructure in the city center of Guangzhou. The team conducted site surveys and plans and submitted a report detailing the state of Guangzhou bike lanes to the Energy Foundation in October 2021. ITDP was invited by the State Council to participate in the preparation of "Guidelines for the Design and Construction of Childcare Environment," which is being created in response to a number of initiatives being undertaken in order to promote child-friendly city construction, childcare park coverage, and child-friendly community transformation. ITDP brought its rich knowledge and expertise in this area to help to guide this work.



New cycle lanes provide more access to green spaces and outdoor recreation for residents in Guangzhou.

Photo: ITDP



On World Bicycle Day, ITDP and partners launched an online platform to enable users to suggest stations and routes for a bikeshare system in Addis Ababa.

Photo: ITDP



In Africa, ITDP made progress toward achieving the goal of reducing greenhouse gas emissions in the East Africa region through the introduction of sustainable urban mobility systems during 2021. Across all five project countries, we are seeing measurable advancement. The advancement of best practice mass transit systems and complementary initiatives in influential regional cities is notably serving as inspiration to lagging cities. In addition, ITDP continued to convene regional leaders for training and peer-to-peer learning opportunities. Technical support offered through the project enabled cities in the Africa region to accelerate the adoption of sustainable urban mobility as part of a green recovery to the COVID-19 pandemic. Additional emission benefits will come from complementary NMT facilities. Last year, Addis Ababa continued its widespread implementation of high-quality footpaths and cycle tracks and Kisumu began implementation of a second-phase NMT project. ITDP is also working with national governments in Ethiopia, Kenya, Rwanda, and Uganda to develop urban street design manuals to facilitate the scale-up.

In Dar es Salaam, an expanded bus fleet for BRT phase 1 has reduced overcrowding and enabled more city residents to benefit from the system, gaining access to educational and employment opportunities. In Kisumu, the first-phase NMT project has become a national benchmark for high quality pedestrian infrastructure. A number of city officials have toured the facilities, and the project has helped spur replication in other cities and towns in western Kenya. In Ethiopia, the federal government has taken an active interest in scaling up NMT investments from Addis Ababa to cities across the country. The project also spurred dialogue about regulation of the public transport industry and showcased successful models for industry reform.

In Rio de Janeiro, the Ciclo Rotas Centro bike lane project, along with a plan for a low emission zone, were embedded into the Law Project Reviver Centro approved by Mayor Eduardo Paes and the City Council to create a blueprint for the revitalization of the city center, setting the stage for implementation. The Reviver Centro Program's main strategy focuses on housing and land use reform to densify the area. Improvement of environmental conditions is complemented by ITDP's efforts to incorporate

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a zero-emission area (Distrito Neutro) as a structural initiative, as well as the Ciclo Rotas cycling network. The approval of this Program by the City Council will be an important achievement for ITDP's work.

In India, ITDP helped the Coimbatore Municipal Corporation launch the Coimbatore Greenways project to create a city-wide NMT network in 2017. As part of the project, two new lakefront parks have just opened. To commemorate 75 years of Indian Independence, the Ministry of Housing and Urban Affairs, kickstarted multiple initiatives across the country. ITDP India was involved in the strategy development, technical guidance development, and coordination with city officials for two prominent initiatives. This included a 75-hour placemaking marathon to show how cities can be reimagined for people. As part of this, cities aspired to create and transform public spaces within 75 hours. ITDP also supported the Freedom2Walk&Cycle Challenge to ensure health safety and empowerment for all, cities focused on various walking and cycling initiatives across the country, adding up to 220+ events.

In Indonesia, ITDP is working on an Urban Design Guideline (UDGL) for the mobility chapter of Putat Jaya, Surabaya. The mobility chapter analyzes public transport accessibility, NMT, parking facilities, and bike-sharing implementation. In Mexico, ITDP is supporting “Ideamos”, ideas and actions for sustainable and inclusive mobility, with the launch of two new pilots in 2021. One is focused on the integration of cycling and van-pooling called Urban Cyclo, and another called Rodando Juntas to foster bike last mile delivery and workers rights. Also, ITDP is creating a gender-informed bus stop standard and digitalization strategy to improve operations with a focus on the needs of women and girls in Guadalajara. Design guidelines have been drafted, technology solutions outlined, and the final business case has been updated with project implementation beginning in June.

In Guadalajara, ITDP is working on a gender-informed bus stop standard and digitalization strategy to improve operations with a focus on the needs



Pop-up cycle lanes in cities made streets more accessible during the COVID-19 pandemic.  
Photo: City of Bogotá

of women and girls. ITDP is working on bus corridor No.1 of Guadalajara and the feeder bus stops for BRT line No.2 in Mi Macro. Designs were prepared for September and implemented this year in Mi Macro, followed by Bus Corridor No.1 next year. These efforts should serve as a model for replication across the remaining 17 corridors.

ITDP has been able to continue synthesizing and sharing findings from 2018 pilots of BRT elements in Everett, Cambridge, Watertown and Arlington with leaders in the Boston region. Most notably, ITDP published the “Everett to Boston BRT Implementation Playbook” which is the culmination of over a year’s work and chronicles the next steps that need to be taken to bring BRT to Everett. The playbook outlines critical decision points to implement a BRT corridor between the cities of Everett and Boston and includes data-rich insights into specific on-the-ground conditions. In July of 2021, ITDP staff presented these findings to the Mayor of Everett and his staff who remain committed to pushing for the highest level of bus service on the Broadway corridor.

## TRAFFIC REDUCTION

In Brazil, the partnership between ITDP and CET-Rio is improving the existing Safe Routes to School Programme and streamlining it inside the government organization. Five capacity building sessions were implemented targeting a group of 20 technicians allocated at the borough level, raising awareness on the safe systems approach and the crucial role of street design in saving lives, as well as on the importance of active mobility and childhood development policies. The central pillar of the initiative is a safe route to school pilot intervention, which involves the participants in the road safety evaluations and redesign proposal. The initiative was well received by the Mayor and is now being treated as the pilot of the revamped Safe Routes to School Programme that will be implemented in 2022.

To advance inclusive, compact cities in Brazil, ITDP is working in collaboration with the World Bank on a TOD plan that will address traffic and congestion issues for Queimados, a poor municipality in the State of Rio. In 2021, in addition to completing the Basic Engineering Project, products 9 (Legal Modeling) and 10 (Financial Modeling) were submitted and are under revision/discussion with the Secretary of Transport. A final project presentation will be made for the World Bank and the Rio State within a couple of weeks.

In China, cities are working on traffic demand management measures to reduce driving, either through parking, congestion charging, or preferential zoning, and/or improve land use to support mixed, compact, and dense urban development. ITDP is working to implement a Low Emission Zone in Jinan and has finished the condition surveys, assessments of existing NMT environment, bus, and parking systems within the study area. ITDP has submitted and presented a number of reports on domestic and foreign experiences, investigative design and implementation schemes, demand prediction, and a traffic travel analysis model to the World Bank Project Office, Jinan Transportation Bureau, and Jianan Bus Company. The team provided preliminary designs on optimization of bus routes and through traffic, better parking management for both LEZ design area and LEZ research area, and better NMT solutions including complete street components.



Rio's Safe Routes to School program aims to make commutes safer for more than a thousand children and their families.

Photo: ITDP



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ITDP is also working on parking reform in the downtown area of Jinan. In 2021, ITDP has finished parking demand and supply surveys of both on street space and off street parking lots. The team is developing parking reform recommendations from outright bans to the improvement of street designs, pricing schemes, and management and enforcement mechanisms. In April, Beijing issued a new parking standard, which reflects ITDP's policy recommendations. The parking standard converts off-street parking minimums to maximums in non-residential buildings and establishes restrictions on the maximum number of parking spaces in the city center and surrounding areas. This standard follows previous ITDP-led parking reforms in Beijing, including smart parking management systems for 77,000 spaces across the city, stricter enforcement of illegal parking, and restrictions to prevent parking on sidewalks.

ITDP has been working on parking reform in Beijing since 2015 when ITDP submitted a report that raised a series of sustainable solutions for improving parking conditions. In response, Beijing implemented a package of reforms which included on-street parking reform, maximum parking standard, parking zoning, parking pricing, and parking enforcement. The reform of off-street parking policy for office buildings in Beijing, combined with improved on-street parking regulation and enforcement, will prevent the emission of an estimated cumulative 2.5 megatonnes CO<sub>2</sub> by 2030 and 10 megatonnes by 2050. ITDP hopes to expand and improve the parking reform measures in Beijing, and replicate Beijing's successes in other cities in China.



ITDP has been working with the city of Beijing to introduce parking reforms that will allow more street space for cycling and transit.

Photo: ITDP

In 2021, ITDP has been preparing an ambitious TOD Strategy for Tianjin. The final versions of the Tianjin City TOD Strategy and public engagement report were submitted to the Tianjin project management office in July. Related to the Tianjin TOD Strategy, ITDP invited transport expert Michael King to speak at an online webinar about 15 minutes TOD in May 2021, and more than 3,000 audience members from planning institutes, universities, engineering companies, and NGOs watched the webinar. In August 2021, the "Tenth Five-Year Plan for Comprehensive Transportation in Tianjin" was released and reflects ITDP's recommendations on transit-oriented development for the city, particularly to build an urban transportation network with orderly speed and bus priority and less driving. The backbone of urban rail transit is prominent, and all the rail transit construction planning projects approved by the state have been completed.

In India, ITDP is part of a committee created by the Urban Development Department to review Chennai's Comprehensive Mobility Plan. ITDP will review and provide inputs related to sustainable mobility and compact, dense urban design for the Plan for Chennai which is being prepared by the Chennai Unified Metropolitan Transport Authority (CUMTA). ITDP is also supporting a committee constituted by the Commissionerate of Municipal Administration to develop a progressive parking policy for all cities in the state of Tamil Nadu. ITDP also supported the Greater Chennai Corporation (GCC) draft a progressive parking policy for the city of Chennai for its subsequent adoption.

In March 2021, ITDP facilitated a training session on street design and parking management for around 60 town planning officials from cities in Jharkhand. The session was organized by State Urban Development Agency (SUDA) ITDP presented a 'Sustainable Urban Mobility Vision 2026' to the Tamil Nadu State Development Policy Council (TNSDPC), a body responsible to guide the state government on policy decisions. Other key decision-

makers included the Secretaries of the state Transport Department and the state Municipal Affairs Department, the Deputy Commissioner of the Greater Chennai Corporation, and the Secretary of the Chennai Metropolitan Development Authority.

In Indonesia, ITDP was involved in the revision of three Jakarta parking policy documents. Several inputs from ITDP were incorporated in the drafts, including the expansion of the area subject to higher parking fares to include streets within a 500m radius of mass public transit corridors, in order to further promote public transit usage. However, due to the pandemic and current economic conditions, those parking policy reforms will be halted for the time being. Jakarta plans to implement a complete streets pilot concept in the Kebayoran Baru area with support from ITDP. ITDP has been supporting the Jakarta Government by conducting 24-hour field surveys to collect NMT user data in the area of focus. ITDP also works with the Jakarta Transportation Agency and Public Work Agency on the design of the complete streets model in Jakarta. ITDP has submitted the draft Governor Decree document related to Complete Street Design adoption at this time and will continue to push it forward.

In early 2021, the Government of Jakarta issued the Low Emission Zone in Kota Tua, Jakarta. Based on this plan, only pedestrians, bicycles, public transport, and vehicles with stickers can access this area. ITDP has been supporting this plan for several months by conducting field surveys and giving recommendations. These included improvement of existing transport, such as integration of public transport in Kota Tua, integration of wayfinding between public transport and other modes, and also the improvement of local transport modes like: becak, sepeda onthel, and ojek sepeda.

Moreover, ITDP Indonesia will also be responsible for monitoring the implementation of this LEZ project. Jakarta is expected to launch their electric road pricing (ERP) program by year-end after much delay. ITDP has been deeply involved in the design of the ERP, providing technical assistance, including financial modeling, to the city. As the first ERP in Indonesia, we expect a trial-and-error period at first, which will present opportunities for improvements, such as consideration of emissions-differentiated pricing. ITDP participated in the second round of focus group discussions (the first round of discussions was held last year) organized by the Jakarta Transport Agency to collect feedback on high parking fares, as a result of the COVID-19 pandemic. With the LEZ pilot in the Kota Tua area of Jakarta, ITDP is now directly involved in planning the bicycle lane, wayfinding, and inclusivity aspects of the Old Town Development.

In Mexico, ITDP has reached an agreement with the Metropolitan Planning Institute to work on off-street parking reform for the 9 municipalities that encompass the Guadalajara's Metropolitan Area (AMG) in the third quarter, after municipal elections. ITDP has worked on several efforts to reduce driving through parking and pricing mechanisms in Mexico City. A parking regulation pilot has concluded in the Santa María la Redonda area, and ITDP is in the process of drafting specific recommendations for local authorities. In Morelia, ITDP assisted with updating a draft on parking norms that eliminate requirements. With ITDP's support, San Pedro Garza García updated parking maximums for its Municipal Urban Development plan.

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The proposal for the Low Emission Zone in the Historic Center of Mexico City is underway. ITDP is currently developing strategies for street pedestrianization, on- and off-street parking reforms, and a design proposal for an electric public transportation corridor in the city center. ITDP is working on scaling up parking reform through several projects across the country. San Pedro Garza García, a municipality of the Monterrey Metropolitan Area, presented a parking reform proposal in its urban development plans during a public consultation process. ITDP is in conversation with authorities from other municipalities of the Metropolitan Area about applying similar reforms.

ITDP continues in our efforts to reduce driving through parking and pricing mechanisms across Latin America. We are working with authorities from Morelia, Mexico; Santiago, Chile; and Rosario, Argentina to implement parking reform. In Morelia, the parking reform was approved by the Municipal Planning Institute board; however, it was not approved by council members. In Santiago, the previous Mayor agreed to review ideas for reform; however, he was not reelected. In Rosario, a Council person endorsed the parking reform and is in the process to secure political back-up.

ITDP is working with metropolitan and municipal authorities of Guadalajara on the first city-wide parking reform of its kind. A technical opinion was officially submitted to relevant authorities to justify the legal change. The reform is expected to be approved by the majority of the municipalities in the Metropolitan Area in 2022.



Better management of vehicle traffic makes major thoroughfares friendlier for cyclists and pedestrians, like this cycle lane in Buenos Aires.

Photo: ITDP



## KNOWLEDGE RESEARCH AND POLICY

In 2021, ITDP helped establish global best practices on low carbon mobility solutions and all best practice documents reached over 100,000 practitioners, decision-makers, and other audiences. ITDP released "Ideas to Accelerate Parking Reform in the United States" in February 2021 an expert review and policy brief featuring responses by US municipal planners, development leads from major retailers, technologists, and advocates. The overwhelming majority of the experts interviewed described parking reform as very important or important to the fight against climate change, and felt too much land is going to parking rather than more productive uses that lead to cleaner, greener, and more equitable cities. The report found tackling status quos around parking to be a potentially significant driver of city action around climate change, housing affordability, and economic development in the years ahead. The interviews emphasize that parking reform is primarily a political problem, not a policy challenge.

In March 2021, ITDP released the "Taming Traffic" paper and infographic, which describes how cities with different capacities can effectively think about ways to reduce traffic and meet other sustainability goals. A three part webinar series went into detailed examples of cities working on the issue in different ways, from reallocating street space to a complicated zone-based emissions charging scheme. The geographic coverage of these webinars continue to be diverse, with the majority of attendees being from Asia, North and Latin America.

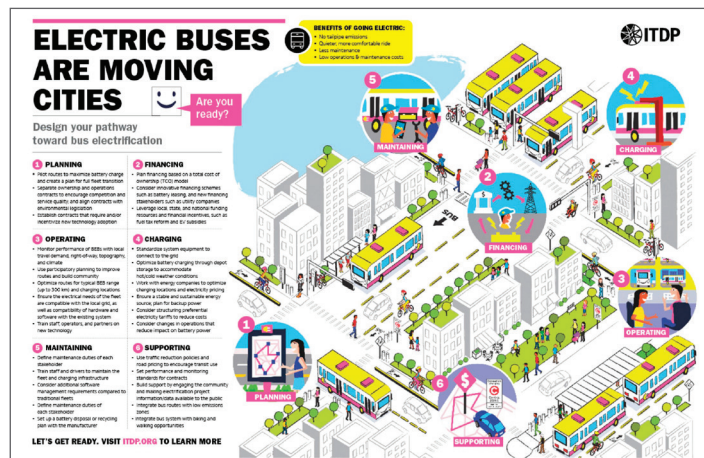


ITDP's "Taming Traffic" report highlights key interventions for mitigating traffic and reducing driving demand.  
Source: ITDP

The webinars included live translation in Chinese to cater to our Chinese audience and create an inclusive experience for non-English speakers. Cumulatively the three part series were attended live by over 500 individuals. Majority of attendees of the series were public sector professionals including municipal and regional government decision makers and experts. ITDP also released the "Maximizing Micromobility: Unlocking Opportunities to Integrate Micromobility and Public Transportation" paper in June 2021. This will complement the findings from the two ongoing pilots in India and Indonesia. In addition, the executive summary is being translated to multiple languages.

The team published the "From Santiago to Shenzhen: How Electric Buses are Moving Cities," ITDP's e-bus state of knowledge paper in September 2021. The paper lays the foundation for future work on e-buses around the

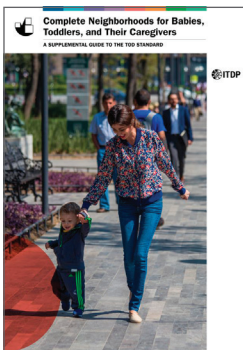
This infographic accompanying ITDP's "How Electric Buses are Moving Cities" report outlines the potential of electric bus fleets to improve public transit systems.  
Source: ITDP



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world and establishes ITDP as an authority on the topic, based on experience around the world. Translations of the paper into Spanish and Portuguese are now underway. This report is a broad study concerning electrifying public bus systems, with the primary goal of being a step-by-step guide so cities decrease carbon emissions from the transportation sector in the next decade and beyond. The ITDP team also released the "On-street Parking Pricing Guide" in September 2021 documenting how to implement on-street parking reform, including a blog post highlighting the idea. This builds on years of work and sets the stage for additional work on parking, including off-street parking and a parking capacity building series or even a campaign.

ITDP released the "Complete Neighborhoods for Babies, Toddlers, and Their Caregivers Guide" in October 2021. We also completed the final draft of the "Access for All: Babies, Toddlers, and their Caregivers" report as well as the 15 Minute neighborhood Infographic for 2022. The ITDP team also released the "Compact City Scenario Electrified" report, which was released in December 2021. This report makes a high-level argument for increased attention to density, walking, cycling, and transit worldwide and will continue to be promoted as a key ITDP publication. We also promoted our research report findings that supported the key discussions at COP26 in November with the main message: electrification is critical but not enough to reach our climate goals; a shift to public transport and compact cities is also necessary for a 1.5°C scenario.



ITDP's Complete Neighborhoods guide focuses on addressing the mobility needs of children, families and caregivers.

Source: ITDP

On World Bicycle Day in June 2021, ITDP announced the Cycling Cities campaign, a global effort designed to ensure that cycling is a safe, healthy, and zero emission transportation option in cities throughout the world, with particular attention to the Global South. This campaign aims to accelerate and scale up the efforts of ITDP regional offices and local partners to permanently redesign streets and adopt key policies to support cycling. It will also serve to link cities together as part of a global cohort that will amplify their work and inspire continued action. Efforts have been heavily focused on outreach to secure the cohort, bring on local and global partners (we're up to 20+), and encourage cities and organizations to sign the pledge in support of the campaign's vision. In the first 3 months, we have over 100 pledge signers from 70 different cities. International partners include UN Environment, C40, FIA Foundation, and Union Cycliste Internationale (UCI).

ITDP's Cycling Cities campaign also debuted with a virtual event linked to the COP26 climate conference in Glasgow. The event highlighted the urgency around committing to cycling as a key strategy to mitigate



The Cycling Cities campaign launch identified lighthouse cities, like Jakarta, that are helping to pioneer cycling policy and infrastructure in their regions.

Photo: ITDP

climate change, and providing healthy, equitable alternatives to driving in cities. The Cycling Cities campaign cohort now includes 27 Lighthouse cities, 35 regional and global partner organizations, and 280+ people have signed the pledge. Throughout 2021, ITDP has brought together a diverse coalition of 20+ cities and more than 30 global and regional partners committed to elevating cycling at the city, national, and global levels.

The TOD Standard website update launched in October 2021. ITDP produced and released the new TOD website which aims to be a major resource to develop compact cities with a major focus on children, toddlers, and caregivers inclusion. The Grow Cycling toolkit was translated to Chinese, Portuguese, and Spanish (forthcoming) and has been the foundation for building the Cycling Cities campaign. We used Grow Cycling to frame the 3 Cycling Cities campaign workshops, done in strong coordination with the Mobilize team. A draft of the asynchronous cycling course has been completed and is in review, for launch in 2022.

The ITDP Mobilize program piloted a capacity building workshop to test curriculum, ideas and methods of engaging audiences. ITDP led three sessions in two parallel cohorts, and engaged 84 participants from various sectors focusing on decision makers, transport and urban development practitioners and some members of the academia. The goal of the workshop was to teach a tool and apply it in a group activity. The main feedback post workshop revealed that there is a tremendous need for these types of capacity building opportunities, especially when they can be hands-on and involve discussions and exchange of knowledge.

In Brazil, ITDP launched MobiliCAMPUS 2021 in Brazil with 600 participants. The platform has already served 1,700 participants (40% from the public sector), 731 of whom completed all the courses offered and were certified. In the previous class opened in 2020, the platform received applications from candidates from more than 250 cities in Brazil and abroad, which proves its potential to expand its scope. In 2021 we have many new courses, including one on Mobility Management (with parking, pricing, and LEZ contents) and Mobility and Climate Change (with content on mitigation and adaptation), and new materials and interviews in the media library. In terms of functionality, we added a chat for students to interact with each other.

In June 2021, ITDP opened the second class for MobiliCAMPUS. We received 970 applications in total and maintained the same level of applications as in previous classes. We are on track to reach at least 1,200 students by the end of 2021. The actions aim to consolidate a permanent capacity-building process in the medium and long term. This year, we established a partnership with the Public Prosecutor's Office of Bahia State to secure 20 places to be offered for the technical staff of the public office.

In addition, we have advanced with partnerships for content development on mobility and race. In May, we also started implementing actions aimed at strengthening the MobiliCAMPUS Alumni network - which already has over 2,000 members. ITDP also launched an unprecedented study "First steps towards a child-friendly bus system" in Brazil in 2021. The material unfolds in two reports and one infographic. The reports bring specific recommendations for the city, but also offers general recommendations that can be explored by other Brazilian cities that want to make progress on the issue.



## PROGRAM AREAS



Improvements to Boston's bus system includes center-running bus lanes on major thoroughfares that give priority to public transport.

Photo: ITDP

In the US, ITDP spoke publicly at over 25 professional events and public meetings in 2021 to support transit-related policies and programs that will advance bus improvements in the Boston metro region. Notably, ITDP publicly commented on and submitted letters in support of bus lane enforcement to the Massachusetts State Joint Committee on Public Safety and Homeland Security and supported the State's Joint Committee on Transportation efforts to instate a low-income fare program and pilot fare-free buses.

ITDP also supported environmental justice initiatives around e-bikes and e-buses through public comments to the Joint Committee on Transportation and provided comments on zero-emission vehicles to the Joint Committee on Telecommunications, Utilities, and Energy. ITDP has remained active in informing the decision making for the Transportation Improvement Program (TIP) in the Boston area and has continued to encourage decision makers to be bold in their planning process. In Spring 2021, the team provided feedback to Massachusetts Governor Baker and MBTA and MassDOT officials on their dedicated bus projects.

Also in the US, ITDP held a workshop with agency staff from Los Angeles, including the Office of Mayor Garcetti, LADOT, the Planning Department, and others on governance and funding best practices within the City relevant to the critical next steps in the ZEA planning process. Participants provided input on successful governance models for mobility projects, the importance of community engagement and funds, and challenges around securing and implementing state funds. ITDP will incorporate their contributions and feedback into the ZEA Plan. In July 2021, ITDP prepared the "Achieving a Zero Emission Area in Los Angeles" as a comprehensive guide for city staff for planning over the next ten years with a focus on data-driven decision making, community engagement, and leveraging

existing resources. Unfortunately, the Mayor's Office made a last minute decision to keep the publication internal, despite previous plans for the publication to be public to help spur accountability.

In India, through the two national programmes in India — the India Cycles4Change Challenge and the Streets for People Challenge — ITDP conducted a series of workshops with the participating cities to build their capacity in implementing walking and cycling improvements and building broader support for sustainable transport. In March 2021, ITDP India facilitated a training session on street design and parking management for around 60 town planning officials from cities in Jharkhand, India.

In March 2021, ITDP China conducted training for the Jinan Urban and Rural Transport Bureau and other related departments on the Jinan Low Emission Zone. The presentation included training and recommendations based on policies and practices of LEZ in international and domestic cities, in addition to information on how Jinan could achieve 2025 Peak Carbon Dioxide and 2060 Carbon Neutrality Plan using LEZ as one of the approaches.

India's national challenges are turning more streets into people-oriented hubs for public transit, walking, and cycling.

Photo: ITDP



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# FINANCIAL INFORMATION

## INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

### STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2021 AND 2020

| ASSETS  |    |                            |                            |
|---|----|----------------------------|----------------------------|
|   |    | 2021                       | 2020                       |
| <b>CURRENT ASSETS</b>                           |    |                            |                            |
| Cash and cash equivalents                       | \$ | 2,854,740                  | \$ 3,113,379               |
| Accounts and grants receivable                  |    | 1,291,373                  | 3,199,413                  |
| Prepaid expenses                                |    | 178,786                    | 116,944                    |
| Total current assets                            |    | <u>4,324,899</u>           | <u>6,429,736</u>           |
| <b>PROPERTY AND EQUIPMENT</b>                   |    |                            |                            |
| Equipment                                       |    | 31,273                     | 36,602                     |
| Furniture                                       |    | 52,992                     | 52,992                     |
| Computer equipment                              |    | 299,100                    | 313,922                    |
| Leasehold improvements                          |    | <u>404,809</u>             | <u>386,174</u>             |
|   |    | 788,174                    | 789,690                    |
| Less: Accumulated depreciation and amortization |    | <u>(755,132)</u>           | <u>(751,884)</u>           |
| Net property and equipment                      |    | <u>33,042</u>              | <u>37,806</u>              |
| <b>NON-CURRENT ASSETS</b>                       |    |                            |                            |
| Deposits  |    | <u>72,729</u>              | <u>78,319</u>              |
| <b>TOTAL ASSETS</b>                             |    | <b>\$ <u>4,430,670</u></b> | <b>\$ <u>6,545,861</u></b> |
| <b>LIABILITIES AND NET ASSETS</b>               |    |                            |                            |
| <b>CURRENT LIABILITIES</b>                      |    |                            |                            |
| Accounts payable and accrued liabilities        | \$ | 928,042                    | \$ 792,439                 |
| Deferred revenue                                |    | -                          | 251,598                    |
| Accrued salaries and related benefits           |    | 268,894                    | 118,682                    |
| Funds held on behalf of others                  |    | <u>799</u>                 | <u>1,967</u>               |
| Total liabilities                               |    | <u>1,197,735</u>           | <u>1,164,686</u>           |
| <b>NET ASSETS</b>                               |    |                            |                            |
| Without donor restrictions:                     |    |                            |                            |
| Undesignated                                    |    | (510,737)                  | -                          |
| Board designated                                |    | -                          | 67,548                     |
| With donor restrictions                         |    | <u>3,743,672</u>           | <u>5,313,627</u>           |
| Total net assets                                |    | <u>3,232,935</u>           | <u>5,381,175</u>           |
| <b>TOTAL LIABILITIES AND NET ASSETS</b>         |    | <b>\$ <u>4,430,670</u></b> | <b>\$ <u>6,545,861</u></b> |



**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**FOR THE YEARS ENDED DECEMBER 31, 2021**

|  | <b>Without<br/>Donor<br/>Restrictions</b> | <b>With Donor<br/>Restrictions</b> | <b>Total</b>               |
|--|---|------------------------------------|----------------------------|
| <b>REVENUE AND SUPPORT</b>                               |   |                                    |                            |
| Contributions:   |   |                                    |                            |
| Government and cost reimbursable grants                  | \$ 4,380,379                              | \$ -                               | \$ 4,380,379               |
| Grants, contributions and sponsorships                   | 45,692                                    | 3,510,520                          | 3,556,212                  |
| Net assets released from donor restrictions              | <u>5,080,475</u>                          | <u>(5,080,475)</u>                 | <u>-</u>                   |
| Total contributions                                      | <u>9,506,546</u>                          | <u>(1,569,955)</u>                 | <u>7,936,591</u>           |
| Consulting and contract revenue                          | 471,235                                   | -                                  | 471,235                    |
| Interest income  | 4,455                                     | -                                  | 4,455                      |
| Event and other revenue                                  | <u>4,187</u>                              | <u>-</u>                           | <u>4,187</u>               |
| Total revenue and support                                | <u>9,986,423</u>                          | <u>(1,569,955)</u>                 | <u>8,416,468</u>           |
| <b>EXPENSES</b>  |   |                                    |                            |
| Program Services   | <u>8,693,242</u>                          | <u>-</u>                           | <u>8,693,242</u>           |
| Supporting Services:                                     |   |                                    |                            |
| Fundraising  | 79,461                                    | -                                  | 79,461                     |
| Management   | <u>1,382,194</u>                          | <u>-</u>                           | <u>1,382,194</u>           |
| Total supporting services                                | <u>1,461,655</u>                          | <u>-</u>                           | <u>1,461,655</u>           |
| Total expenses   | <u>10,154,897</u>                         | <u>-</u>                           | <u>10,154,897</u>          |
| Changes in net assets from operations before other items | <u>(168,474)</u>                          | <u>(1,569,955)</u>                 | <u>(1,738,429)</u>         |
| <b>OTHER ITEMS</b>                                       |   |                                    |                            |
| Exchange rate loss                                       | (83,310)                                  | -                                  | (83,310)                   |
| Transfer of balances to UMTSPL and UWI                   | <u>(326,501)</u>                          | <u>-</u>                           | <u>(326,501)</u>           |
| Total other items  | <u>(409,811)</u>                          | <u>-</u>                           | <u>(409,811)</u>           |
| Changes in net assets                                    | (578,285)                                 | (1,569,955)                        | (2,148,240)                |
| Net assets at beginning of year                          | <u>67,548</u>                             | <u>5,313,627</u>                   | <u>5,381,175</u>           |
| <b>NET ASSETS AT END OF YEAR</b>                         | <b><u>\$ (510,737)</u></b>                | <b><u>\$ 3,743,672</u></b>         | <b><u>\$ 3,232,935</u></b> |

## FINANCIAL INFORMATION

### INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDED DECEMBER 31, 2020

|   | Without<br>Donor<br>Restrictions | With Donor<br>Restrictions | Total                      |
|---|----------------------------------|----------------------------|----------------------------|
| <b>REVENUE AND SUPPORT</b>                              |                                  |                            |                            |
| Contributions:  |                                  |                            |                            |
| Government and cost reimbursable grants                 | \$ 3,591,383                     | \$ -                       | \$ 3,591,383               |
| Grants, contributions and sponsorships                  | 210,574                          | 6,472,890                  | 6,683,464                  |
| In-kind   | 18,752                           | -                          | 18,752                     |
| Net assets released from donor restrictions             | <u>4,482,358</u>                 | <u>(4,482,358)</u>         | <u>-</u>                   |
| Total contributions                                     | <u>8,303,067</u>                 | <u>1,990,532</u>           | <u>10,293,599</u>          |
| Consulting and contract revenue                         | 395,213                          | -                          | 395,213                    |
| Investment income                                       | 4,760                            | -                          | 4,760                      |
| Event and other revenue                                 | <u>17,484</u>                    | <u>-</u>                   | <u>17,484</u>              |
| Total revenue and support                               | <u>8,720,524</u>                 | <u>1,990,532</u>           | <u>10,711,056</u>          |
| <b>EXPENSES</b>   |                                  |                            |                            |
| Program Services  | <u>7,723,394</u>                 | <u>-</u>                   | <u>7,723,394</u>           |
| Supporting Services:                                    |                                  |                            |                            |
| Fundraising   | 104,837                          | -                          | 104,837                    |
| Management  | <u>1,315,117</u>                 | <u>-</u>                   | <u>1,315,117</u>           |
| Total supporting services                               | <u>1,419,954</u>                 | <u>-</u>                   | <u>1,419,954</u>           |
| Total expenses  | <u>9,143,348</u>                 | <u>-</u>                   | <u>9,143,348</u>           |
| Changes in net assets from operations before other item | (422,824)                        | 1,990,532                  | 1,567,708                  |
| <b>OTHER ITEM</b>                                       |                                  |                            |                            |
| Exchange rate loss                                      | <u>(36,127)</u>                  | <u>-</u>                   | <u>(36,127)</u>            |
| Changes in net assets                                   | (458,951)                        | 1,990,532                  | 1,531,581                  |
| Net assets at beginning of year                         | <u>526,499</u>                   | <u>3,323,095</u>           | <u>3,849,594</u>           |
| <b>NET ASSETS AT END OF YEAR</b>                        | <u><b>\$ 67,548</b></u>          | <u><b>\$ 5,313,627</b></u> | <u><b>\$ 5,381,175</b></u> |

# INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

## STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2021

|                                | Program<br>Services | Supporting Services |                     | Total<br>Supporting<br>Services | Total<br>Expenses    |
|--------------------------------|---------------------|---------------------|---------------------|---------------------------------|----------------------|
|                                |                     | Fundraising         | Management          |                                 |                      |
| Salaries                       | \$ 1,871,327        | \$ 52,256           | \$ 750,934          | \$ 803,190                      | \$ 2,674,517         |
| Payroll taxes                  | 143,136             | 3,754               | 53,513              | 57,267                          | 200,403              |
| Employee benefits              | 288,001             | 4,649               | 153,634             | 158,283                         | 446,284              |
| Subtotal                       | 2,302,464           | 60,659              | 958,081             | 1,018,740                       | 3,321,204            |
| Bank charges                   | 32,442              | 1,084               | 5,787               | 6,871                           | 39,313               |
| Conferences and meetings       | 67,216              | 63                  | 2,739               | 2,802                           | 70,018               |
| Consultants                    | 2,027,554           | 918                 | 120,030             | 120,948                         | 2,148,502            |
| Depreciation and amortization  | 21,540              | 197                 | 3,369               | 3,566                           | 25,106               |
| Equipment rental               | 7,049               | 29                  | 499                 | 528                             | 7,577                |
| Field staff                    | 2,485,456           | -                   | (2,837)             | (2,837)                         | 2,482,619            |
| Insurance                      | 41,554              | 216                 | 8,533               | 8,749                           | 50,303               |
| Legal                          | 22,735              | -                   | 37,538              | 37,538                          | 60,273               |
| License fees and subscriptions | 153,658             | 5,518               | 16,610              | 22,128                          | 175,786              |
| Miscellaneous                  | 4,000               | 5                   | 26,588              | 26,593                          | 30,593               |
| Office supplies                | 124,299             | 33                  | 578                 | 611                             | 124,910              |
| Postage and delivery           | 8,030               | 1,791               | 130                 | 1,921                           | 9,951                |
| Printing                       | 23,602              | 2,425               | 108                 | 2,533                           | 26,135               |
| Professional development       | 10,599              | 5                   | 79                  | 84                              | 10,683               |
| Professional fees              | 693,895             | 4,506               | 167,728             | 172,234                         | 866,129              |
| Rent and office cleaning       | 394,265             | 2,004               | 34,274              | 36,278                          | 430,543              |
| Taxes                          | 95,690              | -                   | -                   | -                               | 95,690               |
| Telephone and internet         | 14,433              | 8                   | 119                 | 127                             | 14,560               |
| Travel                         | 162,761             | -                   | 2,241               | 2,241                           | 165,002              |
| <b>TOTAL</b>                   | <b>\$ 8,693,242</b> | <b>\$ 79,461</b>    | <b>\$ 1,382,194</b> | <b>\$ 1,461,655</b>             | <b>\$ 10,154,897</b> |



## FINANCIAL INFORMATION

### INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY

#### STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2020

|                                | Program<br>Services | Supporting Services |                     | Total<br>Supporting<br>Services | Total<br>Expenses   |
|--------------------------------|---------------------|---------------------|---------------------|---------------------------------|---------------------|
|                                |                     | Fundraising         | Management          |                                 |                     |
| Salaries                       | \$ 2,182,041        | \$ 57,363           | \$ 770,115          | \$ 827,478                      | \$ 3,009,519        |
| Payroll taxes                  | 160,316             | 4,119               | 54,471              | 58,590                          | 218,906             |
| Employee benefits              | 283,025             | 2,590               | 143,076             | 145,666                         | 428,691             |
| Subtotal                       | 2,625,382           | 64,072              | 967,662             | 1,031,734                       | 3,657,116           |
| Bank charges                   | 17,689              | 1,383               | 4,532               | 5,915                           | 23,604              |
| Conferences and meetings       | 229,622             | 26                  | 10,670              | 10,696                          | 240,318             |
| Consultants                    | 1,273,618           | 1,322               | 32,067              | 33,389                          | 1,307,007           |
| Depreciation and amortization  | 33,823              | 471                 | 5,893               | 6,364                           | 40,187              |
| Equipment rental               | 23,383              | 32                  | 400                 | 432                             | 23,815              |
| Regional office staff          | 2,156,044           | -                   | 42,914              | 42,914                          | 2,198,958           |
| Insurance                      | 33,607              | 294                 | 3,686               | 3,980                           | 37,587              |
| Legal                          | 15,853              | 3                   | 44,679              | 44,682                          | 60,535              |
| License fees and subscriptions | 77,205              | 20,699              | 5,268               | 25,967                          | 103,172             |
| Miscellaneous                  | 6,298               | 57                  | 3,019               | 3,076                           | 9,374               |
| Office supplies                | 47,079              | 76                  | 3,143               | 3,219                           | 50,298              |
| Postage and delivery           | 14,280              | 1,847               | 693                 | 2,540                           | 16,820              |
| Printing                       | 11,199              | 3,491               | 53                  | 3,544                           | 14,743              |
| Professional development       | 6,081               | 94                  | 9,936               | 10,030                          | 16,111              |
| Professional fees              | 504,776             | 6,873               | 141,355             | 148,228                         | 653,004             |
| Rent and office cleaning       | 428,375             | 2,682               | 33,570              | 36,252                          | 464,627             |
| Taxes                          | 42,360              | -                   | -                   | -                               | 42,360              |
| Telephone and internet         | 24,176              | 86                  | 1,052               | 1,138                           | 25,314              |
| Travel                         | 152,544             | 1,329               | 4,525               | 5,854                           | 158,398             |
| <b>TOTAL</b>                   | <b>\$ 7,723,394</b> | <b>\$ 104,837</b>   | <b>\$ 1,315,117</b> | <b>\$ 1,419,954</b>             | <b>\$ 9,143,348</b> |

**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020**

|   | <u>2021</u>                | <u>2020</u>                |
|---|----------------------------|----------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>   |                            |                            |
| Changes in net assets   | \$ (2,148,240)             | \$ 1,531,581               |
| Adjustments to reconcile changes in net assets to net cash (used) provided by operating activities: |                            |                            |
| Depreciation and amortization   | 25,106                     | 40,187                     |
| Decrease (increase) in:   |                            |                            |
| Accounts and grants receivable  | 1,908,040                  | (1,780,402)                |
| Prepaid expenses  | (61,842)                   | 20,838                     |
| Deposits  | 5,590                      | 12,885                     |
| Increase (decrease) in:   |                            |                            |
| Accounts payable and accrued liabilities  | 135,603                    | 314,645                    |
| Deferred revenue  | (251,598)                  | 251,598                    |
| Accrued salaries and related benefits   | 150,212                    | (101,888)                  |
| Funds held on behalf of others  | <u>(1,168)</u>             | <u>(72,772)</u>            |
| Net cash (used) provided by operating activities  | <u>(238,297)</u>           | <u>216,672</u>             |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>   |                            |                            |
| Purchases of property and equipment   | <u>(20,342)</u>            | <u>(2,999)</u>             |
| Net cash used by investing activities   | <u>(20,342)</u>            | <u>(2,999)</u>             |
| Net (decrease) increase in cash and cash equivalents  | (258,639)                  | 213,673                    |
| Cash and cash equivalents at beginning of year  | <u>3,113,379</u>           | <u>2,899,706</u>           |
| <b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>   | <b><u>\$ 2,854,740</u></b> | <b><u>\$ 3,113,379</u></b> |



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Top: A center-running BRT station and bus lane in Ahmedabad, India.

Middle: In Indonesia, ensuring safe routes to school for children is key to inclusive transport planning.

Bottom: Protected bike lanes, like this one in Bogotá, help to make cycling safer.

Photos: ITDP