



II. Institutions for Urban Transport

Public Transport Planning and Reform: An Introduction

Usual Developing City Situation

- **Dysfunctional, disorganized transport governance**
 - **Many organizations with overlapping or conflicting authority**
 - **Some functions go unaddressed or poorly handled, e.g.,:**
 - Independent planning/implementation/operating authorities
 - Independent highway and public transport organizations
 - Weak regulatory and enforcement bodies
 - National government too involved in purely local matters
 - Human resources limited or lacking
 - No dedicated funding for any PT function
 - **Unresponsive to users and public**



Metropolitan Urban Transport Functions

- **Planning**
 - **Strategic**
 - **Investment, management/operations policy**
 - **System/corridor**
 - **Financial**
 - **PT Service**
- **Long *and* short-term priority setting, decision-making on investments *and* any operating subsidies**

Metropolitan Urban Transport Functions (Contd.)

- **Infrastructure project implementation**
- **Regulation of public transport (PT) service, operations**
- **Strategic PT management**
- **Enforcement of public transport regulations, traffic rules**
- **Daily PT management, actual operation**

A Good Institutional Framework is Critical for Effective Public Transport

- All functions addressed
- Clearly assigned responsibilities
- Responsive
 - Policy concerns of all levels of government
 - Needs of public transport users (e.g., fares, service levels and quality)
 - Concerns of all citizens (e.g., mobility needs, air quality, traffic safety)

Ideal Urban Transport Institution

1. Authority for all transport issues of *metropolitan* significance
2. Multi-modal planning/decision-making for all significant public investments in transport
3. Authority over *strategic* operations, management policies
 - Public transport (including taxis)
 - Highways, arterial roads
 - Parking
4. Formal linkages to land-use and environmental planning



Ideal Urban Transport Institution (Contd.)

5. Formal public/civil society/private sector participation and communications program



Ideal Urban Transport Institution (Contd.)

6. Sound quantitative and qualitative basis for decisions on strategies, policies, plans, programs, and projects

– Strong technical skills

- Travel forecasting
- Transport network analysis
- Policy, financial, and environmental planning
- Program management

– Comprehensive, current data bases



Public Transport Regulation Is a Key Function

- **Strong, formal, legislated oversight and enforcement authority**
 - **Vehicle safety, emissions**
 - **Service parameters**
 - Types and quality
 - Authorized corridors/areas/licenses/franchises
 - Fares
- **Clear linkages:**
 - **Strategic operations/management policy setting**
 - **Investment planning**
- **Analytical skills in service planning, operations and monitoring**



Case Studies

Paris

London

New York

Vancouver

Madrid

Singapore



| City | Organization | Authority |
|-----------------|---|---|
| Paris | Syndicat des Transports d'Ile-de-France (STIF) | All public transport; Entire conurbation |
| London | Transport for London (TFL) | All public transport, roads and highways, bridges and tunnels, NMT; Entire conurbation |
| New York | Metropolitan Transportation Authority (MTA) | All public transport, some bridges and tunnels; New York State portion of conurbation |



| City | Organization | Functions |
|-----------------|---|------------------|
| Paris | Syndicat des Transports d'Ile-de-France (STIF) | 1- 8 |
| London | Transport for London (TFL) | 1- 8 |
| New York | Metropolitan Transportation Authority (MTA) | 1- 10 |

1. *Strategic Planning*
2. *Investment, management, ops. policy planning*
3. *System/corridor planning*
4. *Financial planning*
5. *Long and short-term priority setting, decision making for investment, operating subsidies*
6. *Infrastructure project implementation*
7. *Service, operations regulation enforcement*
8. *Strategic service, operations management*
9. *PT Service planning*
10. *Daily PT operation, management*

| City | Organization | Sources of Funds (other than PT fares) |
|-----------------|---|---|
| Paris | Syndicat des Transports d'Ile-de-France (STIF) | Dedicated employer tax; local, region, Department general revenue |
| London | Transport for London (TFL) | Congestion charges, central & local Govt. general revenue |
| New York | Metropolitan Transportation Authority (MTA) | Federal , State and local Govt. general revenue; dedicated taxes on petroleum businesses, mortgages and real estate; bridge/tunnel tolls |



| City | Organization | Authority |
|------------------|---|---|
| Vancouver | TransLink | All public transport, highways, roads, bridges, tunnels, NMT, parking; Entire conurbation |
| Madrid | Consorcio Regional Transporte (CRTM) | All metropolitan public transport; Entire conurbation |
| Singapore | Land Transport Authority (LTA) | All public transport, non-motorized modes, highways, roads bridges, tunnels, parking; Entire conurbation |

| City | Organization | Functions |
|------------------|---|----------------------|
| Vancouver | TransLink | 1 – 8 |
| Madrid | Consorcio Regional Transporte (CRTM) | 1 - 5 7-9 |
| Singapore | Land Transport Authority (LTA) | 1- 9 |

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| City | Organization | Sources of Funds (Other than PT fares) |
|------------------|---|---|
| Vancouver | TransLink | Dedicated gasoline, property, power, parking taxes |
| Madrid | Consorcio Regional Transporte (CRTM) | National, Regional and local Govt. subsidies (not dedicated) |
| Singapore | Land Transport Authority (LTA) | National (local) Govt. general revenue, much of which is derived from auto registration, gas taxes, parking, congestion fees |



India: Unified Metropolitan Transportation Authorities

- **National Urban Transport Policy, March, 2006**
- **Requires “Unified Metropolitan Transportation Authorities” in metropolitan areas of >1,000,000 pop.**
- **Encourages that “UMTA’s” receive specific statutory authority**



UMTA Functions

- **Facilitate coordinated planning and implementation of urban transport programs and projects**
 - **Development of integrated land use and transport master plans**
- **Provide integrated management of multi-modal urban transport systems**
- **Develop and adopt comprehensive, multi-modal metropolitan transport/land use plans**



Progress to Date

- **Indore: Indore City Transport Limited Designated as UMTA**
 - Currently limited to planning and procurement of public transport services
 - Intent to expand authority to highway and traffic matters
- **Bangalore, Jaipur:**
 - Have established informal policy committee
 - No statutory authority of staff
 - In process of clarifying responsibilities and resources

Transport Governance Case Study



Greater Vancouver Transportation Authority "TransLink" (GVTA)

From presentation by Glen Leicester, TransLink
Kuala Lumpur Master Class
September 13, 2004

Vancouver Urban Region

- 21 cities in regional federation (Greater Vancouver Regional District, GVRD)
- 2.2 million residents, 3.0 million by 2031
- Multi-cultural, diverse population
- Major gateway for sea and air
- Transport is a significant regional issue
- Prior to 1999 no regional transportation agency

TransLink Responsibilities

Public Transport
Roads
Demand Management
Air Quality



TransLink Legislative Mandate

- **Regional corporation for planning, building, managing, operating *regional* transportation system**
- **Can raise revenue from dedicated, mostly transport sources**

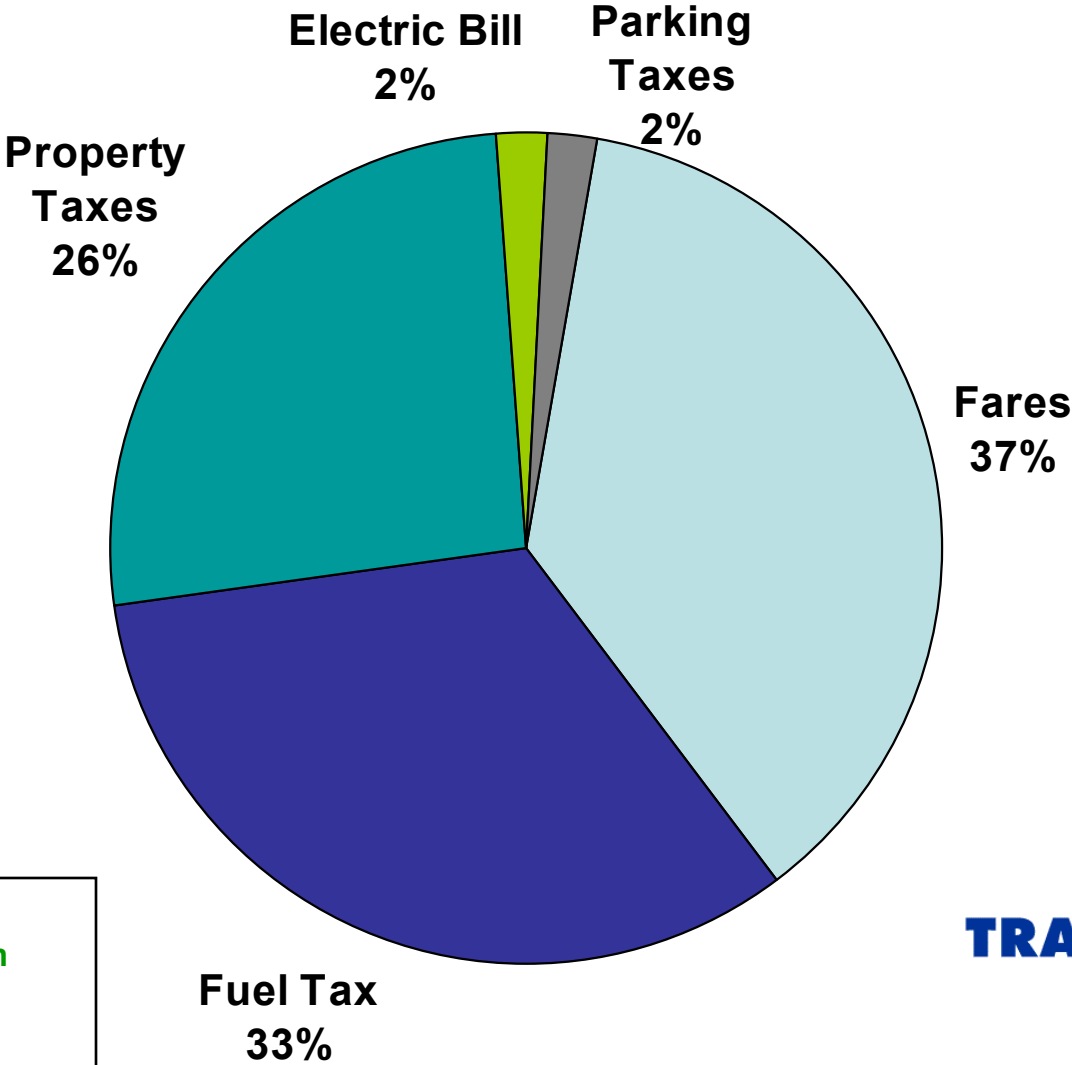


TransLink Legislative Mandate

- Preparation and approval of a Strategic Transportation Plan (STP) outlining capital, service, and financial strategy
- Capital and program plans consistent with STP
- Extensive consultation process with the public, cities and other affected organizations
- Approval of STP by regional federation of governments



Current Sources of Funds

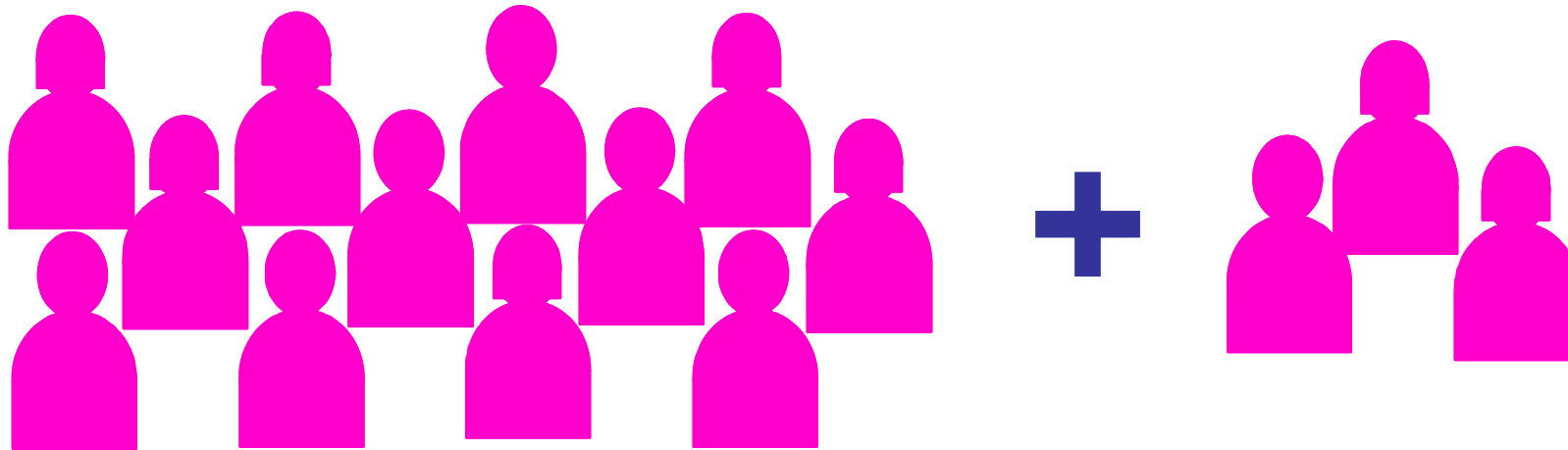


TransLink Governance

- **Board of Directors appointed by the GVRD on a sub-area basis and by the Provincial Government**
- **Board of Directors selects Chief Executive Officer**
- **Board may establish subsidiary companies and delegate responsibilities**
- **Board appoints Subsidiary Board members**



GVTA Board: 15 Members



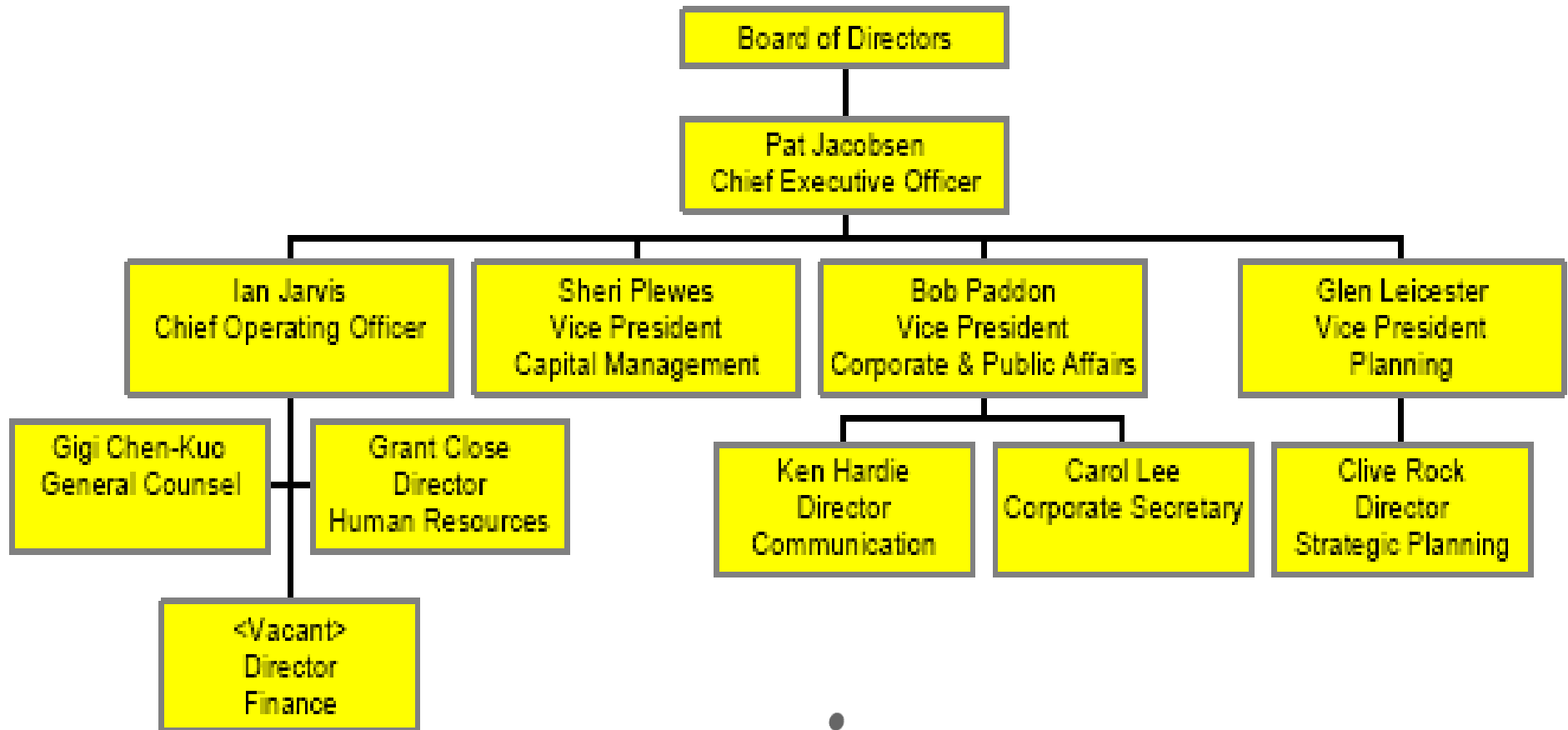
12 Local:

- Elected Mayors or GVRD Directors

3 Provincial:

- Elected MLA's or Ministers

Internal Organization



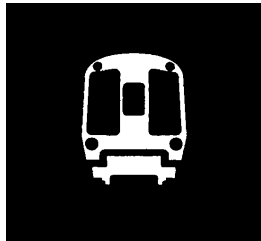
Operations

Greater Vancouver
Regional District
21 Municipalities

Province of
British Columbia

Greater Vancouver
Transportation Authority
(TransLink)

BC Rapid
Transit
Comp.
SkyTrain



West
Coast
Express
*Commuter
Rail*



Coast
Mountain
Bus,
Seabus,
Van



Contract
Bus
Operations



Albion
Ferry



RAV Project
Management
Company



Lesson Learned

- Cities with the best PT have an *integrated metropolitan transport authority (MTA)* with:
 - *Strong statutory authority over all modes and entire metropolitan area regarding planning, investment, and strategic management/operations*
 - *Independent, dedicated funding sources*
 - *Superior human, technical and data resources*
 - *Positive, cooperative relationships with all relevant public, private and citizen stakeholders*

Minimum Responsibilities Integrated MTA

- **Strategic planning**
- **System, corridor major investment planning**
- **Metro management/operations policy planning**
- **Financial planning**
- **Long *and* short-term priority setting for investment *and* operating subsidies**

Minimum Authority and Funding Integrated MTA

- **Minimum Authority**
 - **Entire metropolitan area**
 - **All PT modes**

- **Financing/funding**
 - **Some dedicated funding**
 - **Support MTA staff and functions**
 - **Recapitalization**

Integrated MTA Governance

- **“Policy,” voting entity that approves policies, plans, programs and projects**
 - **Representatives of senior governments (central/state/provincial); ministers/secretaries/directors**
 - **Representatives of local governments; elected/appointed officials, e.g. mayors, council chairs, bureau heads**
- **Dedicated staff (“secretariat) doing technical work to support decision making**
- **Citizen advisory process and structure**



Institutions for Urban Transport

