



# Institutions for Urban Transport

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# 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 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 Transport Functions (Contd.)

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

# Ideal Metro. Transport Institution

1. Authority for *all* transport issues of *metropolitan* significance irrespective of mode
2. Multi-modal planning/decision-making for all significant public investments in transport
3. Authority over *strategic* operations, management policies, contract management
  - Public transport (including taxis)
  - Highways, arterial roads
  - Parking



# Ideal Metro. Transport Institution (Contd.)

4. Formal linkages to land-use and environmental planning
5. Formal public/civil society/private sector participation and communications program



# Ideal Metro. 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



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



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

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*

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



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

<b>City</b>	<b>Organization</b>	<b>Functions</b>
<b>Vancouver</b>	<b>TransLink</b>	<b>1 – 8</b>
<b>Madrid</b>	<b>Consorcio Regional Transporte (CRTM)</b>	<b>1 - 5 7-9</b>
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<b>City</b>	<b>Organization</b>	<b>Sources of Funds (Other than PT fares)</b>
<b>Vancouver</b>	<b>TransLink</b>	<b>Dedicated gasoline, property, power, parking taxes</b>
<b>Madrid</b>	<b>Consorcio Regional Transporte (CRTM)</b>	<b>National, Regional and local Govt. subsidies (not dedicated)</b>
<b>Singapore</b>	<b>Land Transport Authority (LTA)</b>	<b>National (local) Govt. general revenue, much of which is derived from auto registration, gas taxes, parking, congestion fees</b>

# 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*





# A Good Institutional Framework is Critical for Effective Public Transport

- All functions addressed
- One agency responsible for strategic functions, all modes
- 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)



# Minimum Authority, Integrated MTA

- **Entire metropolitan area**
- **All PT modes**
- **All strategic functions**

# 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**



# MTA Funding

- **Some dedicated funding**
  - Support MTA staff and functions
  - Cover recapitalization needs, all modes
- **Conduit for “discretionary” funding**
  - Senior levels of government (national, state/province)
  - International lending/development institutions



# 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**





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