

# TransLink Governance Review



## Appendix 3 – Results of International Urban Transport Governance Review

March 2013

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## APPENDIX 3 – RESULTS OF INTERNATIONAL URBAN TRANSPORT GOVERNANCE REVIEW


### 1 INTRODUCTION

To support the TransLink Governance Review, a study of urban transportation authorities was undertaken to gather information on global best practices with a focus on functions, governance structure and process, finance, and other relevant observations.

The review of the governance of urban transportation authorities encompassed 13 urban areas within three regions (North America, Europe, and Australia). The following table summarizes the urban areas and transportation authorities investigated, supplemented with information from interviews made with executive officials at these authorities:

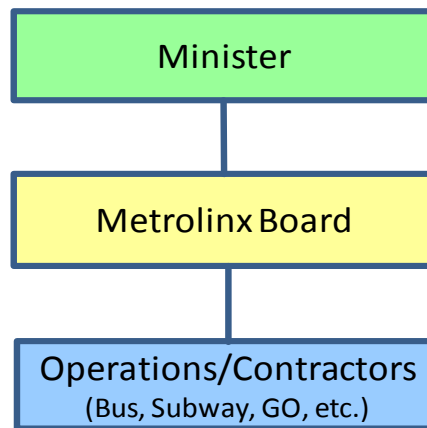
|                      | Urban Area / Region           | Transport Authorities                                |
|----------------------|-------------------------------|--|
| <b>North America</b> |                               |  |
| 1                    | Greater Toronto-Hamilton Area | Metrolinx  |
| 2                    | Greater Montreal              | Agence Métropolitaine de Transport (AMT)             |
| 3                    | Seattle – Puget Sound Region  | Puget Sound Regional Council (PSRC)                  |
| 4                    | Portland Metropolitan Area    | METRO & TriMet                                       |
| 5                    | San Francisco Bay Area        | Metropolitan Transportation Commission (MTC)         |
| 6                    | New York & Surrounding Area   | Metropolitan Transportation Authority (MTA)          |
| <b>Europe</b>        |                               |  |
| 7                    | Greater London                | Transport for London (TfL)                           |
| 8                    | Greater Manchester            | Transport for Greater Manchester (TfGM)              |
| 9                    | Newcastle                     | Tyne and Wear Integrated Transport Authority & NEXUS |
| 10                   | Vienna                        | Wiener Linien  |
| 11                   | Stockholm                     | Storstockholms Lokaltrafik (SL)                      |
| <b>Australia</b>     |                               |  |
| 12                   | Brisbane                      | TRANSLink  |
| 13                   | Perth                         | Public Transport Authority & Transperth              |

A summary of each urban area and its transportation governance is provided in the following pages.

| Greater Toronto - Hamilton Area  | Region: North America |
|--|-----------------------|
| Transport Authority: Metrolinx   |                       |
|    |                       |
| <b>General Description</b>   |                       |
| <p>The Greater Toronto - Hamilton Area (the Greater Golden Horseshoe) comprises the Cities of Toronto and Hamilton, and 30 local municipalities. Metrolinx is a Crown Corporation established by the Ontario provincial government in 2006 to champion, develop and implement an integrated transportation system for the GTHA.</p>  |                       |
| <b>Key Statistics</b>  |                       |
| <ul style="list-style-type: none"> <li>• Service Area: 8,242 km<sup>2</sup></li> <li>• Population: 6 Million (2011)</li> <li>• Transit Ridership: 546 Million (2008)</li> <li>• Mode Share(2006 JTW, CMA): <ul style="list-style-type: none"> <li>Private Motor Vehicle, Driver: 63.6%</li> <li>Private Motor Vehicle, Passenger: 7.5%</li> <li>Public Transport 22.2%</li> <li>Cycling 1%</li> <li>Walking 4.8%</li> <li>Other: 0.9%</li> </ul> </li> </ul>   |                       |
| <b>Urban Transport Functions</b>   |                       |
| <p>Metrolinx's main function is to provide leadership, secure funding and coordinate planning to develop a multi modal transport network for the GTHA that conforms with the Places to Grow Act of 2005, and the Growth Plan for the Greater Golden Horseshoe of 2006. It also acts as a central agency for the procurement of transit vehicles, technology, facilities and related services on behalf of 21 Ontario municipalities and transit agencies. Metrolinx also oversees three operating divisions; GO Transit, Presto (fare card system), and the Union Pearson Express (train connection to Pearson Airport).</p> |                       |

### Urban Transport Governance

Mertolinx has a Board of Directors appointed by the Province. Originally the board included mostly elected representatives but this was changed in 2009 and now the board has a total of 15 non elected members (the CEO, a Chair, a Vice Chair and 12 board members) all appointed by the Province. The board members mostly have a business and financial background. The board meets about six times a year (most meetings are open to the public) and it governs all aspects of the organization and provides strategic direction for Metrolinx's, planning and procurement activities. The Metrolinx Board is accountable to the Province of Ontario's Minister of Transportation for the performance of the organization. The transit agencies that Metrolinx works with report to, or are accountable to, Metrolinx, but are also accountable to their respective local councils or agency boards of directors.

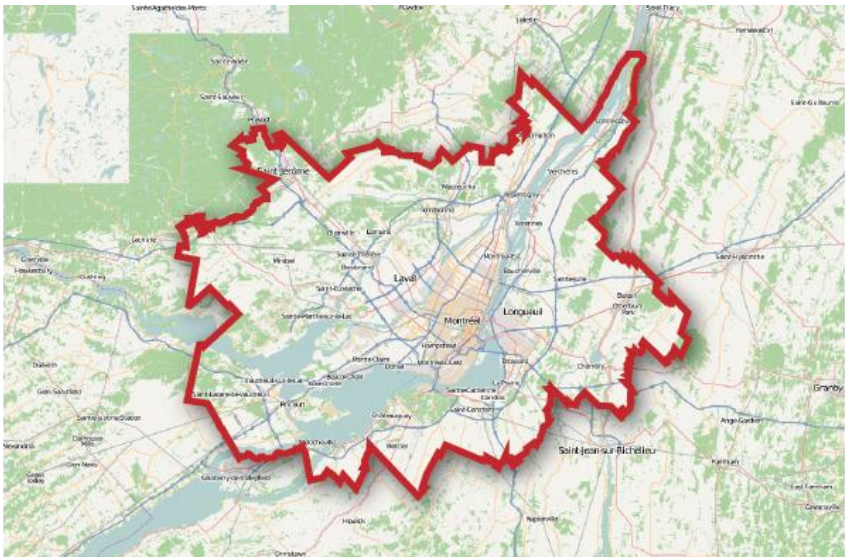


### Urban Transport Finance

Metrolinx, and transit projects recently undertaken by Metrolinx, have been primarily funded by the Province of Ontario with cost sharing on capital projects with the Federal Government. As Metrolinx only operates a small component of the overall transit system, it is not possible to make any meaningful comparison to overall budget levels in other regions. Since 2009, \$9.5 billion in Federal and Provincial funding has been committed to 5 year capital programs of transit projects overseen by Metrolinx.

### General Observations

Metrolinx works with a multiplicity of transit agencies, regional governments and cities in the planning, delivery and procurement of transit services, with each of these agencies having their own areas of responsibility and accountability. Metrolinx is primarily a Provincial authority accountable to the Minister of Transportation.

| Greater Montreal  | Region: North America |
|---|-----------------------|
| Transport Authority: Agence Métropolitaine de Transport (AMT)   |                       |
|   |                       |
| <b>General Description</b>  |                       |
| <p>The Agence Metropolitaine de Transport (AMT) is the umbrella organization tasked with overseeing all public transit services and initiatives throughout the Greater Montreal area. The Province of Quebec established the AMT as a Crown Corporation in 1996 and it is the regional transportation authority operating under the Quebec Ministry of Transportation.</p> <p>As an umbrella organization, the AMT works with numerous regional jurisdictions throughout the Greater Montreal area, coordinates with transit operating agencies and works closely with municipal and Provincial government agencies to integrate Provincial planning directives. AMT oversees transportation planning and development in an area covering 63 municipalities, 13 county municipalities and one First Nations reserve. The AMT participates in the funding and coordination of 14 transit authorities throughout the region, including the Réseau de transport de Longueuil (RTL), Societe de transport de Laval (STL), Societe de transport de Montreal (STM) and nine additional inter-municipal transport groups, which are collectively known as the Conseil Intermunicipal de Transport.</p> |                       |
| <b>Key Statistics</b>   |                       |
| <ul style="list-style-type: none"> <li>• Service Area: 4,258 km<sup>2</sup></li> <li>• Population: 3.8 Million (2011)</li> <li>• Transit Ridership: 452 Million Trips (2011)</li> <li>• Mode Share(2006 JTW, CMA): <ul style="list-style-type: none"> <li>Private Motor Vehicle, Driver: 65.4%,</li> <li>Private Motor Vehicle, Passenger: 5%</li> <li>Public Transport: 21.4%</li> <li>Cycling: 1.6%,</li> <li>Walking: 5.7%</li> <li>Other: 0.9</li> </ul> </li> </ul>  |                       |



**Urban Transport Functions**

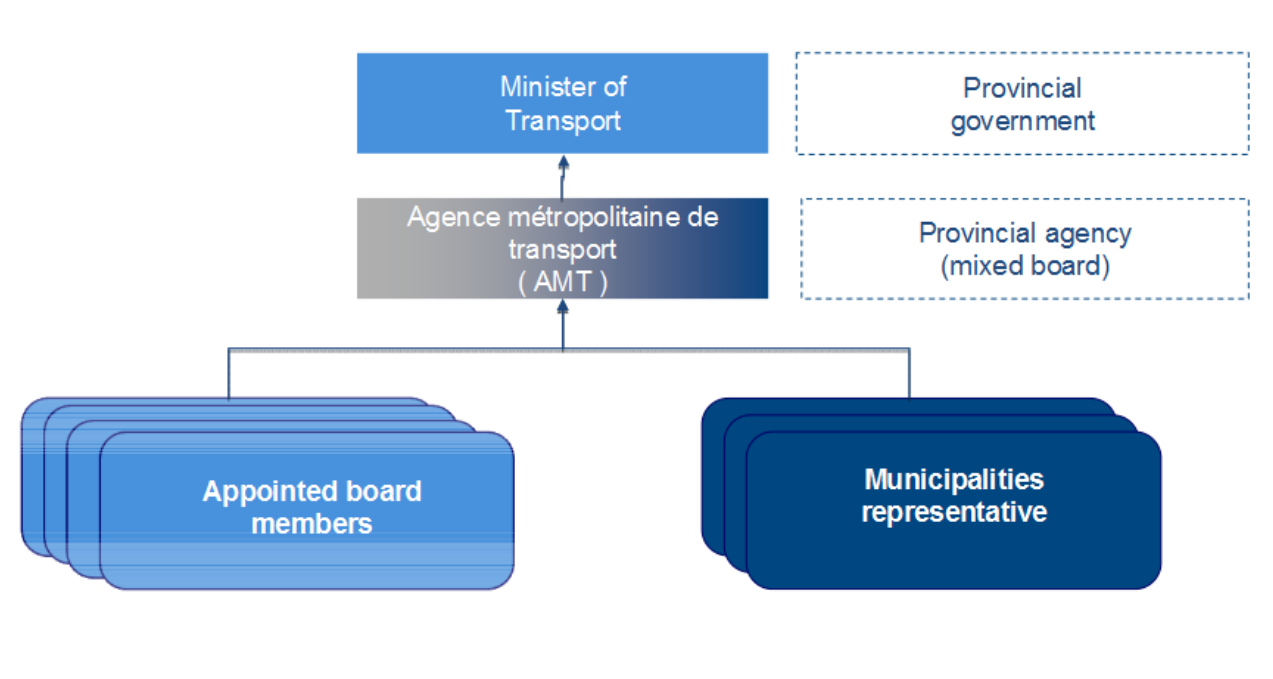
The AMT is a two-tier organization, overseeing regional transportation plans/strategies and operating the commuter rail system and express bus services, while local transportation services are provided by local transit operators. AMT is also responsible for overseeing and delivering major transit infrastructure (bus terminals etc.), collecting, generating and distributing funds (fuel and property taxes). It coordinates some fare integration and central collection, then redistributes fare revenues to the various operators.

**Urban Transport Governance**

The AMT is a regional transportation authority operating under the Québec Ministry of Transportation. The Board that oversees the AMT consists of seven members, including both elected officials and non-elected officials. The government of Québec appoints the Chairperson, who is the President and CEO of the Board and the Executive Team, plus three board members from the “socioeconomic community.” The Montreal Metropolitan Community (MMC) appoints the remaining three AMT Board Members with a process to rotate representation among the various municipal members, but with Montreal always having representation.

The AMT Board of Directors reports directly to the Québec Ministry of Transportation regarding the current standing of the AMT and future directions. Additionally there is a consultative link with the municipalities in that there is a Mayors’ Assembly that gives opinion on budgets, fares and investment plans. On annual budgets and fares they need to give approval, but if they do not approve the budget it can still proceed based on current fares and previously approved revenues. With regard to fares the Mayors’ Assembly have never yet disapproved the proposed fare adjustments.

The AMT Board of Directors meets once monthly and oversees AMT activities, discusses and approves projects, examines and approves strategic procurement initiatives and reviews, provides guidance, and approves all three- year financial and regional plans required by the AMT.



### Urban Transport Finance

For capital works Provincial subsidies provide 75% of revenues, with the remaining 25% collected from property taxes, however subway extensions are funded 100% by the Province. The operating budget is about \$310 million funded as follows: \$65 m fares, \$100 m gas tax (3 cents/litre), \$50 m vehicle levy (\$30/vehicle), \$23 m Provincial subsidy, \$61m municipal contribution, \$7 million from user charges for regional transit infrastructure. Fare recovery for the buses is 40% and for the subway 80%.

### General Observations

The governance structure in Montreal reflects a strong Provincial involvement, with a majority of the board being Provincial appointees, and a majority of capital funding coming from the Province. There is a Mayors' Assembly with limited powers somewhat similar to the Mayors' Council in Metro Vancouver. AMTs structure is quite complex with these different governance levels and also the multiplicity of independent transit organizations/operators as a second level below AMT.



|   |                              |
|---|------------------------------|
| <b>Seattle – Puget Sound Region</b>                             | <b>Region: North America</b> |
| <b>Transport Authority: Puget Sound Regional Council (PSRC)</b> |                              |



**General Description**

The Puget Sound Regional Council (PSRC) is the regional authority for metropolitan Seattle and adjacent municipalities mainly on the east side of Puget Sound, running from the City of Everett in the north to Pierce County just south of Tacoma. The region includes 4 counties, 82 cities and 8 transit agencies (some of which are part of local government). Of the 8 agencies operating in the PSR, most are local municipal or city transit agencies, except for Sound Transit which provides regional level services.

- Key Statistics**
- Service Area: 16,232 km<sup>2</sup>
  - Population: 3.7 Million (2011)
  - Transit Ridership: 156 Million (2007)
  - Mode Share(2006 JTW): Private Motor Vehicle, SOV: 75.3%,  
Private Motor Vehicle, HOV: 8.9%  
Public Transport: 10.4%  
Walking/Cycling: 5.5%

**Urban Transport Functions**

The PSRC is responsible for regional growth planning, economic development planning and regional transportation planning. Seven of the transportation agencies within the PSRC provide local city or county transit services while the eighth, Sound Transit (ST), plans, builds, operates and extends the regional transit network. ST directly operates regional commuter rail, light rail and express bus services.

**Urban Transport Governance**

The PSRC has an overall General Assembly consisting of all Mayors and Councillors of its member jurisdictions. The General Assembly meets annually and has various boards for specific purposes (including transportation) that report to it. Sound Transit (ST) is an independent special district for regional transit purposes (defined by legislation) that serves parts of 3 of the 4 counties that make up the overall PSR. ST is overseen by an 18 member board made up of local elected officials from the municipalities within the Sound Transit area plus the Secretary of the State - Department of Transportation. Meetings and agendas are open to the public.



**Urban Transport Finance**

The PSRC is the selecting entity for federal funding of capital projects of approximately \$220 million annually of which 2/3 go to transit and 1/3 to roads. Funding for Sound Transit’s operations and its share of capital programs comes from local retail sales tax (67%), federal grants (10%), motor vehicle excise tax (8%), fares (6%); smaller amounts come from rental car tax and non-fare operating revenues. Overall total revenues for 2013 are projected at \$836 million. The majority of the revenues are directed to the expansion of the system. The cost of operating regional rail and express bus services is projected at \$212 million.

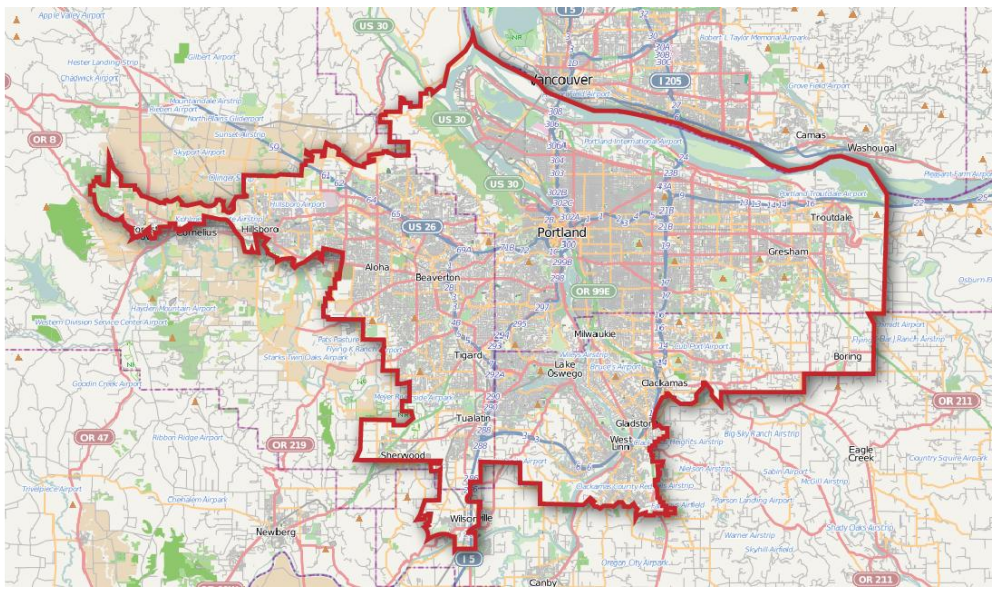
**General Observations**

Transportation governance arrangements in the Puget Sound Area are complex with the overall PSRC in charge of planning and with 8 transit service delivery agencies within its area. Sound Transit is itself a multi level arrangement with Sound Transit planning operating and extending the regional transit systems layered with the 7 the local city and county transit providers. This is a more complex organizational structure than exists in Metro Vancouver where there is just one agency overseeing all transit in the region.

## Portland Metropolitan Area

## Region: North America

### Transport Authority: METRO & TriMet



### General Description

Metro Portland in Oregon includes the core cities of Portland, Gresham and Hillsboro and components of the various surrounding counties. Tri-Met is a municipal corporation established by the State of Oregon to provide mass transportation for the area of Metro Portland within the state (i.e. excluding that part of the metropolitan area in the State of Washington).

### Key Statistics

- Service Area: 1,476 km<sup>2</sup>
- Population: 1.5 Million (2011)
- Transit Ridership: 100 Million (2011)
- Mode Share(2011 commuting):
  - Private Motor Vehicle 80.9%
  - Public Transport 10.9%
  - Cycling 3.7%
  - Walking 4.6%

### Urban Transport Functions

Tri-Met provides and operates bus, light rail, street car and commuter rail services. Transit services are primarily provided directly by Tri-Met staff. Tri-Met is also responsible for developing a Transit Investment Priorities program which outlines its short and long term capital and service plans. This it does with input from its jurisdictional and community partners.

### Urban Transport Governance

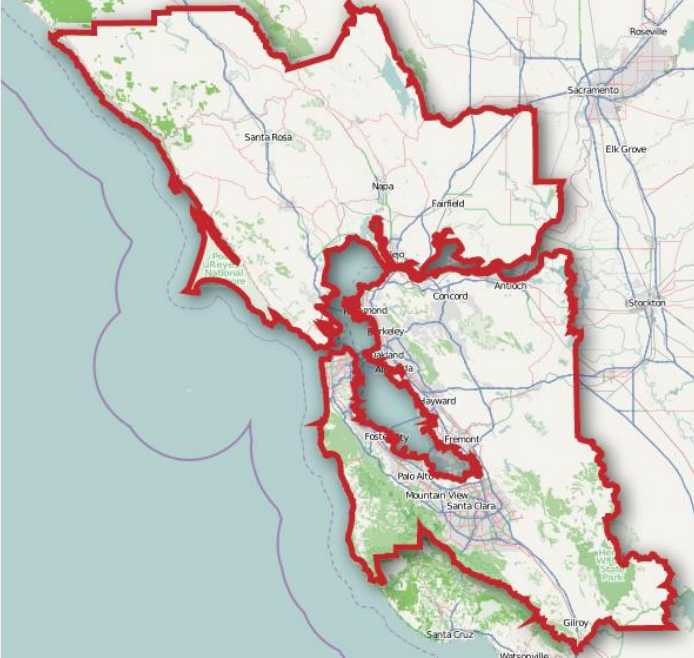
Tri-Met is supervised by a 7 person board appointed by the State Governor, each board member representing a geographic area of Metro Portland. Board members include business people, accountants, community representatives, and a retired city manager. Board meetings are public, as is the record of those meetings. Monthly Performance Reports are published giving such data as ridership, fare revenues etc.

**Urban Transport Finance**

Tri-Met generates approximately 57% of its operating funding from payroll and other taxes, with the balance coming from fares (24%), federal and state grants (10%), and other sources (9%). Its operating budget is \$474 million and its Capital and Light Rail Program Budgets are \$105 and \$446 million respectively. The \$446 million light rail budget is funded by dedicated grants, local contributions and bond proceeds.

**General Observations**

By North American standards Tri-Met performs quite well: it ranks 13<sup>th</sup> in transit ridership in the US but only ranks 24<sup>th</sup> in population. Its transit use is growing faster than auto use and people are using transit for more than just getting to work. The governance model is similar to a regional authority. ; State influence is considerable, however, due to the main funding sources being payroll taxes (collected at a state level) and federal grants and the fact that the Tri-Met Board is appointed by the State Governor and is accountable to the Governor. An offsetting factor is that Metro has the power to take over TriMet without State approval, although this authority has never been exercised.

| San Francisco Bay Area   | Region: North America |
|--|-----------------------|
| Transport Authority: Metropolitan Transportation Commission (MTC)  |                       |
|    |                       |
| <b>General Description</b>   |                       |
| <p>The MTC is the transport planning, coordinating and financing agency for the nine county San Francisco Bay Area.</p>  |                       |
| <b>Key Statistics</b>  |                       |
| <ul style="list-style-type: none"> <li>• Service Area: 18,594 km<sup>2</sup></li> <li>• Population: 7.2 Million (2010)</li> <li>• Transit Ridership: 488 Million Boarding (2006-7)</li> <li>• Mode Share(2005 Commute): Private Motor Vehicle, SOV: 69%<br/>Private Motor Vehicle, HOV: 11%<br/>Public Transport 10%<br/>Walking/Cycling: 10%</li> </ul>   |                       |
| <b>Urban Transport Functions</b>   |                       |
| <p>MTC functions are:</p> <ul style="list-style-type: none"> <li>• Regional transportation planning;</li> <li>• Coordinating and financing of transportation;</li> <li>• The Bay Area Toll Authority, collecting tolls on 8 bay bridges, operating and upgrading them; and</li> <li>• The Service Authority for freeways and expressways in the region (i.e assisting and towing of stalled or disabled vehicles)</li> </ul> <p>The MTC functions as the region's metropolitan planning organization, a US Federal requirement for funding, and is responsible for monitoring and updating the Regional Transportation Plan. Transit services are provided by numerous separate public transit operators (each with its own board) and the MTC monitors their budgets, performance and works to ensure that the region's numerous bus, rail and ferry systems are in synch in terms of</p> |                       |



fares, transfers, schedules and passenger information. The MTC coordinates the recently introduced "Clipper" fare card which is valid on all major transit systems in the Bay Area.

### **Urban Transport Governance**

The MTC was established by state legislation in 1970, and is overseen by a 21 member board of whom 18 are voting members. Sixteen of the voting members are appointed by local elected officials in the member jurisdictions and consist of Supervisors (councillors) from the cities and counties within the Bay Area. State legislation also includes representatives from two regional agencies as voting members. The number of members from the various counties and cities is dependant on their size. The three non-voting members represent the Federal housing department and the State and Federal transportation agencies. Members typically serve a four year term, with a new chair elected every two years.


### **Urban Transport Finance**

The MTC's main sources of revenue are Federal and State grants and a percentage of sales tax collected in the region. The overall operating cost for transit in the Bay Area is \$2 billion. Toll revenues appear to be primarily dedicated to operating and upgrading the bridges on which tolls are collected.

### **General Observations**

The governance structure for MTC reflects US Federal legislation and includes a component of Federal and State sales tax funding. One of the challenges for the MTC is that land use planning decisions are made at the local level whereas transportation decisions are made at the regional level. However the board structure with all its voting members being elected councillors or Mayors from municipalities within the region plus two members representing overall regional perspectives appears to operate quite satisfactorily.



| New York & Surrounding Area  | Region: North America |
|--|-----------------------|
| Transport Authority: Metropolitan Transportation Authority (MTA)   |                       |
|    |                       |
| <b>General Description</b>   |                       |
| <p>The New York MTA has North America's largest transportation system serving 12 cities and counties in New York State (New York City through Long Island, southeastern New York State) and two counties in Connecticut.</p>   |                       |
| <b>Key Statistics</b>  |                       |
| <ul style="list-style-type: none"> <li>• Service Area: 12,950 km<sup>2</sup></li> <li>• Population: 14.9 Million (2010)</li> <li>• Transit Ridership: 2.63 Billion (2011)</li> <li>• Mode Share(2009 NYC): <ul style="list-style-type: none"> <li>Private Motor Vehicle: 33%</li> <li>Public Transport: 22%</li> <li>Walking: 39%</li> <li>Other: 6%</li> </ul> </li> </ul>  |                       |
| <b>Urban Transport Functions</b>   |                       |
| <p>The MTA has the responsibility for developing and implementing a unified mass transportation policy for the New York Metropolitan area. The MTA is also the tolling agency for bridges in the New York region. The MTA directly operates some transit services and others are provided by private contractors or local municipalities/counties.</p>   |                       |
| <p>The MTA Agencies consist of:</p>  |                       |
| <ul style="list-style-type: none"> <li>• Metropolitan Transportation Authority</li> <li>• Triborough Bridge and Tunnel Authority</li> <li>• New York City Transit Authority</li> <li>• Manhattan and Bronx Surface Transit Operating Authority</li> <li>• The Long Island Rail Road Company</li> <li>• Metro-North Commuter Railroad Company</li> <li>• Staten Island Rapid Transit Operating Authority</li> </ul> |                       |

- Metropolitan Suburban Bus Authority
- MTA Bus Company
- MTA Capital Construction Company
- First Mutual Transportation Assurance Company

### **Urban Transport Governance**

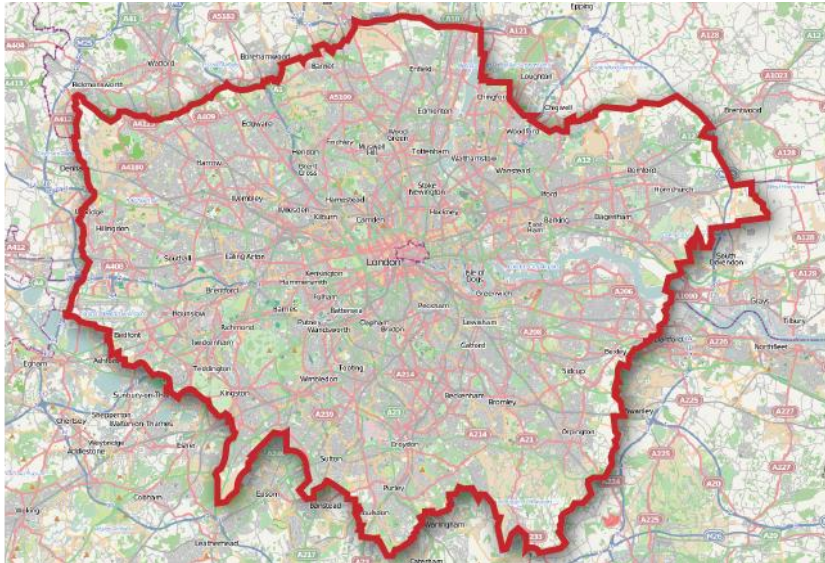
The MTA is a public-benefit corporation chartered by the State of New York in 1965. It is overseen by a 22 member board of which 17 are voting members (some representatives of smaller communities only have partial votes) and 5 are non-voting members. All members are appointed by the Governor of New York and about half are appointed on the recommendation of regional cities and counties. The members include elected representatives from cities/counties in the region, business people, community leaders and union representatives (the latter being the non-voting members of the board)

### **Urban Transport Finance**

The total operating budget for the MTA in 2013 is projected at \$13.2 billion, which is funded by fares (41%), dedicated taxes (35%), tolls (12%), state and local subsidies (7%), and other revenues (5%).

### **General Observations**

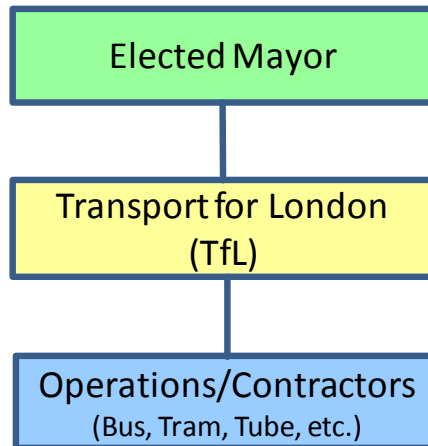
The New York MTA is a very large organization overseen by a board of both elected representatives and appointed board members with a cross section of business, union and community backgrounds. The Board reports to, and is accountable to, the Governor of New York State.

| Greater London   | Region: Europe |
|--|----------------|
| Transport Authority: Transport for London (TfL)  |                |
|    |                |
| <b>General Description</b>   |                |
| <p>Transport for London (TfL) is the integrated agency responsible for the London transport system and serves 32 London boroughs (municipalities) and the Corporation of London. Set up in 2000, its main roles are to implement the Mayor's Transport Strategy for London and manage transport services across the Capital for which the directly-elected Mayor has responsibility.</p>   |                |
| <b>Key Statistics</b>  |                |
| <ul style="list-style-type: none"> <li>• Service Area: 1,580 km<sup>2</sup></li> <li>• Population: 8.2 Million (2011)</li> <li>• Transit Ridership: 2 Billion Passenger Trips (2011)</li> <li>• Mode Share(2011): <ul style="list-style-type: none"> <li>Private Motor vehicle 40%</li> <li>Public Transport: 27%</li> <li>Cycling: 2%</li> <li>Walking 30%</li> <li>Taxi: 1%</li> </ul> </li> </ul>   |                |
| <b>Urban Transport Functions</b>   |                |
| <p>TfL is responsible for implementing the Mayor's transportation Strategy for London and managing transport services across Greater London. TfL's main operational responsibilities are for; roads, highways, traffic reduction, promotion of cycling and transit (bus, tram and rail). Transit services are provided through a number of operating subsidiaries and through contracted services.</p>   |                |
| <b>Urban Transport Governance</b>  |                |
| <p>The overall governing agency for Greater London is the Greater London Authority which has responsibility for transport, spatial planning, housing, economic development and culture. Enabling legislation provides the directly elected Mayor of London with the duty to develop and implement policies that promote transport accessibility and efficiency for the region. TfL is the implementation and operating agency for the policies and directions developed by the</p> |                |

Mayor's office.

TfL has its own board appointed by the Mayor. This board which is chaired by the Mayor, has a size allowed to range from 8 to 17 members. Currently on the board there are 14 board members, a chair and a deputy chair (a councillor from a member borough). Board members' backgrounds are primarily transportation or business and are drawn from a broad spectrum (currently including the CEO of British Airways and a licensed taxi driver).

The Mayor is the public face for the organization and both the current mayor and previous mayor have played a prominent role in new transport initiatives.



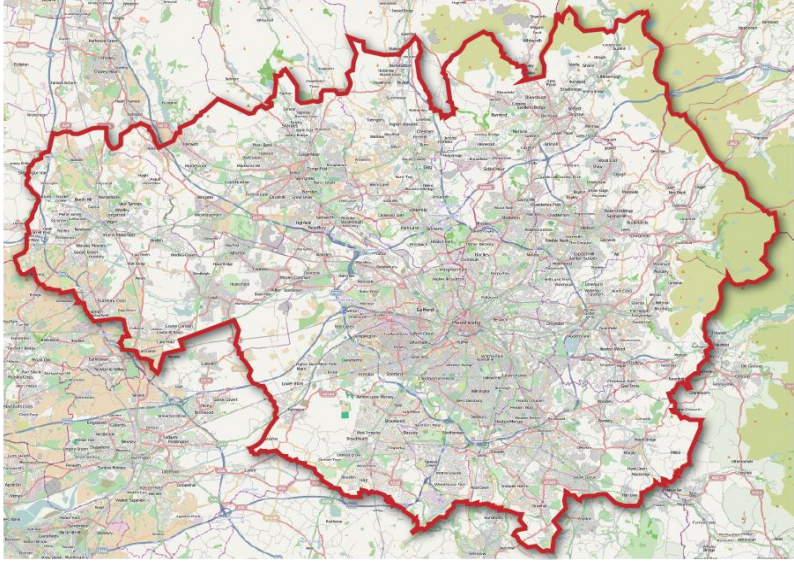
### Urban Transport Finance

TfL's operating budget for 2012/13 is \$10 billion which is funded from: fares \$6 billion, congestion charge \$0.5 billion, other operating income \$0.5 billion, general and specific central government grants \$3 billion. It can be seen that TfL generates a high component of its revenue from fares.

### General Observations

TfL is a successful transportation organization. It operates under very specific legislation, with a directly elected overall mayor and with a high proportion of operating costs covered by fares, congestion charges and other operating revenues (together totalling approximately 70% of costs). The Board that oversees TfL has members who are all appointed by the Mayor and they represent business and community interests. The elected representatives on the board are the Chair (the Mayor) and the Vice Chair (a councillor).



|   |                       |
|---|-----------------------|
| <b>Greater Manchester</b>   | <b>Region: Europe</b> |
| <b>Transport Authority: Transport for Greater Manchester (TfGM)</b>   |                       |
|   |                       |
| <b>General Description</b>  |                       |
| <p>Greater Manchester consists of Manchester plus 9 adjacent municipalities. The overall regional government is called the Greater Manchester Combined Authority and the transport function is Transport for Greater Manchester (TfGM). TfGM is a regional authority responsible for managing public transport infrastructure and working with private transport operators to provide transit services.</p>   |                       |
| <b>Key Statistics</b>   |                       |
| <ul style="list-style-type: none"> <li>• Service Area: 1,276 km<sup>2</sup></li> <li>• Population: 2.4 Million (2011)</li> <li>• Transit Ridership: 250 Million (2011)</li> <li>• Mode Share (2005 JTW): Private Motor vehicle 30%</li> <li style="padding-left: 100px;">Public Transport/Walk/Bike: 70%</li> </ul>   |                       |
| <b>Urban Transport Functions</b>  |                       |
| <p>TfGM, is responsible for preparing/updating the Greater Manchester Local Transport Plan and meeting the performance standards identified in that plan. The local transport plan covers all modes of transport. Provision of transit services is through its private contact operators, who provide bus, light rail and commuter rail services. TfGM is also responsible for traffic signals and highway network management, contracting for school bus service and accessible transit service.</p>   |                       |
| <b>Urban Transport Governance</b>   |                       |
| <p>TfGM is supervised by a committee of 33 members representing the 10 member municipalities, with the number of members from each municipality being proportionate to the municipal population. The Transport for Greater Manchester Committee (TfGMC) elects a chair and vice chair who become the public faces of the organization. The TfGMC in turn reports to Greater Manchester Combined Authority Committee for major decisions/approvals of strategic plans, funding proposals and taxation levels. The TfGMC has sub committees for specific components</p> |                       |

of the system. Operational level decisions are delegated to a committee consisting of the city managers from the 10 member municipalities.

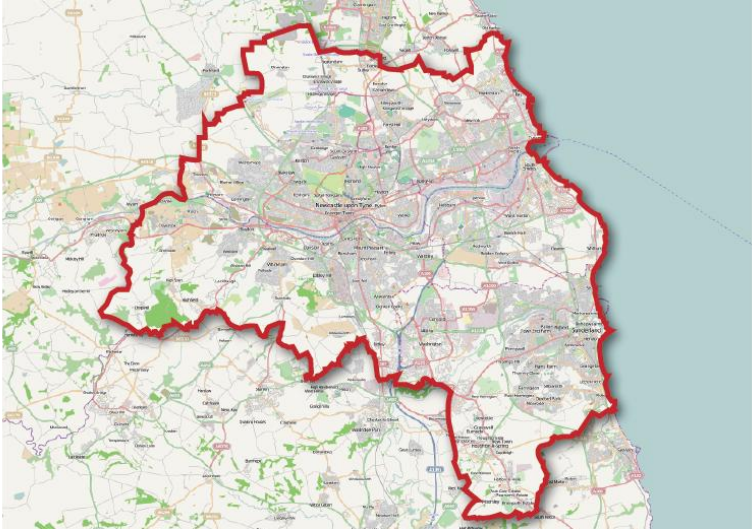
### **Urban Transport Finance**

TfGM's operating and debt servicing budget for 2012 is around \$450 million. This amount excludes fares which are a direct flow through to the private operators. Of this amount, 67% comes as a municipal contribution from property taxes. The other main contribution (29%) is from the central government to cover the cost of commuter rail services in Greater Manchester. TfGM does have a considerable capital program totalling \$2.4 billion mainly for the expansion of the light rail Metrolink system with annual expenditures in the range of \$500 million.

### **General Observations**

TfGMC was established quite recently in 2011 so in some ways it is too early to tell how effective the governance structure will prove to be. However the work done in Manchester to date is such that 70% of morning rush hour trips are by walking, cycling or transit. Cycle trips have increased 24% since 2005. TfGMC has a governance structure similar to other metropolitan regions in the UK, with its Board consisting of councillors appointed by the member boroughs of the region, and with the Board in turn reporting to the overall Regional Council.



|   |                       |
|---|-----------------------|
| <b>Newcastle</b>  | <b>Region: Europe</b> |
| <b>Transport Authority: Tyne and Wear Integrated Transport Authority</b><br><b>Passenger Transport Provider : Nexus</b>   |                       |
|  <p>The map shows the service area of the Tyne and Wear Integrated Transport Authority (ITA) in northeast England. The area is outlined in red and includes Newcastle upon Tyne, Gateshead, North Tyneside, South Tyneside, and Sunderland. The map displays a dense network of roads, rivers, and the Tyne and Wear Metro system.</p>  |                       |
| <b>General Description</b>  |                       |
| <p>Located in northeast England, Tyne and Wear County derives its name from the surrounding Tyne and Wear Rivers. Tyne and Wear County comprises five boroughs – Gateshead, Newcastle upon Tyne, North Tyneside, South Tyneside and Sunderland. The five Tyne and Wear boroughs effectively form one conurbation or “metro area.” The boroughs are connected by a highly integrated transportation system. The Tyne and Wear Integrated Transport Authority (ITA) was established in 2008 by Act of Parliament to shape and oversee the transport network for the county. It owns and operates, through its subsidiary Nexus, the region’s public transport network. Each day over 105,000 Tyne and Wear residents use the Metro to travel across the boroughs, while other residents travel by bus and ferry.</p>  |                       |
| <b>Key Statistics</b>   |                       |
| <ul style="list-style-type: none"> <li>• Service Area: 540 km<sup>2</sup></li> <li>• Population: 1.2 Million (2011)</li> <li>• Transit Ridership: 179 Million (2011/12)</li> <li>• Mode Share: N/A</li> </ul>   |                       |
| <b>Urban Transport Functions</b>  |                       |
| <p>The primary role of the Tyne and Wear Integrated Transport Authority (ITA) is to promote, develop and plan the overall transport network, ensuring that a safe, efficient and accessible transport system is available to all those residing in Tyne and Wear. The ITA is responsible for working with the five district boroughs in creating an overarching transportation vision for the region. ITA's planning responsibilities cover all transport modes and include roads, buses, light rail and heavy rail services, river ferries and accessible transit.</p> <p>Tyne and Wear Passenger Transport Executive, operating under the name Nexus, is the operational and functional body of the ITA. Nexus plans, provides and promotes public transport to improve the economic and social prosperity of Tyne and Wear, and executes transport planning directives set forth by the ITA. Nexus is responsible for planning, delivering</p> |                       |

and managing bus service (delivered directly and via contract), river ferry service, Metro rail service and concessionary fare schemes. The ITA owns and operates the three Tyne River Tunnels which have vehicle tolls.

### **Urban Transport Governance**

The ITA is overseen by a committee of 15 elected members from the five district boroughs, with the number of members proportional to borough population. The 15 ITA members are appointed (i.e. indirectly elected) to the ITA by their respective constituencies (i.e. Borough Councils) and serve as the Members of the Authority. The Chair and Vice Chairs are elected annually by the all members of the ITA. The Authority meets every two months to discuss current ongoing and new initiatives, procurement matters and the overall direction of the ITA, and to scrutinize the performance and direction of Nexus.


### **Urban Transport Finance**

The ITA is funded through the transport levy financed by the five district councils. The transport levy imposed on each of the five district councils is based on population size, where the more populous districts incur a larger share of the levy. The transport levy constitutes the ITA's most significant income source. The ITA further receives funding from grants provided by the national government in order to finance the Metro, bus and rail services, concessionary scheme undertakings and Shields Ferry. Excluding fare revenues, which flow directly to the operating subsidiary, Nexus, transit operating costs are approximately \$120 million.

Nexus' budget is set each year by the ITA, and is then directly administered by Nexus. Nexus further receives direct funding from fare revenues and advertising. The majority of fare and advertising revenue generated is then placed back into transit services in order to keep operating subsidies at a minimum.

### **General Observations**

Tyne and Wear's Integrated Transport Authority has a governance structure similar to other metropolitan regions in the UK, with its board/committee consisting of councillors appointed by the member boroughs of the region. The Transport Authority is charged with planning, overseeing and shaping the transport network. Actual transit services are provided through the Authority's subsidiary Nexus.

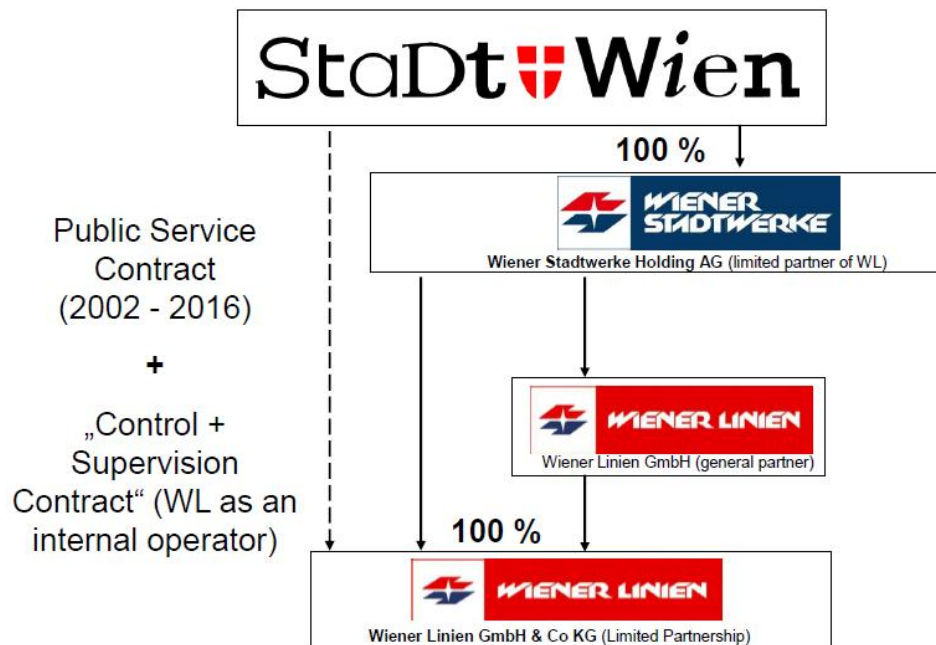
|  |                       |
|--|-----------------------|
| <b>Vienna</b>  | <b>Region: Europe</b> |
| <b>Transport Authority: Wiener Linien</b>  |                       |
|    |                       |
| <b>General Description</b>   |                       |
| <p>Vienna is both the national capital of Austria and one of Austria's federal provinces (Bundesländer). It is by far the largest municipality in the country, and serves as the seat of many international organizations.</p>   |                       |
| <b>Key Statistics</b>  |                       |
| <ul style="list-style-type: none"> <li>• Service Area: 415 km<sup>2</sup></li> <li>• Population: 1.7 Million (2011)</li> <li>• Transit Ridership: 875 Million (2011)</li> <li>• Mode Share(2012 JTW): Private Motor Vehicle: 27%<br/>Public Transport 39%<br/>Cycling 6%<br/>Walking 28%</li> </ul>                    |                       |
| <b>Urban Transport Functions</b>   |                       |
| <p>Policy, planning and investment decisions are undertaken by a City department under political direction. The public transport provider is Wiener Linien, which is a subsidiary of the city's utility company. It is responsible for:</p>  |                       |
| <ul style="list-style-type: none"> <li>• Subway, streetcar and bus services in the City of Vienna, part contract, part publicly delivered (bus 65%:35%);</li> <li>• All rail services operated by Wiener Linien; and</li> <li>• Operating, marketing and maintaining transport services and infrastructure.</li> </ul> |                       |
| <p>Wiener Linien has a 16 year contract with the City of Vienna, who decides on finances for the contract period.</p>  |                       |
| <b>Urban Transport Governance</b>  |                       |
| <p>Austrian legislation stipulates that every municipality must have three mandatory bodies, which are to be supported by an administrative apparatus.</p>   |                       |
| <p>The mandatory bodies to be established by every municipality are:</p>   |                       |

- the City Council;
- the City Government (in Vienna: the City Senate); and
- the Mayor.

The Mayor is the head of the City Administration and thus senior to all Executive City Councillors and employees of the City Administration. There are also Executive City Councillors who serve as the head of their respective Administrative Group. Currently there are eight Executive City Councillors, each heading one Administrative Group.

The Administrative Group that deals with transport encompasses: urban development, traffic and transport, climate protection, energy and public participation – in other words a fully integrated portfolio. In summary:

- The entire transport structure with the exception of Federal highways is the responsibility of the City of Vienna;
- Planning of transit is undertaken by the City Planning department;
- All significant decisions are taken by the City;
- Wiener Linien undertakes operational planning; and
- There is a Wiener Linien Advisory Board:
  - 2/3 City appointments (Senior City staff or Private Sector) and
  - 1/3 Employee representatives



### Urban Transport Finance

Wiener StadtWerke is the overall city 'utility' company of which Wiener Linien, the transport component is one part. This structure allows Vienna to subsidize transit from revenues generated from the city's electrical utility.

Services are partially financed by fares, City and Federal contributions.

- Fares cover 70 percent of operating transit service costs;
- The City provides a fixed operating subsidy for the period of its contract which is not

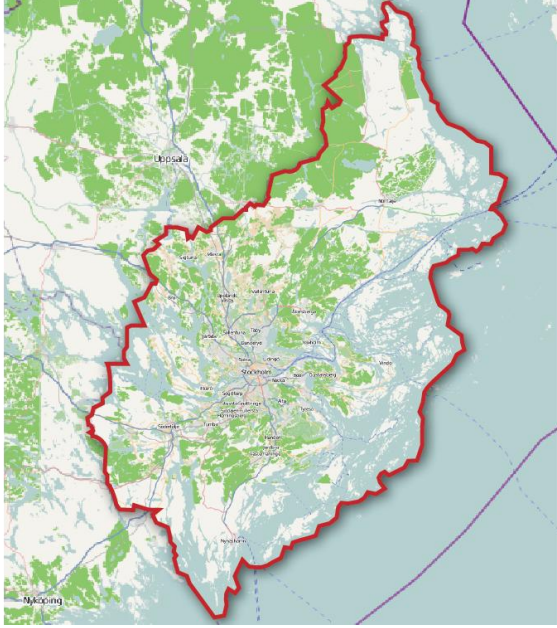
adjusted for inflation;

- The City pays 100% of minor capital and vehicle costs; and
- Cost-sharing is negotiated with Federal Government for major new infrastructure (usually 50:50).

### **General Observations**

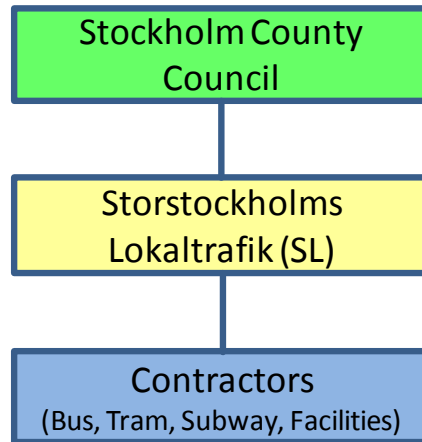
Vienna represents one of the best urban transport systems and governance regimes in Europe in that all planning is fully integrated, significant decisions made at the City political level and an Executive City Councillor acts as 'champion'. Fares are among lowest in Europe.



| Stockholm  | Region: Europe |
|--|----------------|
| Transport Authority: Storstockholms Lokaltrafik (SL)   |                |
|    |                |
| <b>General Description</b>   |                |
| <p>The county of Stockholm comprises 26 municipalities ranging from the City of Stockholm, the national capital with a population of 1.3 million to much smaller municipalities with populations less than 10,000. Overall it is the most populous county in Sweden.</p>   |                |
| <b>Key Statistics</b>  |                |
| <ul style="list-style-type: none"> <li>• Service Area: 6,500 km<sup>2</sup></li> <li>• Population: 1.9 Million (2009)</li> <li>• Transit Ridership: 725,000 Passengers Weekday (2011)</li> <li>• Mode Share(2004 JTW):             <ul style="list-style-type: none"> <li>Private Motor Vehicle: 33%</li> <li>Public Transport: 43%</li> <li>Cycling: 7%</li> <li>Walking: 15%</li> <li>Other: 2%</li> </ul> </li> </ul> |                |
| <b>Urban Transport Functions</b>   |                |
| <p>The Transport Agency, Storstockholms Lokaltrafik (SL), plans, develops, commissions and markets public transport within the county. SL is the main procurement agency for all transit vehicles and infrastructure. Transit services provided include bus, accessible bus, light rail, commuter rail, and marine services. The operation of all transit services has been contracted out in stages since 1993.</p>     |                |
| <b>Urban Transport Governance</b>  |                |
| <p>The Stockholm County Council owns the public transport agency, SL. As SL is a limited company, it has a board of directors and the county politicians nominate the SL board. SL's board of directors consists of politicians elected by the County Council Assembly, and employee representatives. The political majority in the county is also reflected in SL's board. It</p>                                       |                |



is the board, together with SL's management, which makes all major, overall traffic service decisions, such as how SL is organized, fares; where the buses go, major purchases and if new train stations are to be built. The Board in turn ultimately reports to Stockholm County Council. AB Storstockholms Lokaltrafik (Stockholm Public Transport, SL) operates all the conventional transit while Waxholmsbolaget provides HandyDART-type services and Färdtjänsten is the marine transit service provider. Every weekday, more than 700,000 people travel by public transport in Stockholm. The various means of transport – buses, metro, commuter trains and local rail services – are coordinated within a constantly growing transport network.

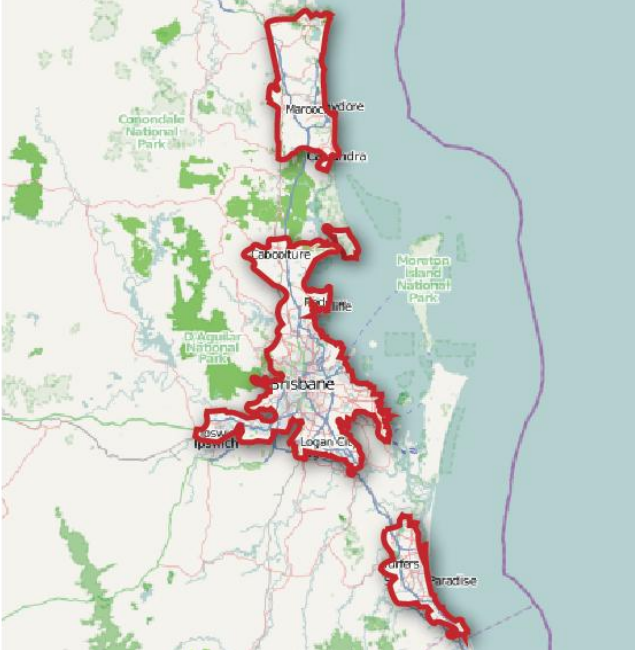


**Urban Transport Finance**

The operating budget for transit in Stockholm is \$1.3 billion and it is funded approximately 50% from fares and 50% from taxes.

**General Observations**

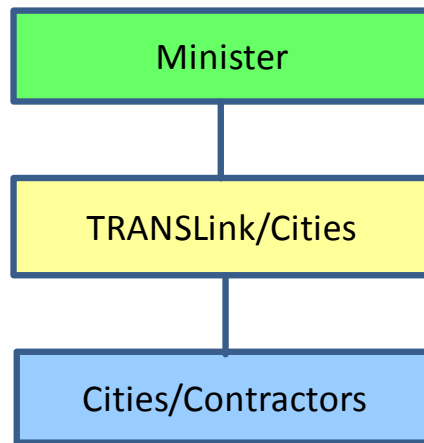
The share of trips made by transit is reported as 78% in the rush hour and 40% all day which is more than three times the share of trips by transit in Metro Vancouver. There is clear accountability as the transport agency and its board report to directly to Stockholm County Council.

|   |                          |
|---|--------------------------|
| <b>Brisbane</b>   | <b>Region: Australia</b> |
| <b>Transport Authority: Department of Transport and Main Roads</b><br><b>Passenger Transport Provider: TRANSLink</b>  |                          |
|    |                          |
| <b>General Description</b>  |                          |
| <p>The Department of Transport and Main Roads is the State authority, responsible for transport in the State of Queensland, Australia. The main urban area is southeast Queensland, which includes the metropolitan Brisbane-Gold Coast area, with a total of 11 municipalities,</p>  |                          |
| <b>Key Statistics</b>   |                          |
| <ul style="list-style-type: none"> <li>• Service Area: 10,000 km<sup>2</sup> (Total Area: 22,420 km<sup>2</sup>)</li> <li>• Population: 3.1 Million (2009)</li> <li>• Transit Ridership: 179 Million (2011)</li> <li>• Mode Share(2006 JTW): Private Motor Vehicle 81%<br/>Public Transport 14%<br/>Cycling 1%<br/>Walking 4%</li> </ul>  |                          |
| <b>Urban Transport Functions</b>  |                          |
| <p>Public transit services are delivered by TRANSLink which is a division of the Department of Transport and Main Roads. TRANSLink is also responsible for leading and shaping Queensland's overall passenger transport system. TRANSLink manages the delivery of urban mass transit services, Demand Responsive Transit (DRT), active transport (cycling, walking), taxis, long distance rail, coaches + regional air services.</p> <p>In southeast Queensland, TRANSLink manages planning and service integration, fares and ticketing, revenue protection activities, customer information and upgrades to public transport facilities. Services in southeast Queensland are provided by its 19 contracted delivery partners including 16 private bus operators, 1 local government owned bus operator and 1 local</p> |                          |

government funded ferry operator and 1 state government owned rail operator.

**Urban Transport Governance**

TRANSLink was originally established as a division of the Queensland Department of Transport in 2003. In 2008, TRANSLink was established as a statutory authority under a non-executive, 7-member board appointed by the State to plan and deliver public transport services in south-east Queensland. With a change in government in 2012 TRANSLink was again restructured as a Division within the Queensland Department of Transport and Main Roads with a new, state-wide public transport mandate. The regional urban growth management context is provided by regional plans promulgated by another state agency, the Department of State Development, Infrastructure and Planning. These plans have regulatory effect on local government planning and development decisions.

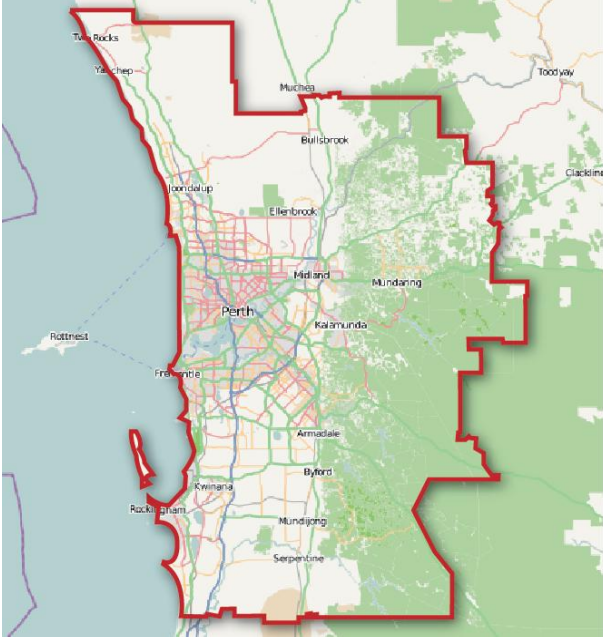


**Urban Transport Finance**

TRANSLink recovers about 24 percent of its operating costs from the farebox, with a subsidy of about \$6.43 per passenger trip. The operating subsidy from the State of Queensland was \$1.1 billion out of a total operating income of \$1.5 billion in 2011-2012.

**General Observations**

The Brisbane area has an urban transport and regional planning structure that is strongly influenced by, and accountable to, State government, with commensurate financial participation in urban transport funding by the State. Urban transport governance by an appointed Board has recently been replaced by integration into the staff structure of State government.

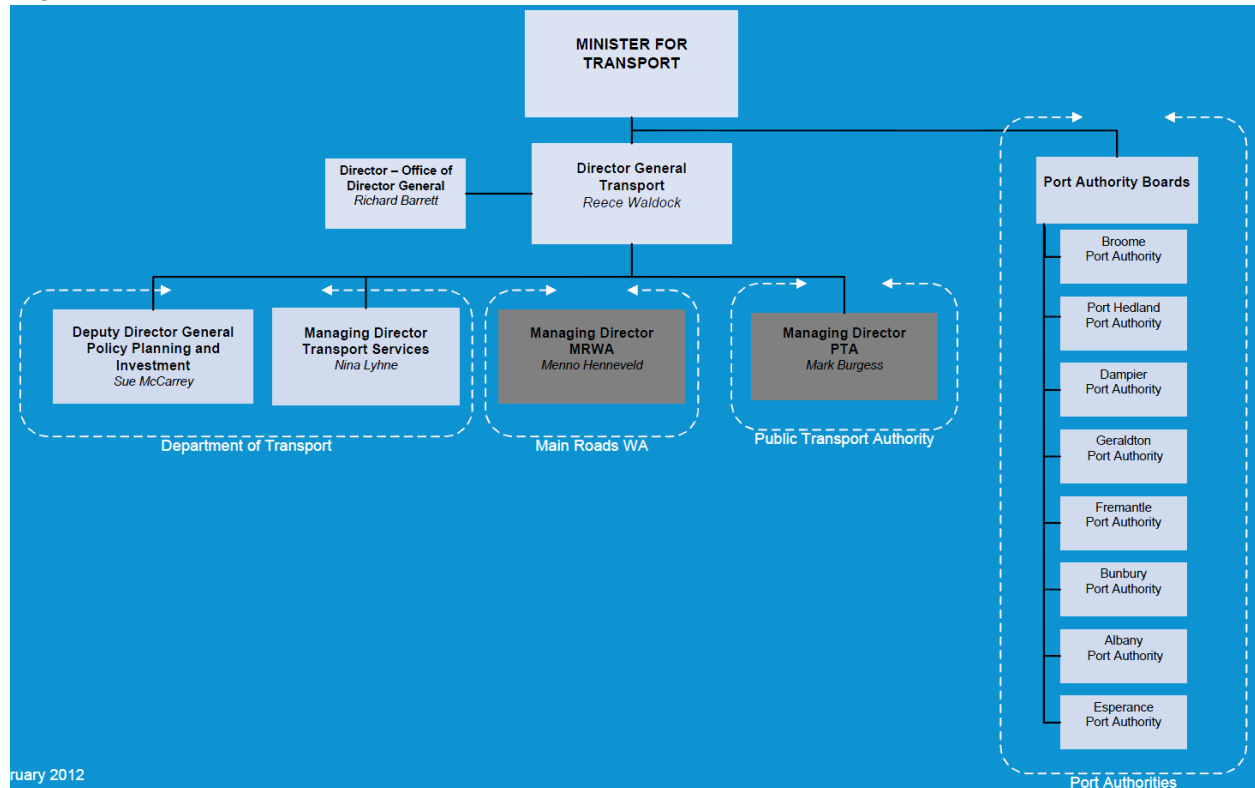
| Perth  | Region: Australia |
|--|-------------------|
| <b>Transport Authority: Public Transport Authority</b><br><b>Public Transport Provider: TransPerth</b>   |                   |
|   |                   |
| <b>General Description</b>   |                   |
| <p>The Perth region consists of the City of Perth and 18 surrounding municipalities. Transport for the region is overseen by the Public Transport Authority which has an integrated transport governance structure operating under the direct control of the State of Western Australia's Minister for Transport. It operates in coordination with a regional planning framework provided by another State agency, the Department of Planning. TransPerth is part of the State Government's Public Transport Authority and is the brand through which public transit is provided in the Perth Metropolitan region.</p> |                   |
| <b>Key Statistics</b>  |                   |
| <ul style="list-style-type: none"> <li>• Service Area: 5,386 km<sup>2</sup></li> <li>• Population: 1.8 Million (2011)</li> <li>• Transit Ridership: 131 Million (2012)</li> <li>• Mode Share (2006 JTW): <ul style="list-style-type: none"> <li>Private Motor Vehicle: 86%</li> <li>Public Transport 10%</li> <li>Cycling 1%</li> <li>Walking 3%</li> </ul> </li> </ul>  |                   |
| <b>Urban Transport Functions</b>   |                   |
| <ul style="list-style-type: none"> <li>• Policy Planning and Investment Division – prepares long-term public transport plans, plans major new infrastructure projects (currently the first light rail line in Perth), and finance and investment plans;</li> <li>• Main Roads Western Australia – plans, constructs and maintains main roads (State highways) State-wide;</li> <li>• Public Transport Authority – responsible for:</li> </ul>  |                   |

- TransPerth (Rail, bus and ferry services in the metropolitan area);
- Public transport services in regional centres of the state;
- Coach and rail passenger services to regional areas (Transwa); and
- School bus services;
- Designing, building and maintaining transport infrastructure.

TransPerth delivers almost all of the transit services through contracts with transit operating companies.

### Urban Transport Governance

The entire structure below the elected Minister for Transport comprises a State staff organization.



### Urban Transport Finance

Services are partially financed by fares and other user charges. Fares cover 30 percent of transit service costs. The value of contracted transit services in the Perth region is approximately \$300 million.

### General Observations

Perth’s structure resembles the organization of urban transport that was in place in British Columbia in the early 1980s, except without the local input represented by the Victoria and Vancouver Regional Transit Commissions. The philosophy of the Department of Transport is very much a “project and provide” approach, rather than one that recognizes the interplay between transportation and land use and the benefits of attempting to modify transportation demand.