आज़ादी का अमृत महोत्सव

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF HOUSING AND URBAN AFFAIRS

स्वच्छ भारत
एक कदम स्वच्छता की ओर

STATUTORY INTERVENTIONS – REFORMS IN ACTS AND POLICIES

TRANSPORT GOVERNANCE IN SINGAPORE

14th Urban Mobility India Conference 2021

Outline




- Transport System
- Institutional and Governance Frameworks

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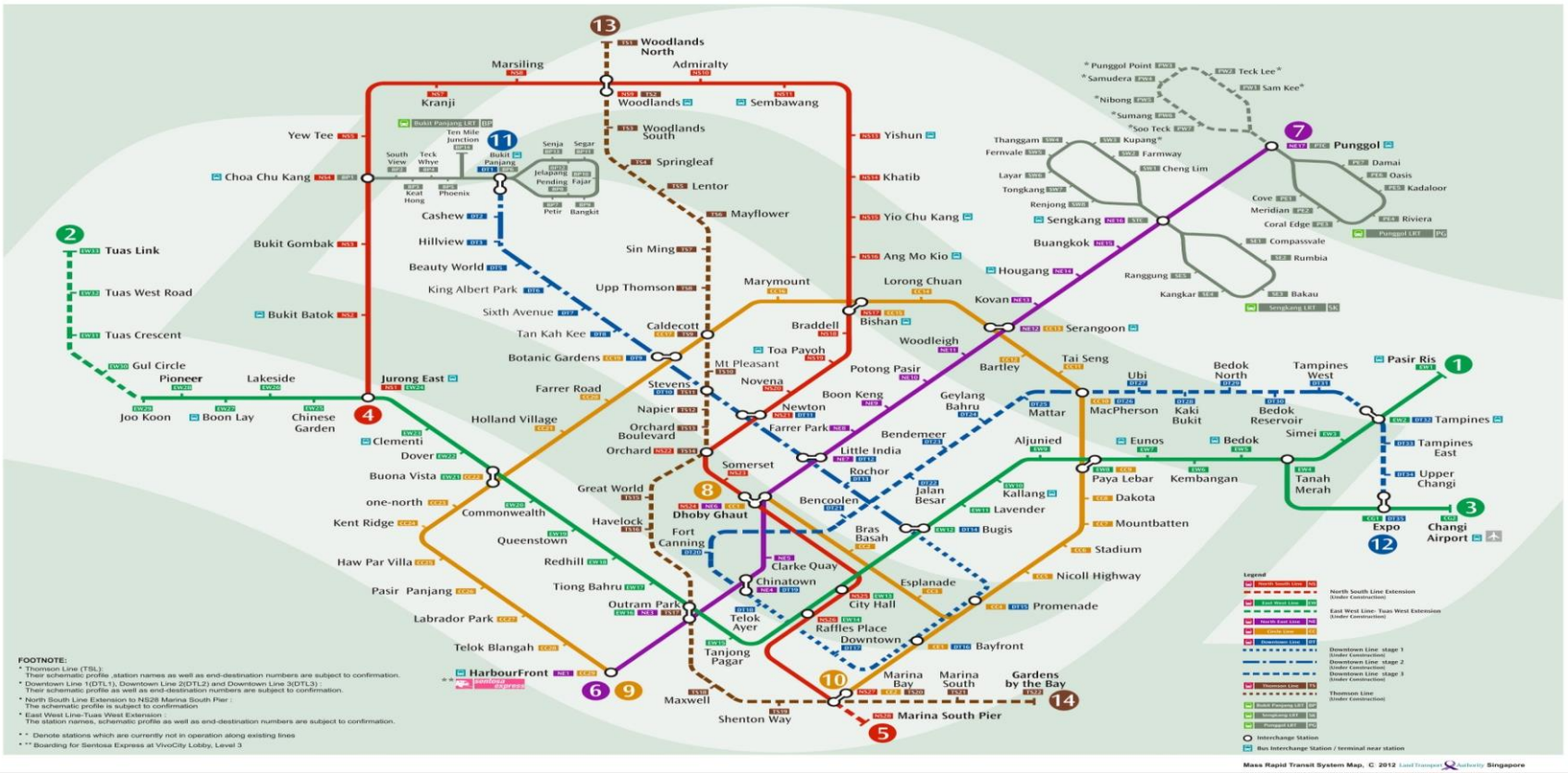
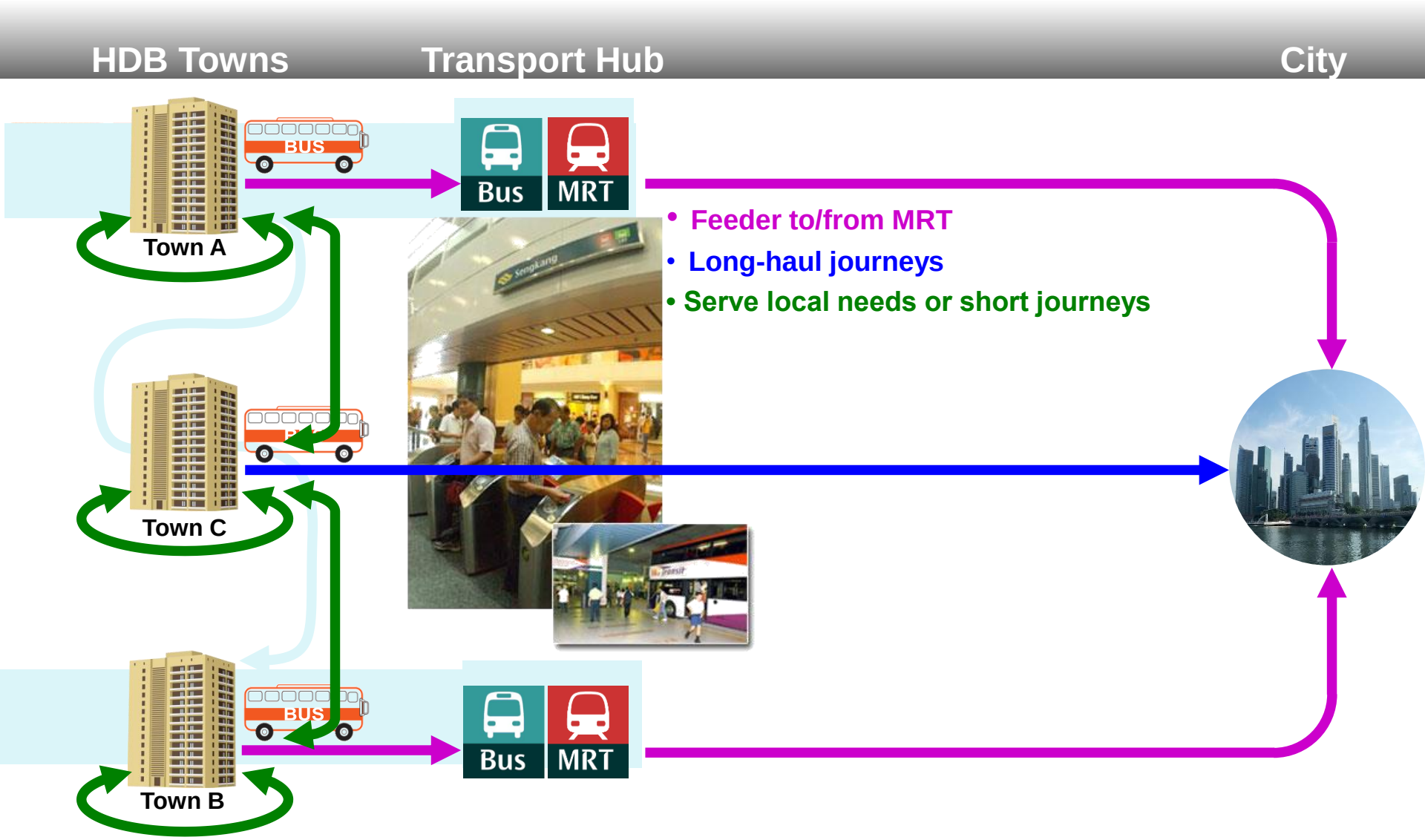
Rail Transit Network

MRT & LRT System map



Bus Network

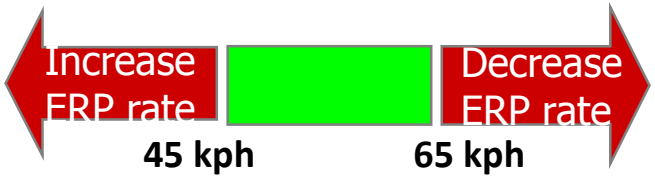

HDB Towns
Transport Hub
City
BUS
Bus
MRT
Town A
Town C
Town B
• Feeder to/from MRT
• Long-haul journeys
• Serve local needs or short journeys

Congestion Pricing System

- Electronic Road Pricing (ERP) implemented in 1998 – traffic management through the pricing of roads
- Flexible – rates vary by location/time based on local traffic conditions
- Equitable – motorists pay for congestion costs imposed on others or use public transport

Arterial Roads

Expressways



ERP Rates reviewed every 3 months

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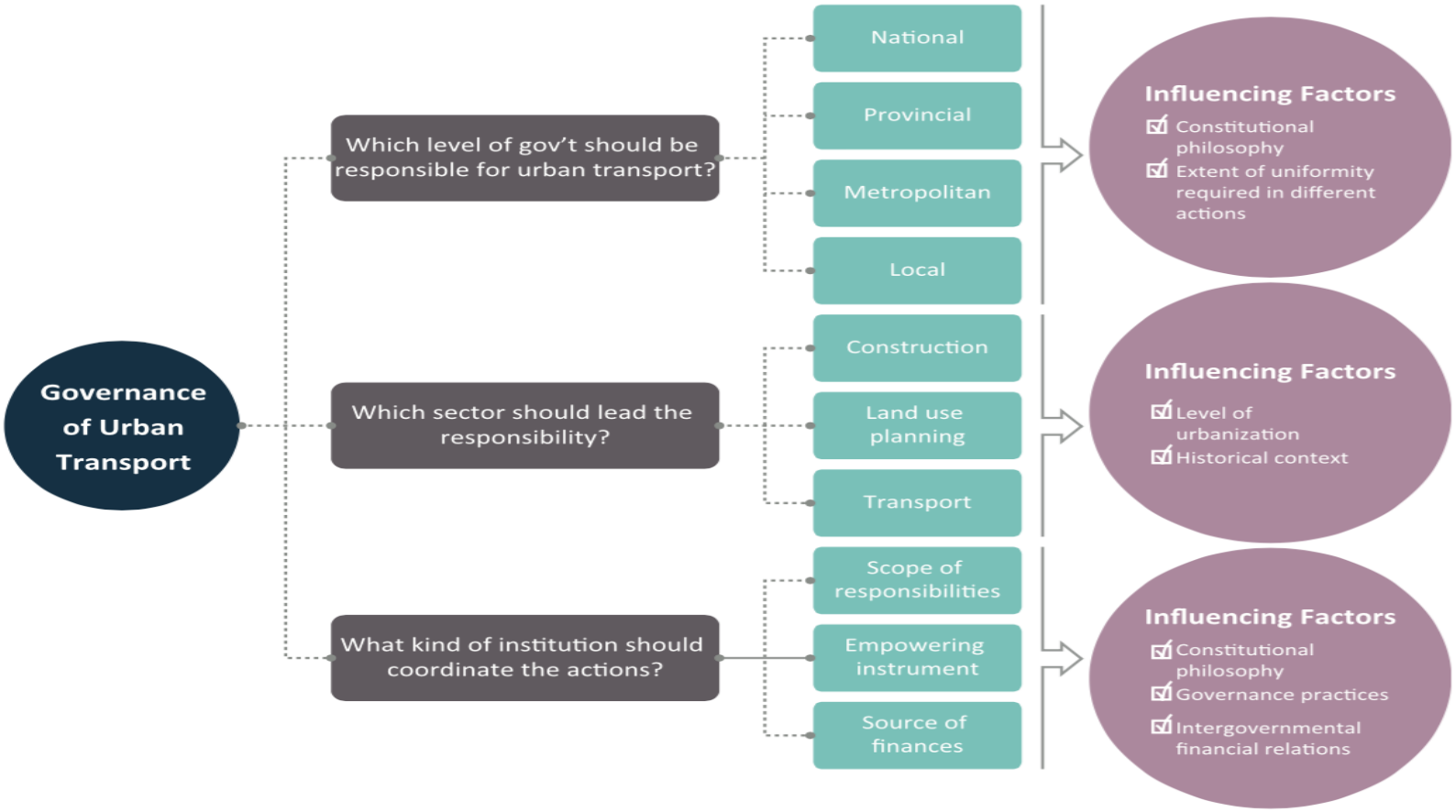
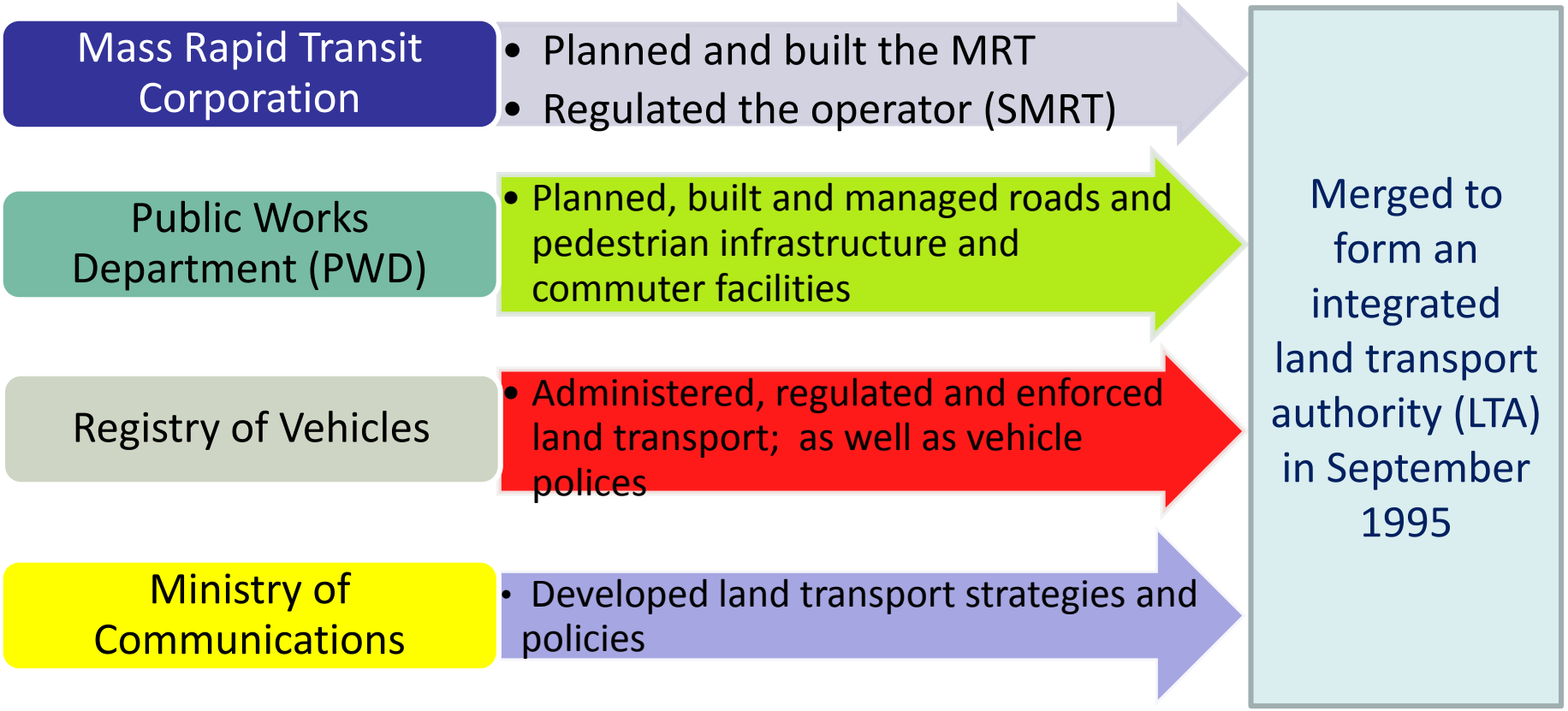
Governance Issues For Urban Transport



Source – World Bank

Unified Transport Agency – Land Transport Authority (LTA)



Land Transport Authority (LTA)'s Functions

Policy | **Planning** | **Development** | **Management** | **Regulation** | **Enforcement**

Formulation of land transport policies

Integration of transport planning with land use

Planning, design and development of rail and road infrastructure and systems

Management of road traffic and safety and maintenance of road infrastructure and systems

Promotion of public transport and non-motorised transport

Regulation of private transport ownership and usage (congestion pricing)

Regulation of public transport services, taxis and private hire cars

Bus system planning and contracting of operations

Management of rail and bus assets

How Do We Compare With Other Lead Agencies

City	Lead Agency	Strategic Planning	Transport Policy	Fare Setting	Infra Planning	Traffic Mgmt	Infra Construction	PT Operations	Jurisdiction
Cities with a lead agency									
Lagos	LAMATA	✓	✓	✓	✓	✗	✗	✗	Lagos metropolitan area
London	TfL	✓	✓	✓	✓	✓	✓	✗	Greater London
Paris	STIF	✓	✓	✓	✓	✗	✗	✗	1,284 municipalities
Singapore	LTA	✓	✓	✗	✓	✓	✓	✗	All city-state
Vancouver	TransLink	✓	✓	✓	✓	✗	✓	✗	Greater Vancouver region

✓ Means this function is performed by the lead institution , and

✗ means it is not performed by the lead institution

Source – World Bank (Institutional Labyrinth)

Public Transport Industry Structure

Historically ……

Two multi-modal operators

- One strong in rail
- One strong in bus

Competition in the market

Operators own assets, hence long licences

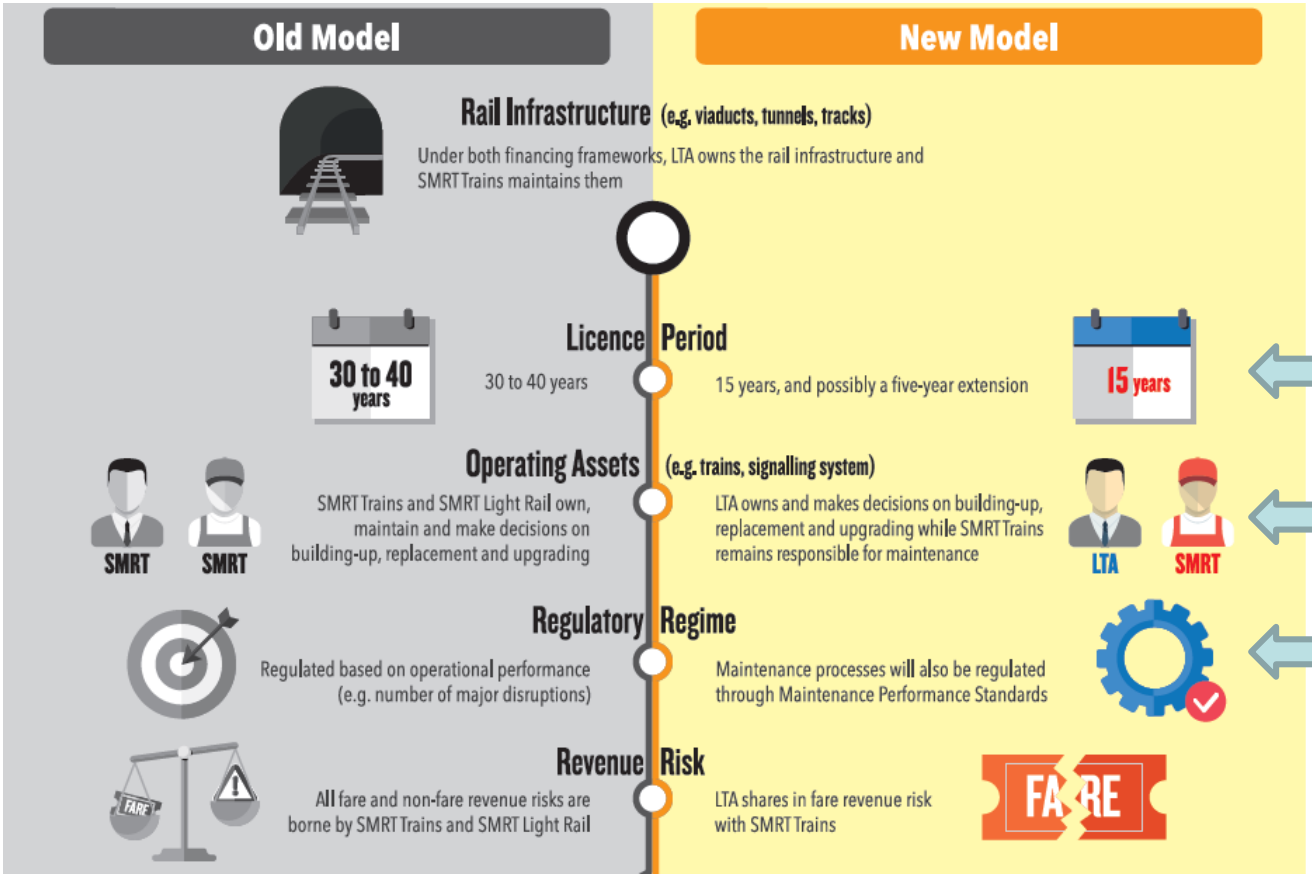
- Buses can last 17 years
- Trains can last 30 years

Operators bear full revenue risk

Structural Choices

Competition, contestability or monopoly?
Privately or Authority-owned operator?
Operator or Authority to own operating assets?
Operator or Authority to bear revenue risk?
Operator or Authority or Government to have share of land value appreciation?

Evolution of Rail Industry Structure



Greater contestability

LTA to have greater control over asset investment decisions; operators can focus more on provision of rail services

Evolution of Bus Industry Structure

Fully transited to Bus Contracting Model in 2016:

From: 2 Bus operators (SMRT and SBST) with Assigned Areas of Responsibility

To: Bus Contracting Model with 14 packages:

- **SBS Transit – 9 Packages**
- **SMRT Buses – 3 Packages**
- **Tower Transit – 1 Package**
- **Go-Ahead – 1 Package**

Fares and service standards regulated by Public Transport Council (PTC), with LTA taking over regulation of service in Jan 2016

> 5,700 Fleet and 280 scheduled services

Our Choice, vs Others

	S'pore 1996 WP	S'pore NRFF	S'pore Bus Contracting	London Tube	HK MTRC
Ownership of operator	Private	Private	Private	Greater London Authority	76% Govt owned
Ownership of assets	Operator	LTA	LTA	TfL	MTRC
Maintenance	Operator	Operator	Operator	TfL	MTRC
Revenue risk	Operator	Shared	LTA	TfL	MTRC
Land value capture	Mostly Government			TfL	MTRC

How will it evolve?

- Shifting asset risk to Government has improved rail reliability and quality of bus services. This supports higher public transport mode share, as part of Land Transport Policy.

- However the improvement has resulted in deteriorating financial sustainability.

- Reaching a consensus on financial sustainability will be a critical part of public policy in the coming years.


THANK YOU