TRANSPORTATION GOVERNANCE

12 CASE STUDIES

CENTRE FOR CIVIC GOVERNANCE

Metro Vancouver
Greater Toronto and Hamilton
Greater Montreal Area
New York City Metropolitan Area
Greater Atlanta
San Francisco Bay Area
San Diego
Orange County, California
Greater London, UK
Greater Manchester
Helsinki, Finland
Lyon, France
The information, format and selection of cases are based on a preliminary briefing note prepared by the Greater Vancouver Transportation Authority in January 2006. The original note was found online at <http://psrc.org/regionaltransgov.pdf>. Every effort has been made to contact the author.

In this paper, the information has been verified and updated to 2009. We have included additional information where necessary and further readings for selected cases.
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This note updates, verifies and adds to the information contained in *Regional Transportation Governance: Selected Case Studies* produced by the Greater Vancouver Transportation Authority in 2006. It contains information about 12 transportation agencies in Canada, the U.S., France, the U.K., and Finland.

All of the cases are regional transportation agencies, though the scope of their responsibilities varies. Some are responsible for multi-modal transportation systems, while others primarily deal with public transit.

### Cases

1. TransLink (Metro Vancouver)
2. Metrolinx (Greater Toronto and Hamilton Area)
3. Metropolitan Transport Agency (Greater Montreal Area)
4. Metropolitan Transportation Authority (New York Metropolitan Area)
5. Georgia Regional Transportation Authority (Greater Atlanta)
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9. Transport for London (Greater London)
10. Greater Manchester Passenger Integrated Transport Authority (Greater Manchester)
11. Helsinki Metropolitan Area Council (Helsinki)
12. SYTRAL (Lyon, France)

### Observations

- Of the agencies examined, seven have mandates that include planning for all modes of regional transportation.
- Two agencies — the Georgia Regional Transportation Authority and the San Diego Association of Governments — have broad authority over land use and transportation planning, but do not directly deliver transit services.
- Six agencies have locally elected officials on their Boards of Directors.
- One agency (Transport for London) is chaired by the Mayor, who appoints non-locally elected officials to sit on the Board.
- Three agencies — TransLink, Metrolinx and the Georgia Regional Transportation Authority — have Boards that are composed of non-locally elected officials. In the case of Metrolinx and the GRTA, the Governor/Premier appoints these members.
- In the case of the Metropolitan Transportation Authority (New York), voting members of the Board include both locally elected officials and Governor appointees.
- In five cases, the Boards of Directors also include non-voting members.

AGENCIES AT A GLANCE

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<tr>
<th>TransLink</th>
<th>Metro Vancouver</th>
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<tbody>
<tr>
<td><strong>Mandate/scope</strong></td>
<td><strong>Main funding sources</strong></td>
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<tr>
<td>Planning, financing, and delivery of all modes, including transit and roads, transportation demand management, and air emissions reduction. Delivery through subsidiaries.</td>
<td>Transit fares and advertising revenues: 38% Property taxes: 28% Fuel taxes: 27% Hydro levy: 2% Transportation tolls: 1% Parking sales taxes: 1%</td>
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<td>It should be noted that TransLink is currently facing a funding shortfall. Future revenue sources are the subject of some controversy.</td>
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<tr>
<th>Metrolinx</th>
<th>Greater Toronto and Hamilton Area</th>
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<tr>
<td><strong>To improve the coordination and integration of all modes of transportation in the region. Responsible for the GO Transit railway and coach network. Responsible for developing, funding, and implementing integrated transportation plan. Public transit in Greater Toronto delivered by Toronto Transit Commission.</strong></td>
<td>Received $744.2 million from the province for “Quick Wins” projects. Province committed $11.5 billion for second phase projects, asking the federal government to contribute $6 billion. Third phase (2016–2033) funding unknown, but Metrolinx will consider “new and innovative” ways to fund the system.</td>
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### Agence métropolitain de transport  
**Greater Montreal: 3,800 km²  
Population: 3.6 million**

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<th>Mandate/scope</th>
<th>Main funding sources</th>
<th>Governance</th>
<th>Board composition</th>
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| Responsible for planning and developing metropolitan public transit, intersystem coordination, regional fares and commuter train services, as well as some facilities such as terminals, park-and-ride lots, and reserved lanes. | Operating finance* comes from:  
User contributions: 28.04%  
Municipal contributions: 9.59%  
Provincial government: 15.08%  
Gas tax and vehicle registration surcharge ($30): 46.93%  
Also manages a capital expenditure fund – 1¢ of every $100 of property value in every municipality  
*37.29% of AMT’s expenditures is financial assistance to local transit organizations. | Created in 1995 by the province, the AMT is the latest manifestation of provincial efforts to achieve regional coordination in public transit in Montreal. | Seven-member board of directors:  
• 4 appointed by the Government of Quebec;  
• 3 appointed by the Communauté métropolitaine de Montréal (CMM). The CMM, created in 2000 has some authority over the AMT, including:  
• Approving strategic plans;  
• Approving AMT budget, with veto over metropolitan fares; and  
• Advising on AMT’s three-year capital plan and bus service. |

### Metropolitan Transportation Authority  
**New York City metro area: 5,000 miles²  
Population: 15 million**

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<th>Governance</th>
<th>Board composition</th>
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| Planning and financing of bridges, roads, and transit. Delivery through subsidiaries | Passenger fares: 34%  
Tolls: 10%  
Other operating revenue: 3%  
Tax supported subsidies: 28%  
Grants and appropriations: 19% | MTA is a public-benefit (government-owned) corporation chartered by New York State in 1965. | 23-member board, with 18 votes.  
Voting members:  
• 6 nominated by the Governor;  
• 4 nominated by New York City’s Mayor  
• 1 each by 7 other local governments, 4 of which share 1 vote.  
Non-voting members:  
• 6 rotating, non-voting seats held by representatives of organized labour and the Permanent Citizens Advisory Committee to the MTA (PCAC). Nominated members not required to be municipal politicians/representatives. |
### Georgia Regional Transportation Authority

**Greater Atlanta**  
**Population:** 4.1 million

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| Broad authority over land use planning, transportation planning, and financing of all modes throughout the Atlanta Region. No service delivery. | Federal funds: 45%  
Fares: 36%  
State funds: 18%  
Local funds: 9%  
Able to issue $2 billion in revenue bonds. *(Information from the GVTA; unable to confirm)* | Established in 1999 by state legislature. | A governor-appointed body of 15 non-elected regional leaders. The 15 GRTA board members also sit as the Governor’s Development Council. In that capacity they are responsible for assuring that local governments meet state requirements for land use planning. |

### Metropolitan Transportation Commission

**San Francisco Bay Area:** 7,179 miles²  
**Population:** 7.1 million

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<th>Mandate/Scope</th>
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| Financing of county transportation agencies; coordination and planning of regional transportation. Other agencies deliver transit. MTC also functions as the Bay Area Toll Authority and the Service Authority for Freeways and Expressways. Limited delivery. | State funds: 41%  
Transfers from other funds: 24%  
Federal grants: 16%  
Project grants from local agencies: 10%  
Investment income: 4%  
Sales tax: 3% | MTC was created by the California state legislature in 1970. Acts as state designated regional transportation planning agency and federally designated metropolitan planning organization. | 19-member panel, with 16 voting members:  
- 14 voting members appointed by local governments;  
- 2 voting members appointed by regional agencies; and  
- 3 non-voting members appointed by federal and state transportation agencies and federal housing department. |

### San Diego Association of Governments

**Greater San Diego:** 2.7 million acres  
**Population:** 3 million

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<th>Board composition</th>
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| Authority over regional transportation planning, resource allocation, and project development including highway and transit services. Also responsible for assessing housing needs and developing a Regional Comprehensive Plan. | Federal grants: 17%  
State grants: 26%  
Sales tax revenue: 20%  
Inter-fund sales tax transfers: 26%  
Transportation Development Act funds: 2%  
Other local funds: 3% | Public agency that serves as the forum for regional decision-making. Federally designated metropolitan planning organization (MPO); state designated Regional Transportation Commission. | Voting members:  
- 19 composed of mayors, councillors, and county supervisors from the region’s 19 local governments; and  
- 2 representatives each are appointed from the City of San Diego and the County of San Diego. Voting is based on membership and the population of each jurisdiction. Non-voting members: 8 advisory members from outside agencies. |
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<tr>
<th><strong>Orange County Transportation Authority</strong></th>
<th><strong>Orange County, California: 798 miles</strong></th>
<th><strong>Population: 3 million</strong></th>
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<td><strong>Mandate/scope</strong></td>
<td><strong>Main funding sources</strong></td>
<td><strong>Governance</strong></td>
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<tr>
<td>Responsible for planning and providing public transportation services in Orange County, including public transit, toll facilities, freeways, and road improvements.</td>
<td>Local sources: 23%, State sources: 17% Federal sources: 13% Fare box revenues: 5% Reserves: 37% Toll road: 4%</td>
<td>Formed by state legislation in 1991, the agency was born out of the amalgamation of seven transportation agencies.</td>
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<tr>
<th><strong>Transport for London</strong></th>
<th><strong>Greater London: 609 miles</strong></th>
<th><strong>Population: 7.5 Million</strong></th>
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<td><strong>Main role is to implement the Mayor’s Transport Strategy for London. Plans and delivers transport facilities. Manages public transit, runs London’s Congestion Charging scheme, manages network of main roads, and regulates taxis.</strong></td>
<td>Fares revenue (London Underground): 47% Fares revenue (bus network): 32% Congestion charging scheme: 10% Other income: 5%</td>
<td>In July 2000, Transport for London replaced London Transport. TfL is a functional body under the Greater London Authority.</td>
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<tr>
<th><strong>Greater Manchester Integrated Transport Authority</strong></th>
<th><strong>Greater Manchester: 496 miles</strong></th>
<th><strong>Population: 2.5 million</strong></th>
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<tr>
<td><strong>Planning and finance of public transport. No direct delivery. Funds the Greater Manchester Public Transport Executive, which carries out its policies.</strong></td>
<td>Levy on district councils: 64% Department for Transport rail grant: 32% Department for Transport contribution to concessionary costs: 4%</td>
<td>GMITA (formerly the Greater Manchester Passenger Transport Authority) is responsible for setting local public transport policy and deciding how money is spent.</td>
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<td>Helsinki Metropolitan Area Council</td>
<td>Helsinki, Finland</td>
<td>Population: 1 million</td>
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<td><strong>Mandate/scope</strong></td>
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<td><strong>Governance</strong></td>
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<td>Current primary responsibilities are for transportation, waste management, air quality monitoring, and common services. Plans and procures regional transport services as well as Espoo, Vantaa, and Kerava internal public transport services.</td>
<td>Operating income (2007): Fares: 68% Municipal contributions: 31%</td>
<td>Statutory cooperative body established in 1970.</td>
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<th>SYTRAL Lyon, France</th>
<th>Population: 1.3 million</th>
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| **Planning, financing, and delivery of transit.** | **Municipal taxes and payroll taxes: 60%**
Fares: 22% Various senior government programs | **Agency responsible for the provision of public transport in the metropolitan Lyon area.** | **Board of Directors composed of 26 elected officials:**
16 appointed by the urban community of Lyon; and
10 appointed by the general Council of the Rhone department. **Information for SYTRAL taken from GVTA paper.** |
MANDATE

Until 1998, Greater Vancouver’s transportation decisions were made by a variety of provincial, regional, and municipal entities. The Greater Vancouver Regional District (GVRD) had a limited mandate to plan the region’s transportation system, but had little authority over transportation delivery. To fill this gap and ensure that transportation planning was comprehensive, integrated, and met the goals of the Livable Region’s Strategic Plan, the GVRD and the province negotiated an agreement to establish a single transportation authority. The Greater Vancouver Transportation Authority was signed into law in 1998.

TransLink’s mandate is far-reaching: to create an efficient transportation network to move people and goods around the region. TransLink has authority over major roads and public transportation and coordinates transit and land use planning.

GOVERNANCE

1999–2007

A 15-member Board of Directors was responsible for appointing a CEO and managing the affairs of the authority.

- 12 locally elected members appointed from the GVRD and serving on the GVRD Board of Directors:
  - Three elected in the City of Vancouver or Electoral Area A;
  - Three elected in Burnaby, New Westminster, Coquitlam, Port Coquitlam, Port Moody, Pitt Meadows, Maple Ridge, Anmore, or Belcarra;
  - One elected in North Vancouver, District of North Vancouver, West Vancouver, Lions Bay; or Electoral Area C;
  - Four elected in Richmond, Surrey, Langley, White Rock, Township of Langley, or Delta; and
  - One elected in any municipality or electoral area.

- Three members appointed by the Lieutenant Governor who are either an MLA in a constituency within the GVRD or a minister responsible for transportation, municipal affairs, or another matter related to TransLink.

In 2007, the provincial government passed the Greater Vancouver Transportation Authority Amendment Act.

Under the Act, the governance of TransLink is altered as set out below.

Screening Panel

- Nominates potential Board of Director members. The five members of the screening panel are each appointed by the Minister of Transportation, the Mayors’ Council, the Council of the Institute of Chartered Accountants, the Vancouver Board of Trade, and the Greater Vancouver Gateway Society.
Board of Directors

- For the first Board of Directors, nine directors are selected from a list of 15 put forward by the screening panel. After the first year, the Board of Directors are appointed on a rotating basis. Every year, three new directors are appointed based on a selection of at least five from the screening panel. Directors are not allowed to hold elected public office of any type.
- The Board of Directors is responsible for hiring, compensating, and monitoring the CEO’s performance and providing oversight of TransLink’s strategic planning, finances, major capital projects, and operations.

Mayors’ Council

- Composed of all 21 mayors in Metro Vancouver.
- Appoints Board of Directors from Screening Panel nominees.
- Appoints Commissioner.
- Receives and approves transportation and financial plans (including borrowing limits).

Regional Transportation Commissioner

- Advises on whether plans are reasonable.
- Approves short-term fare increases above inflation.
- Approves customer satisfaction survey process, complaint process.
- Oversees sale of major assets.

Further Reading

TransLink website: www.translink.ca


Mandate

Metrolinx was created as the Greater Toronto Transportation Authority by the province of Ontario in 2006. It is a public authority expected to provide leadership in the coordination, planning, financing, and development of an integrated transportation network. Under the Places to Grow initiative, the government of Ontario aims to manage population growth in Ontario. In 2006, the government released its first growth plan for the Greater Golden Horseshoe.

In 2009, the province passed the Greater Toronto and Hamilton Area Transit Implementation Act, which merged GO Transit and Metrolinx. The Act also altered the governance structure, replacing a Board that included locally elected officials with one of provincial appointees.

Transit service in the Greater Toronto area is provided by the Toronto Transit Commission. Commissioners are locally elected officials.

Governance

2006–2009

When it was first established, Metrolinx’s board consisted of:

- Two appointees of the Government of Ontario;
- Four appointees of the City of Toronto; and
- One appointee each of the City of Hamilton, Durham Region, Halton Region, Peel Region, and York Region.

Post–2009

With the passage of the Greater Toronto and Hamilton Area Transit Implementation Act in 2009, the Board of elected representatives was replaced with a Board composed of up to 15 directors with “professional and corporate experience” appointed by the Premier.

Further Reading

Metrolinx website: www.metrolinx.ca


Agence Métropolitaine de Transport
Greater Montreal Area

Mandate

Agence Métropolitaine de Transport (AMT) was created by the provincial government in 1996. For 20 years prior, the government of Quebec had been trying to achieve some sort of regional coordination of public transit services in the Greater Montreal Area, which includes 83 municipalities, 13 regional county municipalities, and 14 transit authorities.

The AMT is responsible for planning, managing, coordinating, and supporting the metropolitan transit system. It is one of four main public transit agencies. The others are STL serving Laval, STM serving the island of Montreal, and RTL serving Longueuil. These other three are owned by the municipalities (or agglomerations) they serve. Meanwhile, the Montréal Metropolitan Community (CMM), created in 2000 has some authority over AMT.

AMT is responsible for commuter rail service, regional fares, intersystem coordination, terminals, park-and-ride lots, and reserved lanes.

Governance

The AMT is governed by a seven-member Board:

• Four members are appointed by the provincial government; and
• Three members are appointed by the CMM.

The CMM was created in 2000 and has jurisdiction over public transportation in the Greater Montreal Area. As such, the CMM:

• Approves any amendments to the AMT’s strategic development plan;
• Has veto power over fares;
• Approves the AMT’s operating budget; and
• Reviews the AMT’s three-year capital plan.

The CMM is administered by a 28-member Council made up of locally elected officials within the Greater Montreal Area.

Further Reading

AMT website: www.amt.qc.ca


Metropolitan Transportation Authority
New York City Metropolitan Area

Mandate

The Metropolitan Transportation Authority (MTA) is responsible for the provision of subways, buses, and railroads, along
with bridges and tunnels. The area it is responsible for covers 5,000 square miles and includes New York City, Long Island,
southeastern New York State, and Connecticut. MTA is responsible for seven bridges and tunnels in New York City and toll
revenues help subsidize mass transit operated by the MTA.

MTA’s transportation services are delivered through its subsidiary companies:

- New York City Transit;
- Long Island Rail Road;
- Long Island Bus;
- Metro-North Railroad;
- MTA Bridges and Tunnels;
- MTA Capital Construction; and
- MTA Bus Company.

Governance

The MTA is a public-benefit corporation chartered by the New York State Legislature in 1965.

The MTA is governed by a 17-member Board:

- Six members are nominated by the Governor, with four recommended by New York City’s mayor;
- One each by the county executives of Nassau, Suffolk, Westchester, Dutchess, Orange, Rockland, and Putnam counties;
- Members representing Dutchess, Orange, Rockland, and Putnam counties cast one collective vote; and
- Six rotating non-voting seats, three held by representatives of the Permanent Citizens Advisory Committee (PCAC),
  and three held by representatives of organized labour.

All board members are confirmed by the New York State Senate and are not necessarily locally elected officials.

Further Reading

MTA website: www.mta.info
Mandate

The mission of the Georgia Regional Transportation Authority (GRTA) is “to improve Georgia’s mobility, air quality and land use practices.”

In the late 1990s, it became apparent that the Greater Atlanta metropolitan region had become one of the worst examples of unchecked growth and sprawl in the United States. In 1998, the region’s federal transportation funds were withheld due to the region being in violation of the federal *Clean Air Act*. In response to the crisis, the Metropolitan Atlanta Chamber of Commerce announced the formation of the Metropolitan Atlanta Transportation Initiative. The goal of the initiative was to find consensus on how to solve the area’s transportation problems. When Georgia Governor Roy E. Barnes was elected, he recognized the issue and pledged to act on it. The Chamber convinced him that they had done all the background research that was needed.

In 1999, the GRTA was established by state legislation. The agency has broad powers to establish transportation services, approve the region’s transportation plan, overrule local land-use decisions (for leverage the GRTA has the power to withhold federal and state transportation funding), require municipal contributions to regional transportation projects, and to issue $2 billion in revenue bonds. The U.S. Environmental Protection Agency has classified the areas under the GRTA’s jurisdiction as “non-attainment” — meaning they are areas that consistently exceed air pollution standards.

Governance

The GRTA is governed by a 15-member board appointed by the Governor who serve at his (or her) pleasure. The GRTA Board also serves as the Governor’s Development Council and state employees and office holders are disqualified from serving on the board. The first board was composed of nine business leaders, three former city government officials, and three activists (one environmental, one transportation, and one social justice activist).

Members of the board are supposed to “be appointed so as to reasonably reflect the characteristics of the general public within the jurisdiction or potential jurisdiction of the authority.”

Further Reading

GRTA website: www.grta.org


Mandate

Created by state legislature in 1970, the Metropolitan Transportation Commission (MTC) plans, coordinates, and finances the transportation network for the nine-county (101 municipalities) San Francisco Bay Area. There are nine other county transportation authorities/Congestion management agencies that MTC works with. There is also the Association of Bay Area Governments that is responsible for regional planning around land use, housing, and economic development.

The MTC functions in two capacities: first, as the state designated regional planning agency, and second, as the federally designated regional metropolitan planning organization (MPO). As an MPO, it is responsible for the Regional Transportation Plan, a comprehensive blueprint for the development of mass transit, highway, airport, seaport, railroad, bicycle, and pedestrian facilities. Any new transportation project in the region must be included in the Regional Transportation Plan to qualify for state or federal funds.

MTC also functions as the Bay Area Toll Authority and the Service Authority for Freeways and Expressways. It collects tolls from the area’s seven state-owned bridges and uses these revenues to support road and transit improvements.

In terms of funding, the Commission votes to allocate more than $1 billion a year. The funds are allocated to Bay Area public transit, local streets and roads, highways, freight facilities, and bicycle and pedestrian routes. Within the Bay Area there are some two dozen public transit agencies.

Governance

- 16 voting members, of which 14 are appointed directly by locally elected officials:
  - In each of the bigger counties [Alameda, Contra Costa, San Francisco, San Mateo, and Santa Clara] two commissioners are appointed, one by the county’s council of mayors and council members, and one by the county board of supervisors, for a total of 10 voting members; and
  - In each of the less populated counties [Marin, Napa, Solano, and Sonoma] each county’s council of mayors and council members nominates up to three candidates to the board of supervisors, which selects one commissioner to represent each county, for a total of four voting members.

- Two voting members represent regional agencies: the Association of Bay Area Governments and the San Francisco Bay Conservation and Development Commission.

- Three non-voting members consist of one each appointed by the state’s Business, Transportation and Housing Agency, the federal Department of Housing and Urban Development, and the U.S. Department of Transportation.

Further Reading

MTC website: www.mtc.ca.gov
San Diego Association of Governments
San Diego

Mandate
San Diego Association of Governments (SANDAG) dates back to the 1960s. In 1966, the incorporated cities in the county of San Diego formed the Comprehensive Planning Organization to address long-range transportation and other regional planning issues. In 1974, the organization was re-established as separate from the county and in 1980 it was renamed SANDAG.

SANDAG’s responsibility and authority has grown over time to include:

- Authority over regional transportation planning, resource allocation, and project development, including highway and transit services;
- Responsibility for preparing the Regional Housing Needs Assessment, a document that assigns each land use approving agency a quantified share of housing units to incorporate into the local housing planning documents; and
- Responsibility for developing a regional comprehensive plan that integrates local land use and transportation planning.

Unlike the MTC, SANDAG is the region’s only transportation planning agency (due to the region’s borders being the same as the county’s, as opposed to the Bay Area region which includes nine counties).

SANDAG’s primary power is fiscal as it has the authority to allocate revenues from state, federal and countrywide sources for transportation programs. It does not provide any services directly.

Governance
SANDAG directors are elected, selected by their peers from each of the region’s 18 incorporated cities and the county government. Voting is based on both membership and the population of each jurisdiction. Weighting of votes for 2009 includes:

- Carlsbad: 3
- Chula Vista: 7
- Coronado: 1
- County of San Diego: 16
- Del Mar: 1
- El Cajon: 3
- Encinitas: 2
- Escondido: 5
- Imperial Beach: 1
- La Mesa: 2
- Lemon Grove: 1
- National City: 2
- Oceanside: 6
- Poway: 2
- San Marcos: 2
- Santee: 2
- Solana Beach: 1
- Vista: 3
- San Diego: 40

Non-voting members are advisory representatives from Imperial County, the U.S. Department of Defense, Caltrans, San Diego Unified Port District, Metropolitan Transit System, North San Diego County Transit Development Board, San Diego County Water Authority, and Mexico.

Further Reading
SANDAG website: www.sandag.org
**Mandate**

The Orange County Transportation Authority (OCTA) is a multi-modal transportation agency serving Orange County, California. OCTA began in 1991 with the consolidation of seven separate transportation agencies.

OCTA is responsible for countywide bus and paratransit services, commuter rail services, toll facilities, freeway and road improvement projects, motorist aid services, and regulation of taxi services.

OCTA administers funds from Measure M, the half cent transportation sales tax. Measure M was originally passed in 1990, and was renewed in 2006. It has paid for expansion on most freeway miles in Orange County, street improvements and repairs, traffic signal synchronization, and increased Metrolink service.

**Governance**

An 18-member Board of Directors governs OCTA:

- Five members of the Orange County Board of Supervisors;
- 10 city council members selected by all of the cities within the county; and
- Two public members selected by the other 15 board members.

Serving in a non-voting capacity is one director appointed by the Governor of California.

**Further Reading**

OCTA website: www.octa.net
Transport for London
Greater London, U.K.

Mandate

Transport for London (TfL) is the integrated body responsible for the capital’s transport system. Its main role is to implement the Mayor’s Transport Strategy and manage transport services across the capital. TfL encompasses several transportation organizations.

From 1970 to 1984, London Transport came under the direct control of the Greater London Council. Under the London Regional Transport Act of 1984, it was brought under central government control. The Act also required London Transport to set up subsidiary companies to run both buses and the London Underground, and that competitive tendering be introduced. In 1985, bus services outside London were deregulated.

In 1997, the Labour government was elected. It had pledged to introduce a strategic governing authority for London. In 2000 the Greater London Authority was officially established. It has a directly elected Mayor and an elected 25-member Assembly. London Transport became Transport for London as a functional body under the Greater London Authority.


Governance

The 14-member Board of Transport for London is appointed by the Mayor, who also acts as the Board’s Chair. The Mayor can also appoint two non-voting special advisors to the Board.

Further Reading

Transport for London website: www.tfl.gov.uk


Greater Manchester Integrated Transport Authority

Greater Manchester

**Mandate**

The Greater Manchester Integrated Transport Authority (GMITA) is the lead authority on public transport policy in Greater Manchester. Until 2009, this body was known as the Greater Manchester Passenger Transport Authority. The *Local Transport Act* of 2008 introduced “integrated transport authorities” giving the UK’s six Passenger Transit Authorities the same “wellbeing” powers as local authorities. The Act also assigned a number of other new powers to these bodies. Notably, it allows them to own and lease buses, a power previously denied. Bus services were deregulated in the 1980s.

The Greater Manchester Integrated Transport Authority provides a grant to the Greater Manchester Passenger Transport Executive. GMITA does not directly provide bus, train, or tram services. It is responsible for funding concessionary fares schemes, planning and investing in public transit networks for the future, public information, and maintaining a network of non-market subsidized bus services.

**Governance**

- 33 councillors appointed by the 10 district councils in Greater Manchester.
- The number of councillors appointed per district is proportional to the populations of the districts.

**Further Reading**

GMITA website: www.gmita.gov.uk
Helsinki Metropolitan Area Council
Helsinki, Finland

Mandate

The Helsinki Metropolitan Area Council (YTV) is responsible for transportation system planning, providing regional public transit, waste management, and air quality management for its four member municipalities (Helsinki, Espoo, Kauniainen, and Vantaa).

According to its website, these four municipalities approved a proposal to merge the water supply and treatment functions of each municipality under YTV. As well, public transport planning and purchasing tasks, which were under the purview of YTV and Helsinki City Transport, would be merged into a new organization operating as a public transport authority in the Helsinki region.

Governance

- A 22-member Regional Assembly and a 14-member Executive Board govern the YTV.
- The member municipalities elect representatives to the Regional Assembly: 11 from Helsinki, five each from Espoo and Vantaa, and one from Kauniainen. The Regional Assembly meets twice yearly and is responsible for determining YTV’s budget and operating strategy.
- A 14-member Executive Board is responsible for YTV’s day-to-day operations. The Regional Assembly elects the Executive Board. The Executive Board is composed of seven members from Helsinki, three from Espoo, three from Vantaa, and one from Kauniainen. The Mayors of the member cities act as permanent expert members of the Executive Board. The Mayors of Kerava and Kirkkonummi also act as permanent experts.

Further Reading

YTV website: http://www.ytv.fi/eng
Information for SYTRAL taken directly from the GVTA paper.

Mandate

SYTRAL (Syndicat Mixte des Transports pour le Rhone et L’Aggolomeration Lyonnaise) is the public transport authority for the metropolitan Lyon area of France, which comprises 606 km$^2$ and includes 55 communes and seven cities, with a population of 1.3 million. SYTRAL decides on all matters concerning public transport service in the Lyon metropolitan area.

SYTRAL contracts out the operation of the public transit system to Societe Lyonnaise de Transport en Commun (SLTC) for the TCL (Transports en Commun Lyonnais), i.e., the conventional bus, metro, and tram transit network, and Societe Interhone for the Optibus for services for persons with reduced mobility.

SYTRAL also has a major role in broader planning and was one of the key participants in preparing the Urban Mobility Master Plan (UMMP), which is a guideline document defining the basic organizational principles for transport, traffic, and parking. The UMMP was drawn up by SYTRAL, in addition to the Greater Lyon local authority, the Rhone Department authority, the Rhone-Alpes regional authority, and the state.

Governance

The Board of Directors of SYTRAL is composed of 26 elected officials:

- 16 representatives appointed by urban Community of Lyon, and
- 10 representatives appointed by the general Council of the Rhone department (county).
The Centre for Civic Governance works to support community leadership meeting today’s social and environmental challenges: climate change, Canada’s increasing equity gap, and shifting social trends.

At the Centre for Civic Governance, our goal is to strengthen Canadian communities through sharing best practices, providing tools for locally elected leaders, and progressive policy analysis. We strive to provide knowledge and information to make real and positive social change.

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