

# Annual Report 2010



**ITDP**

Institute for Transportation  
& Development Policy

# ITDP Annual Report 2010

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# Mission

Founded in 1985, the Institute for Transportation and Development Policy (ITDP) is a leading organization in the promotion of sustainable and equitable transportation policies and projects worldwide. ITDP is at the forefront of efforts to reduce carbon emissions, protect the environment, enhance economic opportunity, and improve the quality of urban life.

By providing technical transport and planning expertise to local authorities, ITDP helps cities to: build bus rapid transit (BRT) systems, develop high quality cycling and walking facilities, manage traffic demand, and promote pedestrian and transit-oriented development.

ITDP's work also extends to guiding transport and climate policy at all levels of government.

Every ITDP project builds local knowledge and skills while generating greater public awareness of viable sustainable transport solutions. In addition, completed projects serve as demonstrations—inspiring other cities towards more environmentally and people-friendly transportation.

ITDP has offices in Argentina, Brazil, China, Colombia, India, Indonesia, Mexico, and the United States; employs more than 80 staff members; and supplements this team with leading architects, urban planners, transport experts, developers, and financiers.



# Letter from the Executive Director

By Walter Hook



If the whole world has to agree to address the problem of climate change, then our children are in serious trouble. The chances of a new energy and climate bill coming out of the U.S. any time soon are slim to none. This has severely undermined the likelihood of any global agreement on climate.

Fortunately, not everyone has to agree on the problem for individual nations to develop solutions. Countries are beginning to tighten energy- and fuel-efficiency standards and invest in alternative power sources for economic and national security reasons. They are also agreeing to clean up emissions like black carbon for the health of their citizens. In the transport sector, leaders are developing aggressive plans to build thousands of kilometers of bus rapid transit (BRT) and metro systems, and bike lanes are coming back into fashion. In February, Guangzhou, China opened Asia's highest capacity BRT system, improving the commute of over 800,000 passengers every day. The system is also served by 5,000 shared bikes. Nearby, a contaminated canal was turned into a spectacular 5-km greenway, with bikeways, playgrounds and walkways lining the reclaimed waterway. In Ahmedabad, India, the government expanded the new BRT system to 45 km after just the second year of operation, and the Indian national ministry of urban development is supporting half a dozen other BRT projects around the country.

With the collapse of any realistic hope for global action these local "best practices" are our only option. And for them to succeed, they'll need to do more than reduce climate

change, air pollution, and social inequity. They will also have to inspire other cities to copy these policies and projects, and inspire the general public to demand more. To truly succeed, these best practices must eventually change the paradigm for how we choose to live and travel.

To turn our best practices into a paradigm change, we need to massively scale up our impact. BRT is the best practice that has been most important to ITDP's work. Curitiba's BRT system, which opened in 1974, was a best practice that inspired a half-dozen cities in Brazil to copy their success. The copies, however, were never as good as the original, and BRT stalled from the early 1980s until the late 1990s. It took a new world-class system, TransMillenio in Bogotá, which opened in 2001, to spread BRT to the rest of the world.

From 2000 to 2010, ITDP began an uphill battle to build an iconic, Bogotá-quality BRT system on every significantly populated continent. For us, the intangible inspiration that was absolutely critical to the success of Bogotá's system—its "wow factor"—was a necessary part of planning for its protégés, even if achieving it cost a little more or took additional time. Like the previous BRT boom in Brazil, many of the TransMillenio copies were inferior to the original, and by 2005 a lot of substandard BRT systems had again damaged the mode's reputation in many parts of the world. Though several other good systems have emerged in Latin America in the meantime, it took until 2010 to get really great systems implemented in Africa, China,



and India. The Guangzhou, Ahmedabad, and Johannesburg BRT systems not only prove that the mode is as viable in China, India and Africa as it is in Latin America, but that high concept, iconic systems can become part of a city's personality and identity and help establish a brand.

Unfortunately, in the next decade, we face even more daunting odds. If transportation systems will play a key role in avoiding catastrophic climate change, we need to reduce one gigaton of carbon dioxide (CO<sub>2</sub>), per year from current baseline projections. To get there, we will need to quadruple the combined amount of mass transit in the largest cities in China, India, Brazil and Mexico from about 2,600 km to around

10,000 km by 2020. BRT will play a critical role in achieving this goal. It's not that ITDP is against metros, but 7,500 km of metros alone will cost more than \$375 billion. A reasonable mix of 20 percent metro and 80 percent BRT—using Guangzhou-inspired stations that link the two modes—would cost a more palatable \$100 billion and offer world-class service that inspires iteration. On this front, national and municipal governments in China, India, Brazil, Mexico, Indonesia and South Africa could learn from New York City's PlaNYC, which closely examined the long-term financial and economic ramifications of transportation choices.

In addition, to avoid catastrophic climate change, we actually have to stop

the increase in private motor vehicle use in more than twenty megacities around the world. This will be extremely difficult in rapidly growing China and India, but if it isn't done, the sort of multi-day traffic gridlock that crippled Beijing recently will become the rule rather than something exceptional. The simple solution? Parking. Right now, Guangzhou is building a whole new city center just across the Pearl River that will house almost a million people. Currently, the entire area is zoned to have one parking space for each new apartment. In the rest of Guangzhou, the average number of parking spaces, even in new apartment buildings, is only about one for every five apartments. If the new cities being

built in China, India, and Latin America use a car-oriented ratio of parking to building, then no matter how quickly we expand our mass transit systems, our climate goals will fail. On the other hand, if those cities look to the best practices in places like Zurich, which has imposed parking maximums tied to ambient air quality targets, we can reduce private motor vehicle use and help foster more transit-oriented communities.

Finally, we need to change the way our new cities are designed. India will be adding 250 million more urban residents between now and 2030, and China even more. Meanwhile, the inhabitants of dense Latin American cities are relocating to the suburbs in droves. All of these people will live in





neighborhoods that have yet to be built, and currently, what these cities are building are car-oriented houses and apartment buildings, following a discredited urban design paradigm that has facilitated the current climate crisis.

ITDP—together with our ClimateWorks partners, the Urban Land Institute, Jan Gehl, Sir Richard Rogers, NYC DOT Commissioner Janette Sadik-Khan, and other leading thinkers—has initiated the Our Cities Ourselves campaign to try to correct this disastrous misstep. The campaign started in the summer of 2010 with an exhibition of alternative future visions of ten cities around the world, based on the work of ten up-and-coming architects who believe in the ten principles of sustainable urban design. The exhibition is now traveling to China, India, Brazil, Mexico, South Africa, and Argentina. In each city, it is sparking a dialogue with local decision makers, developers, and architects about what sort of places we want to live in by 2030. Concurrently, we are scouring the globe for existing examples of neighborhood-development best practices, and through this process, we are looking for partners who want to work with us to design model neighborhoods. Our challenge for the next five years—as it was a decade ago with BRT—will be to get a best-practice neighborhood built in each of the major parts of the world. These new developments, we hope, will then inspire political leaders in these countries to change the planning regulations in a way that allows for their broad dissemination.

By 2020, we hope that this new way of developing neighborhoods becomes the norm. If it does not, the near future will be a radically different place than the near past.

On good days, I'm confident that won't be the case. ITDP has had an extraordinarily loyal group of supporters, donors, and friends. Among them are the ClimateWorks Foundation, the William & Flora Hewlett Foundation, the Rockefeller Foundation, the United Nations Environment Program and the Global Environment Facility, the Asian Development Bank, the InterAmerican Development Bank, the Margaret A. Cargill Foundation, the Roy A. Hunt Foundation, and many more.

When we started twenty-five years ago, we were a voice in the wilderness. Today, thanks to loyal support, we have actually witnessed a mass transportation paradigm change. Is it too much to hope for another? The next ten years are crucial. Either, we will find inspiration again and profoundly change the way the majority of the world wants to live and commute, or else our planet will not be able to save itself from irreversible climate change and potentially catastrophic shortages of energy supplies.

Walter Hook, Ph.D.  
Executive Director

# OUR PROGRAMS

## Public Transport

### **The effective and pragmatic solution for urban mobility.**

Around the world, car ownership is not only a growing source of greenhouse gas emissions, but is also leading to increased traffic congestion, air pollution, and mounting social disparities, particularly in cities. ITDP believes that safe, modern, and efficient public transit can answer these problems. ITDP's specific area of expertise is bus rapid transit (BRT), and we work to spread knowledge about BRT and provide high-level technical assistance to cities. Over a dozen BRT systems owe their existence to ITDP's assistance.

## Cycling & Walking

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

For decades, traditional transport planning has focused on improving conditions for private automobiles at the expense of safe sidewalks and bike facilities. Yet, the majority of the world's people rely on cycling, walking, and other forms of human-powered transport like rickshaws to commute to work and get around their cities every day. ITDP is committed to increasing the use of bicycles and improving the ease of walking as one of the most affordable and practical ways to reduce CO<sub>2</sub> emissions, while boosting access to economic opportunities for the poor.

## Traffic Reduction

### **Putting public needs before private consumption.**

Reducing private car use not only requires improvements in public transit, cycling, and walking facilities, but also active discouragement of the use of private automobiles. Traffic management solutions that regulate parking and charge motorists for driving in city centers have the greatest potential to reduce traffic congestion. By coaxing people out of their cars, cities can reduce CO<sub>2</sub> emissions and air pollution, increase public transit ridership, and enjoy safer and more livable urban environments.



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## Sustainable Urban Development

### **Making cities desirable places to live again.**

Rising incomes and the growing trend towards private car ownership around the world have often resulted in the flight of the middle class to car-oriented, and indeed high-carbon, living and working environments—vast expanses of expressways, interchanges, wide roads and parking lots. ITDP holds that the solution to sprawl lies in designing residential developments to be accessible by transit and by foot. Vibrant, liveable neighborhoods not only attract residents and stimulate economic opportunity, but also foster low carbon lifestyles.

## Climate & Transport Policy

### **Helping decision-makers make better decisions.**

Developing more sustainable communities and transportation will require fundamental shifts in the policy and funding priorities of city, state, and national governments, as well as multinational institutions. ITDP works at all levels to advise and build partnerships between governments, nongovernmental organizations, and business towards this end. This work focuses on improving accountability for how different investment and policy choices affect greenhouse gas emissions, public health, transportation system performance, and costs.



# Key Achievements in 2010

2010 was ITDP's 25th anniversary and was also a big year for some of our projects.



## Guangzhou BRT

Guangzhou's Bus Rapid Transit system opened in February 2010. Now, 23 km (14.3 mi.) of dedicated high-speed bus lanes and 26 BRT stations move 800,000 daily passengers throughout the metropolis. Guangzhou's BRT is also the first system in China to include bike parking and bike sharing in the station design. A bike-sharing system that opened in June now has 5,000 bikes along the BRT route, at 113 bike-sharing stations.



## Our Cities Ourselves

In 2010, ITDP launched Our Cities Ourselves: Principles for Transport in Urban Life, an integrated communications, demonstration, and advocacy program, designed to further the cause of sustainable transport and urban development. Through this highly successful program, ITDP has developed a vision of cities that embodies sustainable transport and urban development principles, educates decision makers and other stakeholders on what it takes to realize this vision, supports the imple-

mentation of demonstration projects, and opens doors to policy reform.

Our Cities Ourselves launched in New York City in June 2010 before traveling internationally in 2011. The program consists of an exhibition, workshops, demonstration projects, and policy recommendations. ITDP also developed a seminal publication as a companion to the program titled Our Cities Ourselves: Principles for Transport in Urban Life, which outlines core principles every city should consider and adopt.



# PUBLIC TRANSPORT



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

2010 was an extremely exciting year for ITDP's BRT projects. In China in February, the Guangzhou BRT opened after five years of work by ITDP and our local partner GMEDRI. The system is already carrying over 800,000 passengers a day, making it the second largest BRT system in the world (behind Bogotá's Transmilenio), and busier than most Metro lines in China. The Guangzhou BRT system is the first BRT system in the world to be fully integrated with metro. Since its opening, the ITDP team in China has been working to promote the system to other cities. ITDP has hosted over fifty delegations of cities coming for study tours in 2010 alone. Most importantly, the system is projected to reduce CO<sub>2</sub> emissions by over 84,000 tons annually in its first ten years of operation.

In India, the city of Ahmedabad won the Sustainable Transport Award in January of 2010. The Ahmedabad BRT opened in 2009 and provides a high-quality transit option in an increasingly congested city of 5.6 million residents. The system carries approximately 100,000 passengers per day. In 2010,

the Ahmedabad BRT inspired and led to the green-lighting of systems with the same gold standard in Pune, Pimpri Chinchwad, Surat, Indore, and Rajkot. As we see in both Ahmedabad and Guangzhou, ITDP projects again and again drive replication of high-quality transit systems in multitudes of cities.

In Jakarta, Indonesia, ITDP continued working to improve and expand TransJakarta, the city's full-service BRT. Opened January 2004, TransJakarta is one of the world's largest BRT systems, with 119 km (74 mi.) of corridors. In 2010, TransJakarta was carrying over 330,000 passengers per day, which is still below demand. In order to match demand to system capacity, ITDP helped the city open two new corridors in 2010, with more to come in 2011. ITDP is also working to increase the availability of clean natural gas to run the buses.

In Latin America, ITDP continued to support the cities of Buenos Aires, Argentina and Belo Horizonte, Brazil in the development of their BRT systems, which are expected to open in 2011. The Buenos Aires BRT will be the first in Argentina, and the formal ribbon-cutting ceremony was held in October. Belo Horizonte's BRT will be the first full BRT in Brazil built outside of Curitiba. ITDP also played a key role getting three new BRT lines in Rio de Janeiro included in its bid for the World Cup in 2014 and the Olympics in 2016. The World Cup in South Africa was the main driver of the new Johannesburg and Cape Town BRT systems.

In 2010, ITDP started working in the United States for the first time with a new BRT program. Given the current economic conditions



## Spotlight on Guangzhou, China

Guangzhou, China is one of the fastest growing cities in the world. After three decades of rapid modernization, Guangzhou's walkable environments and vibrant streetscapes are increasingly under threat from rising motorization. Fortunately, the stars finally aligned for sustainable transport advances in 2010, with major steps in cutting carbon emissions and reclaiming the city for people through the opening of a new public transportation system, bike sharing, and imaginative use of public space.

The Guangzhou BRT system opened in February 2010, setting a new standard for quality and capacity in Asia. The system carries 800,000 passengers a day—triple the total of its nearest Asian BRT rival—and has a very high peak-passenger flow (27,000 passengers per hour per direction). It is the first to feature direct physically connecting tunnels from the BRT to metro stations. The BRT fare system is also integrated with the metro fare system—to date the best example worldwide of integration between a BRT and a metro system.

2010 also saw bike lanes re-introduced alongside the BRT corridor—the first bike lanes that have been planned in Guangzhou in a decade. A bike-sharing scheme also opened along the corridor, four months after the BRT opening, with 5,000 bikes and 113 stations.

In September 2010 Guangzhou opened the Dong-



haochong Greenway, transforming a polluted canal running under a highway into a beautiful winding bike and walking path, with night lighting and family-friendly exercise equipment. This is part of a wider project to build more kilometers of greenways throughout the city, including the Lizhiwan Chong canal restoration in the historical center of the city, which opened in October 2010.

in the U.S., more and more cities are turning towards BRT as a high-quality and financially viable public transit solution; however, few U.S. cities have built great systems that could serve as models for other U.S. cities. In 2010, ITDP's work in the U.S. focused on conducting a study to identify and assess current BRT proposals and plans in the making. This work will

be further developed in the coming year to provide technical assistance to cities as they design and implement their BRT systems, helping ensure that the systems are built to the best of their potential and can serve to boost the image of BRT in the U.S.

ITDP's work on financial modeling several years ago played an important role in convincing the State of

Mexico to move forward with its first BRT system, which opened in the fall of 2010. It feeds directly into the metro system at a new transit-oriented real-estate development. ITDP's work on financial modeling with Mexico City also helped secure a new public-private partnership deal to build the third and fourth lines of the Mexico City BRT system.

## CYCLING & WALKING



In every project that ITDP undertakes in any part of the world, an important component is making streets safer and more convenient for cyclists and pedestrians by providing sidewalks, bike lanes, and bike-parking facilities, initiating bike-sharing programs, improving the quality of affordable bicycles and rickshaws, and promoting bike use.

In China, ITDP's efforts with the city led to the creation of a spectacular new 4.5-km walking- and cycling-only greenway in Guangzhou, which opened in October along the Donghaochong viaduct, a formerly contaminated creek. The ITDP-sponsored urban design workshops led to a few pilot pedestrian-facility improvements along the Guangzhou BRT corridor which will be rolled out in the coming years. 2010 also witnessed the success of ITDP's bike projects in China. Bike sharing has spread like wildfire to at least half a dozen cities in China, with Hangzhou, Wuhan, Beijing, Shanghai, and now Guangzhou all having systems. The 7,000 bikes in Guangzhou's bike-sharing system are notable for being integrated with the new BRT system and the aforementioned new greenway. ITDP was also instrumental in designing the bike parking included at most Guangzhou BRT stations, and the bicycling and pedestrian

facilities along the BRT corridor. The bike-sharing system greatly enhances the demonstration and "scale up" potential of the BRT system. Following a visit to the Guangzhou BRT, for example, Lanzhou officials are now planning to include a bike-sharing system with their BRT planning.

One of ITDP's successes in 2010 was the launch of Latin America's largest bike-share program in Mexico City, where we played a critical role in the system's design and development. It already has 10,000 users and more than 2,000 trips daily, and is inspiring other Latin American cities to pursue similar programs. ITDP also got 6 km of new bike lanes built in Mexico City.

In Argentina, ITDP designed a new 25-km grade "A" cycling facility that opened in 2010, and helped secure the passage of a new law that requires parking garages to accommodate bike parking. With excellent collaboration with current Transport Secretary Dietrich, we also helped the city design their "Bike to Work" program, which has attracted the participation of some of the city's biggest employers, such as Coca-Cola. ITDP also helped both Rio and Belo Horizonte move forward with their plans for bike lanes and facilities in 2010, some of which will displace parking spaces.

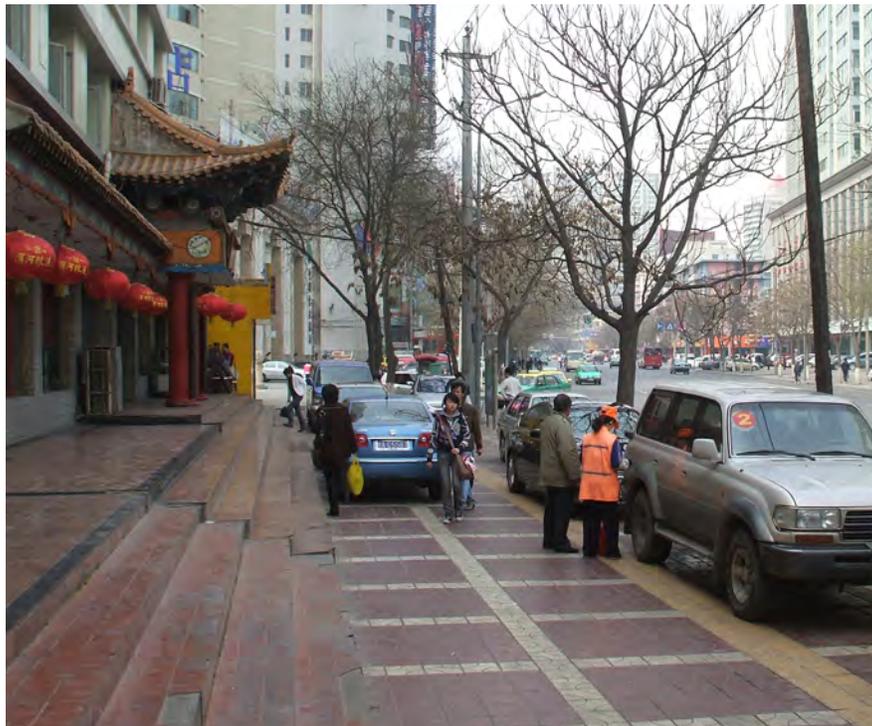


# TRAFFIC REDUCTION

ITDP believes that reducing the demand for private cars in cities begins with reducing free parking and free road use. We can begin to reduce air pollution, congestion, and CO<sub>2</sub> emissions through parking regulations, access management, road user charging, and other strategies that reduce private car use.

In China, we launched a research initiative into parking policies toward official vehicles, while also advocating for parking policy reform in Lanzhou and Kunming in collaboration with the World Bank. ITDP also presented parking-improvement proposals for the Guangzhou BRT corridor. In Mexico City, ITDP continues to support a pilot program to charge for on-street parking, and earlier this year we provided technical support to the city when it redesigned several dangerous intersections to calm traffic.

ITDP also released a seminal report, “U.S. Parking Policies: An Overview of Management Strategies,” which highlights best practices in parking management in the United States. The report identifies core sustainable parking principles and illustrates how smarter parking management can benefit consumers and businesses in time and money savings, while also leading to more livable, attractive communities.



## SUSTAINABLE URBAN DEVELOPMENT



One of ITDP's newest program areas involves initiating and supporting sustainable urban development patterns that are conducive to walking, cycling, and transit usage. Smarter urban planning and design has the potential not only to reduce air pollution and emissions, but also improve quality of life.

In China, as part of the development of the BRT system in Guangzhou, ITDP worked with the city to develop a multi-modal transit corridor, which includes a new greenway, high-quality pedestrian areas on both sides of the corridor, bicycle parking at all of the stations, bicycle share, and beautiful station design. This package of features is helping spur new

development and enhances the quality of life on this once-congested corridor.

In Mexico City, ITDP provided advice to the city's agency for the revitalization of their historic downtown, including commissioning the world-renowned Gehl Architects to conduct a site visit and draft report on improving urban design in the district.

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

## CLIMATE AND TRANSPORT POLICY

ITDP works on the local, national, and international levels to encourage governments and other authorities to incorporate policies to reduce transport-related emissions and traffic congestion, while ensuring adequate funding for sustainable mobility programs.

In 2010, ITDP completed a project-driven, or “bottom-up,” tool for calculating the CO<sub>2</sub> impact of transport systems projects. This tool is designed to significantly improve the CO<sub>2</sub> impacts of dozens of BRT projects funded every year by the Global Environment Facility. At the same time, ITDP is working with the Asian Development Bank and the Inter-American Development Bank to apply

the CO<sub>2</sub> calculation tool to their transport portfolios in the hopes of encouraging the banks to direct more resources to sustainable transport.

ITDP also issued several reports intended to share best practices on an international level. These reports included “Financing Mechanisms for Sustainable Low Carbon Transportation,” which is a guide for national governments about available international financing for sustainable transport projects. We also completed two regional policy papers: “Two- and Three-Wheeler Policy in Asia” and “South African National Urban Transport Policy Guidance.”



# Our Supporters

ITDP would like to thank the following organizations and individuals for their support and encouragement in 2010. Without them, our work would not be possible.

## **\$500,000 +**

- ClimateWorks Foundation
- United Nations Environment Programme – Global Environment Facility
- William & Flora Hewlett Foundation

## **\$100,000 – \$499,999**

- Rockefeller Foundation
- The Energy Foundation

## **\$5,000 – \$99,999**

- Anonymous
- Craigslist Charitable Fund
- Diane Steingart & Jonathan Woodbridge
- G. William Rogers
- Margaret A. Cargill Foundation
- Michael Flood & Lydia Morris
- Roy A. Hunt Foundation
- The Open Planning Project



# FINANCIAL INFORMATION

The following statements are excerpts from ITDP's audited financial statements. For a complete presentation of the 2010 financial statements see [www.itdp.org](http://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, 2010 AND 2009

<b>ASSETS</b>		<u>2010</u>	<u>2009</u>
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	\$	1,850,078	\$ 3,161,276
Accounts receivable		54,070	46,957
Grants receivable (Note 2)		1,306,011	546,638
Prepaid expenses		<u>26,395</u>	<u>-</u>
Total current assets		<u>3,236,554</u>	<u>3,754,871</u>
<b>PROPERTY AND EQUIPMENT</b>			
Equipment		30,659	10,418
Furniture		58,888	18,976
Computer equipment		171,260	109,099
Leasehold improvements		<u>185,440</u>	<u>77,128</u>
		446,247	215,621
Less: Accumulated depreciation and amortization		<u>(149,064)</u>	<u>(83,165)</u>
Net property and equipment		<u>297,183</u>	<u>132,456</u>
<b>OTHER ASSETS</b>			
Deposits		50,378	10,574
Grants receivable, net of current portion (Note 2)		<u>20,000</u>	<u>30,000</u>
Total other assets		<u>70,378</u>	<u>40,574</u>
<b>TOTAL ASSETS</b>		<b><u>\$ 3,604,115</u></b>	<b><u>\$ 3,927,901</u></b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable and accrued liabilities	\$	872,652	\$ 692,935
Accrued salaries and related benefits		85,397	39,192
Deposit liability		<u>73,120</u>	<u>-</u>
Total current liabilities		<u>1,031,169</u>	<u>732,127</u>
<b>NET ASSETS</b>			
Unrestricted		2,221,351	1,277,465
Temporarily restricted (Note 4)		<u>351,595</u>	<u>1,918,309</u>
Total net assets		2,572,946	3,195,774



**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENT OF ACTIVITIES AND CHANGE IN NET ASSEST**  
**FOR THE YEARS ENDED DECEMBER 31, 2010 AND 2009**

	<b>2010</b>		
	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	<b>Total</b>
<b>REVENUE</b>			
Contributions	\$ 157,350	\$ 1,316	\$ 158,666
Grants	2,000,513	5,986,084	7,986,597
Interest income	6,150	-	6,150
Consulting revenue	442,032	-	442,032
Event revenue	10,888	-	10,888
Bike sales, net of cost of goods sold	-	-	-
Contributed services (Note 5)	83,288	-	83,288
Other revenue	(3,317)	14,604	11,287
Net assets released from donor restrictions (Note 4)	<u>7,568,718</u>	<u>(7,568,718)</u>	<u>-</u>
Total revenue	<u>10,265,622</u>	<u>(1,566,714)</u>	<u>8,698,908</u>
<b>EXPENSES</b>			
Program Services	<u>8,812,579</u>	<u>-</u>	<u>8,812,579</u>
Supporting Services:			
Fundraising	104,451	-	104,451
Management	<u>404,706</u>	<u>-</u>	<u>404,706</u>
Total supporting services	<u>509,157</u>	<u>-</u>	<u>509,157</u>
Total expenses	<u>9,321,736</u>	<u>-</u>	<u>9,321,736</u>
Changes in net assets from operations before other items	943,886	(1,566,714)	(622,828)
<b>OTHER ITEMS</b>			
Write-off of uncollectible grant	-	-	-
Write-off of inventory	<u>-</u>	<u>-</u>	<u>-</u>
Total other items	<u>-</u>	<u>-</u>	<u>-</u>
Changes in net assets	943,886	(1,566,714)	(622,828)
Net assets at beginning of year	<u>1,277,465</u>	<u>1,918,309</u>	<u>3,195,774</u>
<b>NET ASSETS AT END OF YEAR</b>	<b><u>\$ 2,221,351</u></b>	<b><u>\$ 351,595</u></b>	<b><u>\$ 2,572,946</u></b>

# FINANCIAL INFORMATION

INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY  
STATEMENT OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED DECEMBER 31, 2010

	Supporting Services			Total Supporting Services	Total Expenses
	Program Services	Fundraising	Management		
Salaries	\$ 1,114,342	\$ 35,227	\$ 103,981	\$ 139,208	\$ 1,253,550
Payroll taxes	80,963	2,858	7,252	10,110	91,073
Employee benefits (Note 7)	156,160	5,472	29,757	35,229	191,389
Subtotal	1,351,465	43,557	140,990	184,547	1,536,012
Bank charges	37,434	292	601	893	38,327
Bike and parts	-	-	-	-	-
Conferences and meetings	347,605	11,843	156,960	168,803	516,408
Consultants	3,105,925	3,801	-	3,801	3,109,726
Depreciation and amortization	76,629	998	242	1,240	77,869
Entertainment	33,634	12	310	322	33,956
Equipment rental	3,568	3	10	13	3,581
Field staff	1,283,481	-	-	-	1,283,481
Insurance	11,303	47	2,299	2,346	13,649
Legal	43,112	-	94,528	94,528	137,640
License fees	27,971	2,330	2,107	4,437	32,408
Miscellaneous	18,114	489	(3,700)	(3,211)	14,903
Office supplies	116,655	406	879	1,285	117,940
Postage and delivery	26,702	2,478	83	2,561	29,263
Printing	155,074	9,959	504	10,463	165,537
Professional development	32,617	195	35	230	32,847
Professional fees	305,552	19,930	1,774	21,704	327,256
Rent and office cleaning (Note 6)	258,672	489	1,046	1,535	260,207
Subcontractors	406,526	-	-	-	406,526
Subscriptions and dues	71,968	1,392	-	1,392	73,360
Telephone and internet	60,349	153	596	749	61,098
Training	21,004	-	-	-	21,004
Travel	1,017,219	6,077	5,442	11,519	1,028,738
<b>TOTAL</b>	<b>\$ 8,812,579</b>	<b>\$ 104,451</b>	<b>\$ 404,706</b>	<b>\$ 509,157</b>	<b>\$ 9,321,736</b>



**INSTITUTE FOR TRANSPORTATION AND DEVELOPMENT POLICY**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED DECEMBER 31, 2010 AND 2009**

	<u>2010</u>	<u>2009</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Changes in net assets	\$ (622,828)	\$ 2,278,054
Adjustments to reconcile changes in net assets to net cash (used) provided by operating activities:		
Depreciation and amortization	77,869	34,509
Loss on disposal of fixed assets	3,667	6,599
Loss on write-off of inventory	-	37,494
(Increase) decrease in:		
Accounts receivable	(7,113)	13,450
Grants receivable	(749,373)	(265,411)
Inventory	-	(25,967)
Prepaid expenses	(26,395)	-
Deposits	(39,804)	(4,532)
Increase (decrease) in:		
Accounts payable and accrued liabilities	179,717	524,546
Accrued salaries and related benefits	46,205	18,246
Refundable advances	-	(300,000)
Deposit liability	<u>73,120</u>	<u>-</u>
Net cash (used) provided by operating activities	<u>(1,064,935)</u>	<u>2,316,988</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property and equipment	<u>(246,263)</u>	<u>(135,949)</u>
Net cash used by investing activities	<u>(246,263)</u>	<u>(135,949)</u>
Net (decrease) increase in cash and cash equivalents	(1,311,198)	2,181,039
Cash and cash equivalents at beginning of year	<u>3,161,276</u>	<u>980,237</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b><u>\$ 1,850,078</u></b>	<b><u>\$ 3,161,276</u></b>

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Junior Transportation Specialist  
(Deni's Position)

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Project Leader

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Project Leader

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Karina Licea  
Project Leader

Xtabai Padilla  
Administrative Assistant

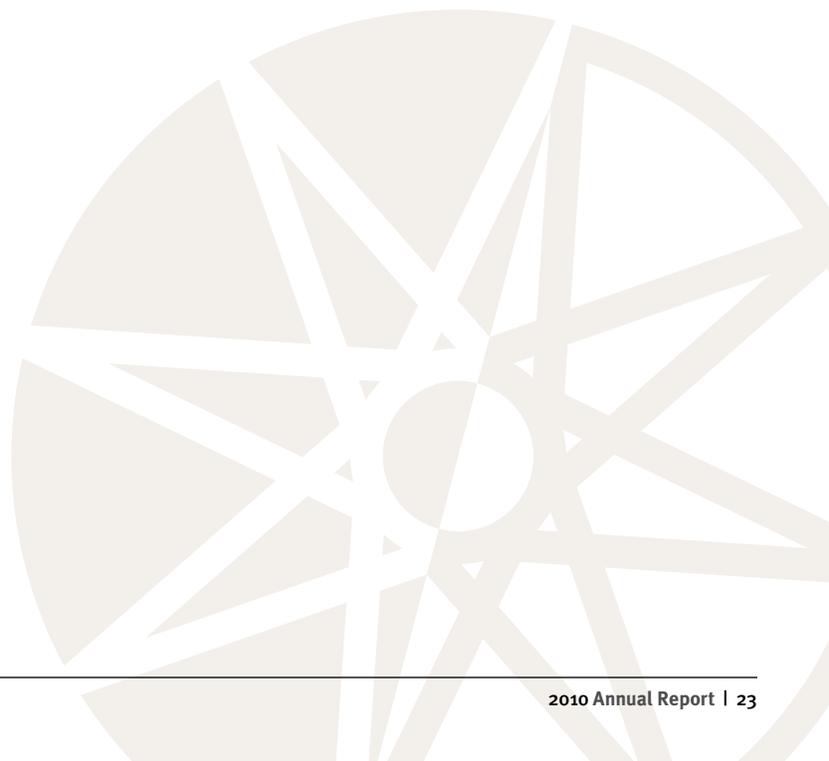
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Project Leader

Dhyana Quintanar  
OCO

Mariana Orozco  
Project Coordinator

Rocio Nunez Castellanos  
Communications Coordinator





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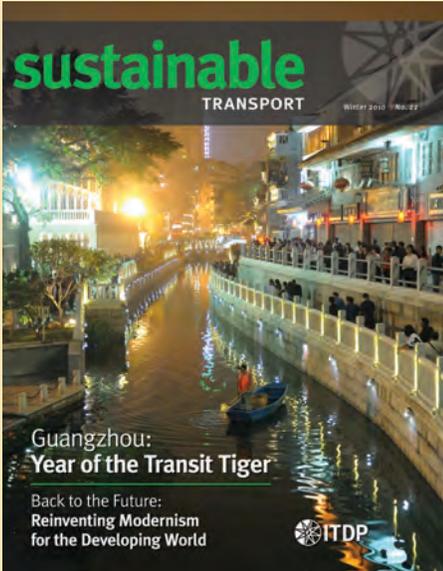
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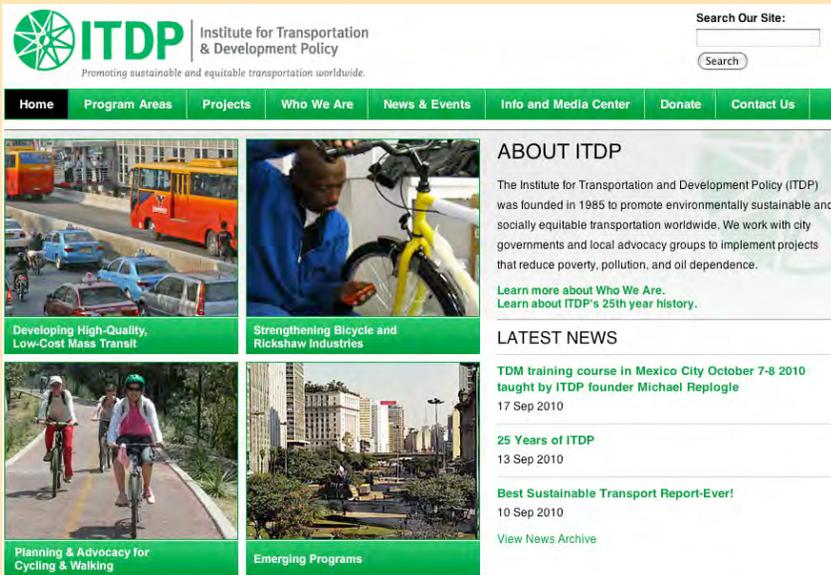


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ITDP publishes Sustainable Transport magazine, an annual publication that examines worldwide transportation practices, showcases replicable alternatives, and highlights the efforts of sustainable transport advocates. Sustainable Transport is distributed to ITDP donors, planners, government officials, and transportation and development professionals.

## sustainable transport e-update

ITDP also distributes a free, quarterly e-bulletin to thousands of recipients. The e-mail version of Sustainable Transport contains project updates, critiques of transport policy, the latest news from successful alternative transportation projects, and a calendar of upcoming events. Subscribe at [www.itdp.org](http://www.itdp.org) or by sending an e-mail to [mobility@itdp.org](mailto:mobility@itdp.org).



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