

World-Class Land Transport
for a World-Class City.

Lessons from Singapore

Overview

- Singapore circa 1965
- The Singaporean transport market
- The significance of urban design
- The 1996 White Paper
- The whole of Government approach
- Reward and recognition – People

Public Transport Market

- Car ownership is limited to 10% of population
- 55% of all trips are by public transport
- 4.1% of household income on transport (2003)
- Urban density is high: 6,481 per km² (231)
- Government sets policy and regulates
- Private sector manages service delivery
- No subsidies provided
- Road pricing to manage congestion

Fares are relatively low

	Average Bus Fare S\$	Average MRT Fare S\$	Average Bus Fare PPP Adjusted S\$ Equiv	Average MRT Fare PPP Adjusted S\$ Equiv
Singapore	0.65	0.94	0.65	0.94
Hong Kong	1.26	1.63	1.31	1.58
London	1.30	2.80	1.00	3.51
New York	1.40	1.71	1.28	1.87

Uses 2002 Purchasing Power Parity conversion factor published by the World Bank

Excellent Operating Performance

- The minimum operating standards for Rail are laid down in the Operator's Licence

	2004 Results (NEL)
98% of planned train kilometres to be run	99.90%
95% peak hour punctuality within two minutes	99.10%
Two 15-minute delays in a four-week period	3 delays
0.4 passengers injuries per million passenger trips	0.02
3.3 employees injuries per million man hours	1.44

The Lucky Country

	Australia (Sydney where poss)	Singapore
GDP per capita US\$	29.9	26.8
% of household income on transport	16	4.1
Car ownership per 1000	475	65
% of trips by public transport	6	55
Home ownership %	74	90

Urban Design

- The highest density housing developments are close to MRT stations
 - Integrated developments are common
- Highly popular destinations are close to MRT stations
 - Major employment and recreation centers
- MRT infrastructure built as a catalyst to corridor development
 - The North-South and East-West Lines built 1983-1995
 - North-East Line opened 2003 as base of 15 year corridor development plan
 - Circle Line due to open in 2010

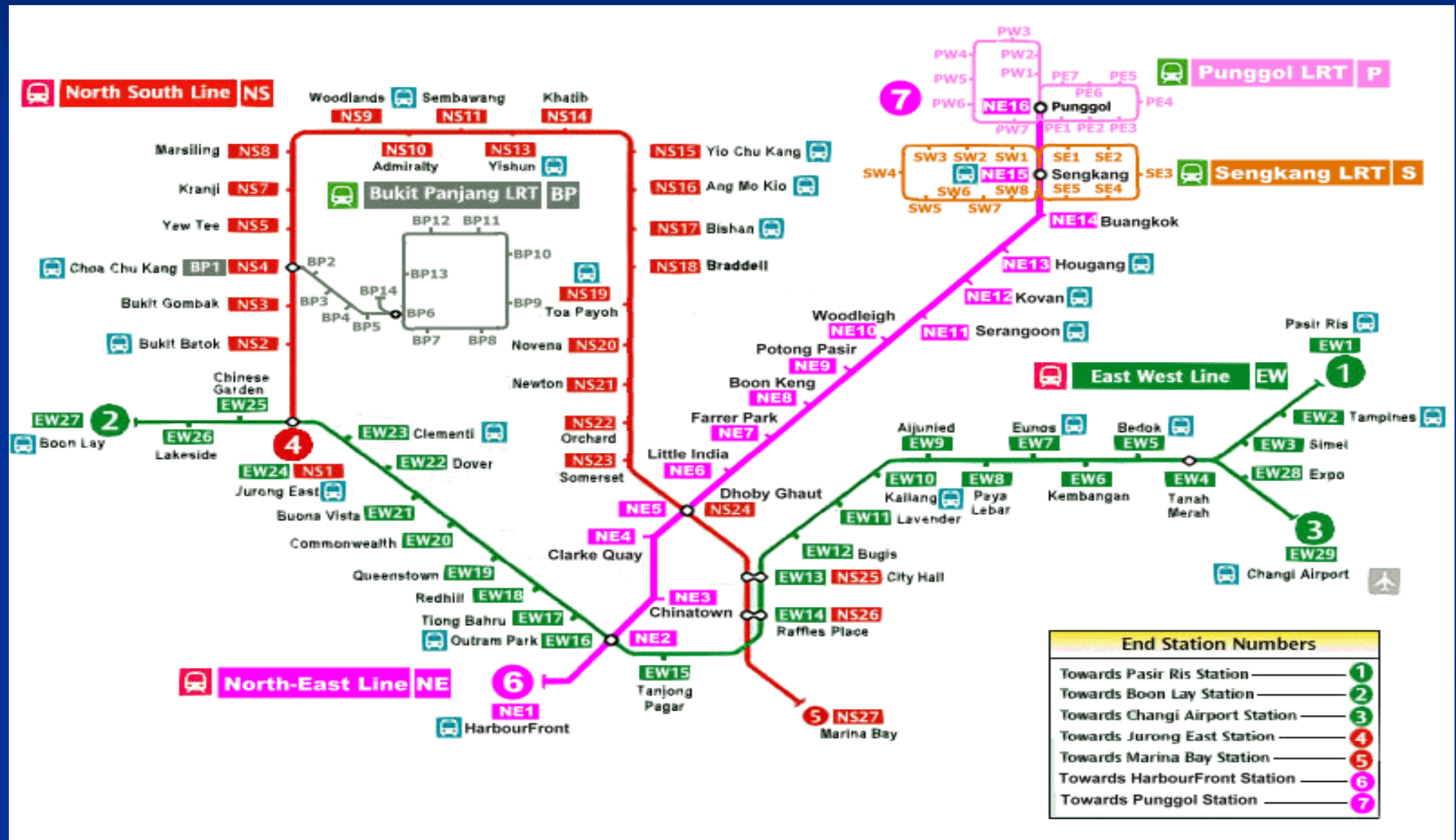
Planning and Investment

- S\$1 billion per annum spent on new rail infrastructure since 1983
- On average S\$0.25 billion per annum is spent on new road infrastructure
- Transport integration covers service design, inter-modal facilities, fares and passenger information to ensure high quality door-to-door service
- Planning integration covers housing, industrial, commercial, recreation, social and transport

We know what it takes.

- 'If 5% of motorists who take cars to work moved across to public transport, congestion would fall by approx 20%' - CEO VicRoads
- London's congestion pricing reduced traffic levels by 15%
- What will Perth be like when the population reaches 2m?

MRT Map 2006



Social Contract

- Between Government , Operators and the public
- Government provides infrastructure and first set operating assets
- Each generation to pay for its own consumption of services and assets
- Fares cover operating costs and the replacement of operating assets
- PTC scrutinises Operators' efficiency

How did The Government Create the Environment?

- Long term commitment to a vision
 - 1996 White Paper: A World Class Land Transport System
 - Transport is not an end in itself but supports many aspects of economic and social life
 - Service standards must be excellent
 - Must provide a wide spectrum of choice

How did The Government Create the Environment?

- Long term commitment to a vision:
 - Effective integration with land use development and planning is essential.
 - Investment to secure the vision is high
 - Government pays for the provision of the initial rail assets
 - Fares must cover operating costs and asset replacement
 - Each generation must pay for the assets it consumes

Government Agencies Work Together

- Housing Development Board
 - To provide public housing for 85% of population
- Urban Redevelopment Authority
 - To oversee the integration of all land use
- Land Transport Authority
 - Policy development and regulator
- Public Transport Council
 - Sets maximum fares
- Public Transport Operators

Housing Development Board

- Statutory Authority
- To build public housing
- Sole agency to manage new towns with a 'total approach': Commercial, Housing, Recreation & Social
- 55 new towns, 4 regions: Aim for self sufficiency
- 1960: Revamped by PAP
- 2005: 84% of population live in HDB flats
- 2005: 90% of population own their flat
- Housing purchase from CPF scheme: 30% income

Urban Redevelopment Authority

- Statutory Authority – born from bowels of HDB
- To foster orderly development within the Master Plan
- Acts as National Planning and Conservation Authority
 - 1971: Ring Concept Plan
 - 1989: Towards a Tropical City of Excellence
 - 2001: 50 year concept plan for population of 5.5m
- Priorities:
 - High Density: Self sufficient towns :Housing, shops, schools
 - Regional Industrial Centers: West, North and East
 - Commercial Centre: CBD

Land Transport Authority

- Statutory Authority
- Leads long term transport policy development
- Builds new rail and road infrastructure
- Manages road usage, pricing and congestion
- Manages road vehicle licensing
- Awards rail Operating Licences
- Regulates public transport performance

Public Transport Council

- Scrutinise' Operators' efficiency levels
- Sets maximum fare levels
- Must ensure Operators are viable
- Balances Operators and community interests
- Sets & monitors performance standards for bus
- Approves any changes to bus service routing & frequencies

Public Transport Operators

- Privately listed companies
 - Multi modal operators – model under review
- SMRT
 - Dominant rail operator: 1.1m rail and 0.6m bus trips per day
- SBS Transit
 - Dominant bus operator: 2.1m bus and 0.3m rail trips per day
- ComfortDelGro
 - Dominant taxi owner: 18k vehicles
 - Owns 75% of SBS Transit
 - Second largest public transport operator in the world

The Secrets

■ Role of Government

- A Vision and a comprehensive policy framework
- To deliver the vision not to manage the business
- Invest to achieve multiple outcomes
- Integration of land use and development
- Financially sustainable framework

■ Political leadership

- Long term perspectives
- Transport: A critical social and economic enabler

The known knowns

- The role of public transport as an economic and social enabler is demonstrably understood
- Public transport planning is linked with housing and economic development plans
- The Government funds the provision of infrastructure and demands very high performance
- Each generation pays for the assets it consumes
- Operators are required to operate at best practice levels of efficiency
- Public transport fares are independently set and maintain the balance between commercial viability and community expectations

Its all about people

- 'Not what but who' – Jim Collins in Good to Great
- Best talent recruited into Civil Service
- Plan to enable and deliver the vision
- Highly paid
- Not called fat cats