

Annual Report 2016



ITDP

Institute for Transportation
& Development Policy

ITDP Annual Report 2016

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Mission

The Institute for Transportation and Development Policy works around the world to design and implement high quality transport systems and policy solutions that make cities more livable, equitable, and sustainable.

ITDP is a global nonprofit at the forefront of innovation, providing technical expertise to accelerate the

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



Letter from the CEO

Inclusive TOD for Sustainable, Equitable Cities

By Clayton Lane, CEO



As I write this, it is 6 AM in Mexico City, an hour before sunrise. The daily commute, a snarl of traffic, pollution-tainted grey skies, and life-risking dashes across busy roads, has already begun for thousands living in the city's car-oriented periphery. A three-hour trek via dirt paths, unreliable minibuses, BRT, and metro, connects two distant economic necessities: job opportunities in the city center and affordable housing on the outskirts. The spatial mismatch also effects their children's lifelong social outcomes of sprawl-induced segregation –shorter life expectancy, less educational attainment, and higher risk of cyclical poverty.

Similar commutes play out every day for hundreds of millions of people around the world, as cities offer hope for economic progress, yet fail to meet needs for healthy, clean, equitable neighborhoods and mobility. The urgency to empower cities to address these spatial challenges could not be greater. India alone will add 400 million additional urban residents by 2050; African cities a staggering 850 million. All told, cities will add 2.5 billion people worldwide by 2050, yielding the largest, fastest change in human lifestyles in history, and with urban growth comes opportunity. The associated transport infrastructure investment – ITDP and UC-Davis estimate over \$80 trillion by 2050 – will shape urban form, and therefore environmental and social outcomes for centuries. Cities have an unprecedented opportunity to get it right. Compact, transit-friendly cities can dramatically improve social inclusion and job accessibility, while supporting healthy, sustainable lifestyles.

Urban growth is inevitable. The question

is how. Cities can sprawl, with unplanned or automobile-oriented growth that segregates land uses and people. Or they can grow with inclusive, compact, transit-oriented development (TOD) – providing an opportunity to not only improve social equity, but also require less energy use, save infrastructure costs, and cut greenhouse gas emissions.

Inclusive TOD features pedestrian-friendly neighborhoods, a mix of land uses, and high-quality rapid transit connections to other parts of the city. It also features a mix of affordable housing, diverse jobs and services for a variety of people, and preservation of residential buildings and businesses to minimize displacement of existing communities. Many cities have already developed in this sustainable manner, oriented along rapid transit corridors, with high-quality pedestrian areas and a diverse mix of people, jobs, and services. No example is perfect, though some provide inspiration. Think Barcelona or Berlin over Phoenix and Houston.



Left: Mexico City's Metrobus BRT has transformed the historic center of Mexico City, and provided an alternative to the city's infamous traffic congestion.

Below: Only 25% of Johannesburg residents have access to public transport within a kilometer of where they live – a figure that drops to 9% for the sprawling metro region, according to ITDP research.

Here are three key reforms that can help cities spur inclusive TOD.

Massively expand rapid transit: Cities must dramatically expand metro and BRT systems to serve existing communities, many of them already featuring affordable housing and a mix of jobs and services.

Reform and coordinate land use planning: Coordinated land use, transport, and housing policies are critical, and cities all over the world are embracing this method. London's King Cross Station mixed-use redevelopment plan will use developers' cash and in-kind contributions to generate over 24,000 local jobs and build at least 40% affordable housing, while Shenzhen, China shares land value premiums with developers to incentivize compact development and finance metro expansion; and actively coordinates across the local planning institute, metro company, and private developers to coordinate master and local plans.

Strengthen government institutions: Strong, well-coordinated, accountable institutions are key to making it work. Political leadership should explicitly adopt the objective of inclusiveness, and set up indicators and methods to monitor progress. Public institutions should have a mandate to coordinate across agencies, with civil society, and with developers, authority to amass land and negotiate



development terms, accountability to diverse interests especially marginalized groups; and (d) long-standing stay to maintain the coalition and see projects through completion.

With inclusive TOD, daily commutes in Mexico City could start with blue skies. Parents could walk their kids safely to school in a diverse community, and continue onto the BRT for a short trip to work. Health services, greenways, grocery stores, and friends all would be accessible nearby. Children could have a fair shot at social and economic mobility. The saved time, money, and emissions would benefit all of society – and provide a critical key-stone to help mitigate climate change.

Inclusive TOD is cities' best shot at a sustainable future. Lessons from around the world show that cities have extraordinary opportunity, and ITDP is committed to helping them make it happen.

Key Achievements in 2016



New Office in Nairobi

ITDP took a major step and opened an office in Nairobi, Kenya. While ITDP has a long history of working in sub-Saharan Africa, ITDP had not invested in an actual presence on the ground in several years. Given that sub-Saharan Africa is the most rapidly urbanizing continent on the planet and given the changes we have witnessed in just the past few years in cities there, ITDP is increasingly convinced that the region is the next battleground for low carbon urban development and transport systems. There is a huge, and largely untapped, opportunity to invest in sustainable cities in Africa right now – before negative development patterns are locked in and impossible to reverse.

Improved Internal Data Collection

ITDP took major steps to build up its internal performance data collection and strategic planning process. ITDP developed Key Performance Indicators (KPIs) for four main organizational outcomes: environment / climate change (measured by CO₂), health and safety (deaths prevented), equity (PNT as a proxy for accessibility), and urban prosperity (time savings). Exact indicators and measurement methodology will be used to compile a compendium of outcomes that describes impact and attribution. ITDP has hired a Knowledge Manager to lead efforts to standardize and centralize this internal data collection.

MOBILIZE Yichang

ITDP held its first MOBILIZE Summit September 28-30 in Yichang, China. MOBILIZE Yichang featured 175 participants, representing 20 countries and 40 cities. MOBILIZE brings together urban transport and development practitioners alongside world-class researchers to celebrate best practices and accelerate implementation of sustainable transport projects. Using research to fill knowledge gaps, activities around MOBILIZE leverage the availability of international solutions and draw on the lessons of a local case city used as a learning laboratory. Interaction between researchers and practitioners foster greater global resource allocation toward the goals of making streets, transport systems, and cities the best possible places for people.



ITDP held its first annual MOBILIZE summit, including walking, cycling, and BRT site visits, in Yichang, China.

TRANSIT-ORIENTED DEVELOPMENT

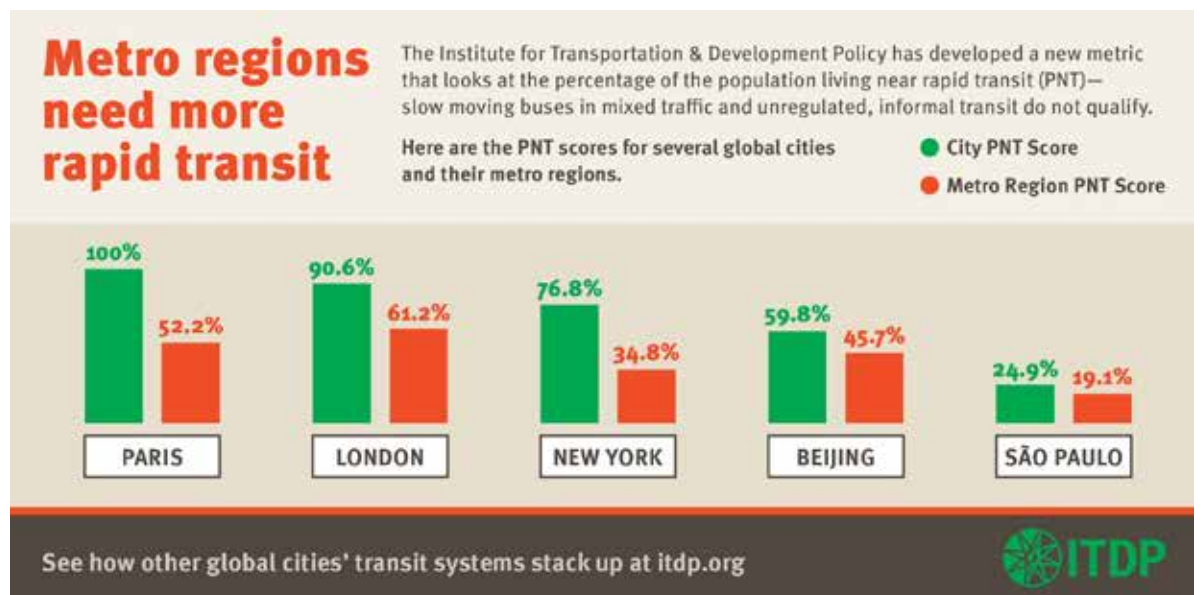
ITDP made significant progress towards publishing an updated TOD Standard that not only addresses climate change, but equity as well. In support, ITDP developed new urban mobility metrics that focus on a mix of incomes, affordable housing, avoiding displacement for residents or businesses, upgrading slums, and open and green spaces. The first draft of the new metrics was presented at Habitat III in October. ITDP is finalizing the TOD Standard for release in Spring 2017, incorporating feedback received from partners and peers received at Habitat III.

ITDP successfully refined and promoted Population Near Transit (PNT) as a means to evaluate city performance on linking transit and land use, as well as equity issues. In October 2016, ITDP released a report, “People Near Transit: Improving Accessibility and Rapid Transit Coverage in Large Cities”, that analyzed how well 26 global cities are performing in ensuring access to the city through public transit. The report ultimately found a disconnect between both urban growth and transit investments and between land use and transport. Results further indicated that low income

people have less access to the city, as reflected in a lower proportion of population near transit, and that transit investments are not closing--and in some cases actually growing--that gap. The report announcement and press release resulted in coverage in twenty-six original news articles, which were picked up by more than 200 outlets in the first weeks after release. These include the Associated Press, CNN Indonesia, Le Monde, Politico, City Lab, Business News Americas, and Treehugger. ITDP will continue to use this research and outreach to recruit cities to adopt PNT as a tool to improve policymaking, including as part of the MAP partnership.

ITDP China is working on Guangzhou’s Panyu Wanbo district, a transit-oriented development (TOD) demonstration project with design input from ITDP is currently under construction. The project integrates principles from ITDP’s TOD Standard, and incorporates mixed-use, NMT improvements, and a 25% reduction in parking spaces. This potential best practice TOD project could become a regional precedent.

ITDP Indonesia has identified five cities with



PNT scores – selected scores showing the discrepancy between the city and metro regions using PNT.



A rendering of a new BRT system in Jharkhand, part of the city's vision for the next decade.

political interest in TOD plans in addition to Jakarta: Medan, Makassar, Bandung, Manado, and Surabaya. As the initial step, ITDP decided to engage Medan to influence the local government on urban transport. While close engagement has been made with the government, ITDP also plans to engage city-wide and provincial-wide audiences on the importance of this issue by planning a workshop on sustainable transportation in Medan, with an additional workshop in Jakarta.

ITDP India has made significant progress in achieving the adoption of State Urban Transport Policies (SUTP) that include budget guidance and long-term transport goals that prioritize low-carbon mobility in Tamil Nadu and Maharashtra, two of India's most urban states and potential policy-making leaders. SUTPs are in advanced stages of consideration in both states. In Jharkhand, one of India's poorest states, an ITDP-drafted TOD policy which would promote compact growth, reduce travel times for a majority of the population, and transform the way citizens live and work has progressed through several rounds of internal government consultations and is awaiting final approval. The progressive, state-wide policy would be the first of its kind in India, potentially setting a precedent for other Indian states.

ITDP Brazil has continued to make progress in institutionalizing TOD principles in Brazil's urban development policies at the national and city levels. The ministry of cities developed and distributed guidelines on Mobility Plans incorporating BRT and TOD principles, in particular promoting the revision of land use instruments to deliver denser and more compact cities, incentivizing public transport and non-motorized modes over private vehicles, as well as the planning of travel demand management measures.

Mobility Plans for both Rio de Janeiro and São Paulo have been approved and are underway. The final plan for Rio includes not only the four BRT corridors previously planned (Transoeste, Transcarioca, Transolímpica and Transbrasil), but also 11 other BRT corridors, 2 subways and 3 LRTs, carrying a total of 2.2 million new passengers a day (out of which 1.2 million will be carried by BRT). It also emphasizes the need for land use reform along corridors, pushing for more intensive occupation (denser and with mix use). The São Paulo Mobility Plan follows the main principles out of City's Master Plan, which includes significant TOD elements, in particular the definition of areas along mass transit corridors to increase building density, widen sidewalks, and promote mixed-use developments.

PUBLIC TRANSPORT

ITDP China's projects continue to inspire replication. In 2016, 558 delegations from 215 cities visited the Guangzhou BRT on study tours and 119 delegations from 68 cities visited the Yichang BRT. The site visits directly influenced up to 50 cities, who have built or planned BRTs incorporating knowledge from Guangzhou and Yichang.

The long-awaited Dar es Salaam BRT (DART) opened its first phase this year. DART is a high-quality, high-capacity BRT system incorporating best practice design and features, is the first true BRT system in East Africa. The first phase of the network was supported by the World Bank, and opened May 16, 2016. It spans 21 km of trunk route, and serves 160,000 passengers per day on average with the current fleet of 140 buses. By mid-next year (2018), when the first phase becomes fully operational with over 300 buses, the system is projected to carry an estimated 400,000 passengers per day. DART has reduced commute times by more than half for residents, who previously faced upwards of four hours stuck in traffic every day. At stations with passing lanes, some of the existing bus fleet can provide express service to key destinations, saving even more time.

Left: The Dar es Salaam BRT (DART) opened its first phase this year.
Right: Kisumu, Kenya, where ITDP Africa began work on badly-needed transport infrastructure this year.

ITDP Africa began work on urban transport infrastructure in Kisumu. Kisumu is in urgent need of improvements that can provide safer, more convenient, and more equitable access for city residents. Through a process of constant engagement, ITDP was able to build trust among local stakeholders, improve technical capacity, and catalyze implementation of pilot initiatives. Local capacity and funding resources are severely limited, but ITDP was able to strengthen the ability of the county government to drive change. As a result of ITDP's engagement, investments that otherwise would have led to unsafe, car-centric transport infrastructure are now supporting more inclusive street designs that can become a model for mid-sized cities in Kenya.

ITDP India's continued advocacy to state officials, including the secretaries of planning, finance, and transport, has resulted in the Tamil Nadu state government beginning detailed project planning for a BRT system in the city of Chennai. The request for proposals from consultants is based on the model terms of reference (TOR) prepared by ITDP. The detailed project plans are expected to meet the BRT Standard developed





Left: The BRT Transolímpica opened this year, with 23 kilometers of dedicated BRT in Rio de Janeiro.
Right: The Nanning BRT is currently under construction in China

by ITDP. The city of Coimbatore in Tamil Nadu also has initiated detailed project planning for complete streets with focus on non-motorized transport based on the model for consultants prepared by ITDP.

ITDP Indonesia began a major, comprehensive plan in partnership with the Indonesian federal government, who made a commitment to implement BRT in 29 Indonesian cities by 2021. This is particularly beneficial for ITDP's ongoing project in Medan. ITDP is working with the cities to ensure that these systems are high quality and meet the needs of their riders with true BRT, rather than the low quality "BRT-lite" systems that have been built in some cities over the last decade.

ITDP Indonesia is developing the conceptual plan design for the Medan BRT, which also lays out the cost components of the project. Once it is developed, together with the Medan city government, ITDP will prepare a business case proposal to Bappenas and MoT to enable national government funding of a BRT project. This process will be documented as part of the best practice document in urban transport funding.

ITDP Indonesia is also working with Transja-

karta on a plan to improve service and ridership, with the goal of reaching one million passengers per day by 2019. Specific goals include increasing the number of stations integrated with other transport modes, particularly metro, and increasing federal government funding for Transjakarta, adding passing lanes at key stations, and working with the city to better enforce dedicated BRT lanes.

In Brazil, the BRT Transolímpica opened, with 23 kilometers of dedicated BRT in Rio de Janeiro. This is the third BRT system, after Transoeste and Transcarioca, to open in Rio in the last four years. Together, the BRT system carries 520,000 passengers per day.

In China, ITDP had success advancing both new bus rapid transit (BRT) and complementing sustainable transport corridors in rapidly growing, mid-sized cities. Two new cities began construction on BRT systems with direct input from ITDP: Nanning, whose 11 km BRT design includes bike lanes, sidewalks, and public space improvements to be built along the route, and Zhuzhou, which chose to replace a planned metro with two BRT lines with conceptual designs by ITDP.

CYCLING AND WALKING



Top: A rendering of a new bike share station in Jakarta, which ITDP is working to implement.

Bottom: Part of São Paulo, Brazil's new 387 km cycling network

With pressure and encouragement from ITDP Africa, the World Bank and KeNHA agreed to consider more inclusive, pedestrian-friendly designs for the Kenyatta highway renovation, one of the largest transport investments in the area of Kisumu, Kenya. As a result, ITDP is actively working to insert complete streets principles into the reworked designs, which will provide more equitable infrastructure for a wider range of road users.

ITDP laid the groundwork for equitable, best practice demonstration projects in the area, including developing non-motorized transport infrastructure through the Kenya Municipal Program. ITDP engaged a variety of stakeholders—including from academia, government, and the local community—in the mobility planning process. This engagement was an innovation for Kisumu County, helping foster more inclusive planning and setting a precedent for future implementation processes.

São Paulo, Brazil, completed a 387 km bicycle network, and as a result, saw a 66 percent increase in cycling, and a 34 percent decrease in cyclist fatalities compared to 2015. ITDP has worked with the city on this projects with technical assistance and advocacy.

ITDP Indonesia is working with Transjakarta to increase the integration of bike share with the BRT. ITDP is working with bike share operator Secure Bike Share (SBS), who currently operate in Australia and Singapore, to implement bike share in Jakarta as a way to extend the reach of transport. The conceptual study has been completed and plans for a bike share system in Jakarta have been developed, based on the Bike Share Planning Guide published by ITDP. Implementation time is expected to be heavily influenced by the governor election in 2017 and the Asian Games held in Jakarta in 2018.

In Yichang and Guangzhou, ITDP China continued to help scale-up sustainable transit corridors surrounding the cities' world class BRT systems. Yichang spent the year expanding bike lanes, improving pedestrian connections to BRT stations, converting dedicated parking into public space, and celebrating the opening of a new bike share system featuring 600 bikes. In Guangzhou, a five kilometer non-motorized transport (NMT) network is currently under construction along with 3,800 kilometers of greenway improvements that are planned with direct ITDP support.



Left: ITDP China continues to work to improve the Yichang BRT corridor, integrating more cycling and walking infrastructure. Right: ITDP is working in several east African cities to improve the walking environment.



TRAFFIC REDUCTION

In Indonesia, on-street parking management by parking meter is currently being expanded with a program of parking meter procurement by the parking agency. Electronic Road Pricing is still being developed by the Jakarta government. Delays on the implementation are due to regulatory issues on the pricing policy. ITDP will continue to work with the government to resolve these issues.

ITDP Indonesia has been involved in the drafting of a governor's decree on on-street parking duration limits. This includes a better regulatory framework for cracking down on parking violations. ITDP is exploring further mechanisms to enforce illegal parking violations.

In Mexico, ITDP has secured a commitment from the city for long sought parking reforms that would be groundbreaking for the entire region. The city has committed to replacing parking minimums with maximums. This would enable major land use changes that ITDP has been pushing

for over the last 10 years. The mayor has publicly announced his intention to reform these policies, and the process has begun, although we expect it to take several more months before it is official.

In Brazil, ITDP is working with the city of São Paulo in managing both off and on street parking. City-wide off-street parking reform was effectively implemented, resulting in lower numbers of parking spaces per m² of residential land use along transit corridors. Although parking reform implemented in 2014 through City Development Plan (Plano Diretor) included an off-street parking cap for new developments near transit systems of 1 spot per unit, this parameter was changed through the zoning law approved in 2016, introducing a new parameter of one spot per 60 m² of living area in new developments built in next three years. This temporary change was created to effectively implement parking reform even with the economic crisis that could reduce the production of housing units.



ITDP Mexico has made huge progress this year in changing parking policies in Mexico City, and are expecting a major announcement soon.

INTERNATIONAL POLICY



ITDP's International Policy program under new manager, Ramon Cruz, had a strong presence advancing sustainable transport policies on the international stage this year. ITDP successfully influenced the draft of the New Urban Agenda at Habitat III to ensure transportation and mobility were included, with equitable transport and inclusive TOD prominently featured, in part using language ITDP wrote. In the final document, transport was one of the most mentioned sectors.

During Habitat III, ITDP presented over 15 times, mainly about PNT and inclusive TOD. ITDP organized two events at COP 22 in Morocco and participated in three others, and, over the summer, participated in the High Level Political Forum (HLPF), a central UN platform for the follow-up and review of the 2030 Agenda for Sustainable Development, and was involved in three side events. ITDP helped influence the report on policy recommendations for sustainable transport developed by the UN Secretary General's High Level Advisory Group for Sustainable Transport set up by Ban Ki-moon. Finally, with outreach during Habitat III Prep-com, Habitat III in Quito, and COP 22, ITDP has begun to identify a group of country "champions" that have expressed an interest in submitting detailed and

ITDP's participation at Habitat III focused on improving transit for equity and access, specifically for women, the elderly, and people with disabilities.

forward-thinking NDCs for transportation and urban development.

ITDP used the occasion of Habitat III to debut newly developed metrics, the Rapid Transit to Resident Ratio (RTR), Rapid Transit to Urban Area Ratio (RTA), and People Near Transit (PNT), which were developed in support of the forthcoming TOD Standard update, which will focus on equity in addition to climate change. To garner support for the metrics, ITDP has coalesced the Mobility Analytics Partnership (MAP), which will potentially include over 30 organizations that range from development agencies to think-tanks to private foundations. The objective of the partnership is to recruit 100+ cities or metro areas and 20+ countries, large states, or financing agencies to use the indicators to develop sustainable mobility plans or prioritize transport budgets, respectively, by 2021. This institutional support will aid ITDP's ongoing efforts to utilize the metrics to influence international and national policy towards a 2° scenario.



FINANCIAL INFORMATION

The following statements are excerpts from ITDP's audited financial statements. For a complete presentation of the 2015 financial statements see www.itdp.org. ITDP is a 501(c)3 nonprofit organization.

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF FINANCIAL POSITION AS OF DECEMBER 31, 2016 AND 2015

ASSETS

	2016	2015
CURRENT ASSETS		
Cash and cash equivalents	\$ 1,461,318	\$ 1,804,306
Accounts receivable	627,059	490,141
Grants receivable (Note 2)	1,050,363	1,754,751
Prepaid expenses	116,339	70,423
Total current assets	3,255,079	4,119,621
PROPERTY AND EQUIPMENT		
Equipment	74,163	72,220
Furniture	62,757	62,757
Computer equipment	283,485	241,803
Leasehold improvements	311,591	239,219
	731,996	615,999
Less: Accumulated depreciation and amortization	(595,362)	(538,323)
Net property and equipment	136,634	77,676
NON-CURRENT ASSETS		
Deposits	69,353	64,190
Grants receivable, net of current portion and discount (Note 2)	368,197	726,386
Total non-current assets	437,550	790,576
TOTAL ASSETS	\$ 3,829,263	\$ 4,987,873

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 346,386	\$ 345,626
Accrued salaries and related benefits	246,430	170,392
Refundable advances	-	108,038
Funds held on behalf of others	75,293	75,293
Total current liabilities	668,109	699,349
NET ASSETS		
Unrestricted:		
Undesignated	885,450	946,730
Board designated (Note 4)	637,000	496,077
Total unrestricted	1,522,450	1,442,807
Temporarily restricted (Note 5)	1,638,704	2,845,717
Total net assets	3,161,154	4,288,524
TOTAL LIABILITIES AND NET ASSETS	\$ 3,829,263	\$ 4,987,873

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	2016			2015		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
REVENUE						
Contributions	\$ 349,205	\$ -	\$ 349,205	\$ 257,327	\$ -	\$ 257,327
Grants	1,132,191	3,334,114	4,466,305	524,104	4,509,174	5,033,278
Interest income	15,953	-	15,953	8,963	-	8,963
Consulting and contract revenue	1,710,937	-	1,710,937	1,069,180	-	1,069,180
Contributed services (Note 6)	119,398	-	119,398	100,010	-	100,010
Other revenue	-	-	-	19,226	-	19,226
Net assets released from donor restrictions (Note 5)	<u>4,541,127</u>	<u>(4,541,127)</u>	<u>-</u>	<u>4,360,973</u>	<u>(4,360,973)</u>	<u>-</u>
Total revenue	<u>7,868,811</u>	<u>(1,207,013)</u>	<u>6,661,798</u>	<u>6,339,783</u>	<u>148,201</u>	<u>6,487,984</u>
EXPENSES						
Program Services	<u>6,660,075</u>	<u>-</u>	<u>6,660,075</u>	<u>6,260,371</u>	<u>-</u>	<u>6,260,371</u>
Supporting Services:						
Fundraising	220,032	-	220,032	153,318	-	153,318
Management	<u>909,061</u>	<u>-</u>	<u>909,061</u>	<u>915,881</u>	<u>-</u>	<u>915,881</u>
Total supporting services	<u>1,129,093</u>	<u>-</u>	<u>1,129,093</u>	<u>1,069,199</u>	<u>-</u>	<u>1,069,199</u>
Total expenses	<u>7,789,168</u>	<u>-</u>	<u>7,789,168</u>	<u>7,329,570</u>	<u>-</u>	<u>7,329,570</u>
Changes in net assets	79,643	(1,207,013)	(1,127,370)	(989,787)	148,201	(841,586)
Net assets at beginning of year	<u>1,442,807</u>	<u>2,845,717</u>	<u>4,288,524</u>	<u>2,432,594</u>	<u>2,697,516</u>	<u>5,130,110</u>
NET ASSETS AT END OF YEAR	<u>\$ 1,522,450</u>	<u>\$ 1,638,704</u>	<u>\$ 3,161,154</u>	<u>\$ 1,442,807</u>	<u>\$ 2,845,717</u>	<u>\$ 4,288,524</u>



INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2016

	<u>Supporting Services</u>			<u>Total Supporting Services</u>	<u>Total Expenses</u>
	<u>Program Services</u>	<u>Fundraising</u>	<u>Management</u>		
Salaries	\$ 1,108,881	\$ 59,631	\$ 474,507	\$ 534,138	\$ 1,643,019
Payroll taxes	78,155	4,256	32,516	36,772	114,927
Employee benefits (Note 8)	162,534	13,497	104,125	117,622	280,156
Subtotal	1,349,570	77,384	611,148	688,532	2,038,102
Bank charges	14,050	40	7,834	7,874	21,924
Conferences and meetings	411,330	602	56,737	57,339	468,669
Consultants	1,118,474	1,553	82,900	84,453	1,202,927
Depreciation and amortization	74,110	-	-	-	74,110
Business meals	14,518	219	312	531	15,049
Equipment rental	3,336	209	130	339	3,675
Exchange rate	49,134	-	-	-	49,134
Field staff	1,949,792	222	13,262	13,484	1,963,276
Insurance	27,721	309	5,892	6,201	33,922
Legal	19,163	-	9,574	9,574	28,737
License fees	21,682	4,789	1,646	6,435	28,117
Miscellaneous	9,960	95	2,276	2,371	12,331
Office supplies	58,599	130	1,827	1,957	60,556
Postage and delivery	14,137	1,741	918	2,659	16,796
Printing	49,640	2,344	994	3,338	52,978
Professional development	12,151	787	3,303	4,090	16,241
Professional fees	382,747	122,513	66,451	188,964	571,711
Rent and office cleaning (Note 7)	362,536	3,469	28,276	31,745	394,281
Subscriptions and books	17,597	2,413	1,566	3,979	21,576
Taxes	9,212	-	-	-	9,212
Telephone and internet	33,898	143	4,786	4,929	38,827
Travel	656,718	1,070	9,229	10,299	667,017
TOTAL	<u>\$ 6,660,075</u>	<u>\$ 220,032</u>	<u>\$ 909,061</u>	<u>\$ 1,129,093</u>	<u>\$ 7,789,168</u>

FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2015

	<u>Supporting Services</u>			Total Supporting Services	Total Expenses
	Program Services	Fundraising	Management		
Salaries	\$ 1,127,026	\$ 52,214	\$ 505,978	\$ 558,192	\$ 1,685,218
Payroll taxes	92,877	3,252	22,342	25,594	118,471
Fringe benefits (Note 8)	159,270	7,893	81,192	89,085	248,355
Subtotal	1,379,173	63,359	609,512	672,871	2,052,044
Bank charges	10,744	17	198	215	10,959
Conferences and meetings	189,053	87	60,049	60,136	249,189
Consultants	1,056,412	750	116,250	117,000	1,173,412
Depreciation and amortization	83,917	-	-	-	83,917
Business meals	11,252	28	1,384	1,412	12,664
Equipment rental	4,718	15	135	150	4,868
Exchange rate loss	66,986	-	-	-	66,986
Field staff	1,714,488	-	15,471	15,471	1,729,959
Insurance	28,245	66	3,102	3,168	31,413
Legal	10,553	5	15,069	15,074	25,627
License fees	60,686	3,832	931	4,763	65,449
Miscellaneous	3,124	14	3,506	3,520	6,644
Office supplies	56,223	115	1,059	1,174	57,397
Postage and delivery	19,202	1,508	647	2,155	21,357
Printing	67,727	2,569	864	3,433	71,160
Professional development	14,128	1,349	10,624	11,973	26,101
Professional fees	407,785	76,282	23,074	99,356	507,141
Rent and office cleaning (Note 7)	321,036	1,624	15,312	16,936	337,972
Subscriptions and books	21,592	1,023	1,624	2,647	24,239
Taxes	7,667	-	-	-	7,667
Telephone and internet	33,669	122	2,637	2,759	36,428
Training	-	-	-	-	-
Travel	691,991	553	34,433	34,986	726,977
TOTAL	\$ 6,260,371	\$ 153,318	\$ 915,881	\$ 1,069,199	\$ 7,329,570



INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	<u>2016</u>	<u>2015</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Changes in net assets	\$ (1,127,370)	\$ (841,586)
Adjustments to reconcile changes in net assets to net cash used by operating activities:		
Depreciation and amortization	74,110	83,917
Loss on disposal of property and equipment	5,635	523
(Increase) decrease in:		
Accounts receivable	(136,918)	(228,888)
Grants receivable	1,062,577	(339,525)
Prepaid expenses	(45,916)	(14,852)
Deposits	(5,163)	(15,642)
Increase (decrease) in:		
Accounts payable and accrued liabilities	760	55,654
Accrued salaries and related benefits	76,038	(51,250)
Refundable advances	<u>(108,038)</u>	<u>108,038</u>
Net cash used by operating activities	<u>(204,285)</u>	<u>(1,243,611)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of property and equipment	(138,703)	(64,337)
Proceeds from sale of property and equipment	<u>-</u>	<u>690</u>
Net cash used by investing activities	<u>(138,703)</u>	<u>(63,647)</u>
Net decrease in cash and cash equivalents	(342,988)	(1,307,258)
Cash and cash equivalents at beginning of year	<u>1,804,306</u>	<u>3,111,564</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 1,461,318</u>	<u>\$ 1,804,306</u>

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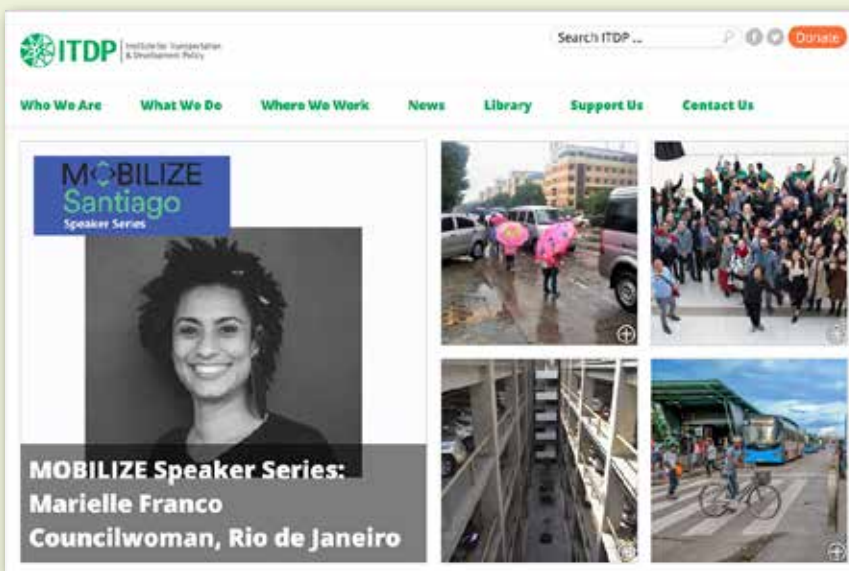
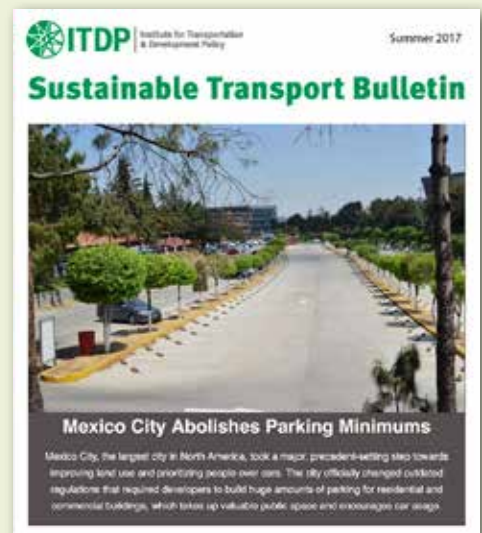
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