UPPER

INSIGHT INTO PUBLIC TRANSPORT AND MOBILITY AUTHORITIES INSTITUTIONAL MODELS

A repository of 27 international case studies



October 2026

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Public Transport and Mobility Authorities (PTAs) play a central role in shaping mobility systems and providing sustainable and efficient transport solutions to communities.

Depending on their mandate, they may be responsible for planning, regulation, funding, coordination, infrastructure, service integration, and the organisation of public transport operations.

In addition, PTA governance models differ considerably across cities, regions and countries. These differences reflect national and local institutional frameworks, political structures, legal mandates, territorial responsibilities, and approaches to service delivery.

Developed within the framework of the EU-funded **UPPER project**, this repository provides an overview of the different governance models and main characteristics of participating PTAs worldwide.

The repository is intended as a practical reference for public transport authorities, policymakers, researchers, and other mobility stakeholders. It aims to strengthen understanding of the diversity of PTA governance models, facilitate knowledge exchange, and support discussion on effective and emerging governance practices.

Through 27 standardised factsheets, the document presents how each authority is organised, governed and empowered, allowing readers to identify common governance typologies as well as differences in institutional arrangements, responsibilities and operational approaches.

> Effective governance and institutional set-ups are essential to translating mobility policies into successful outcomes, serving users and communities while advancing broader policy objectives such as sustainable development, social equity, and economic prosperity.



Mag. Karin Zipperer, MBA
Managing Director and Spokesperson of Verkehrsverbund Ost-Region (VOR)

The information was collected through a survey completed by the participating PTAs and has been synthesised into a simplified and accessible format to support comparison between authorities. Each factsheet covers the following dimensions:

- → institutional and legal status;
- → governance and shareholder structures;
- → strategic, tactical, and operational competences;
- → scale of intervention and territorial coverage;
- → transport modes and services managed or regulated;
- → infrastructure and integration responsibilities;
- → operational and contractual models.

The methodology and factsheet structure are replicable and can be expanded in future editions to include additional authorities and a wider range of governance contexts.

Disclaimer

The information and data presented in this report reflect the situation as of the reference date indicated (October 2026). Public transport authorities are dynamic and evolving organisations, and their structures, responsibilities, governance arrangements and operational frameworks may change over time. The information should therefore be regarded as a snapshot at the time of reporting and may not reflect subsequent developments, changes or updates. While every effort has been made to ensure the accuracy and reliability of the information, the data is based on sources available at the time of compilation and may be subject to revision. Readers are encouraged to consult the latest official sources for the most up-to-date information.

UPPER | AMB Àrea Metropolitana de Barcelona

ÀMB

Àrea Metropolitana de Barcelona



General Presentation

Date of creation
2010
Year

Scale
Metropolitan
3.2 m
Residents
636 km²
Area

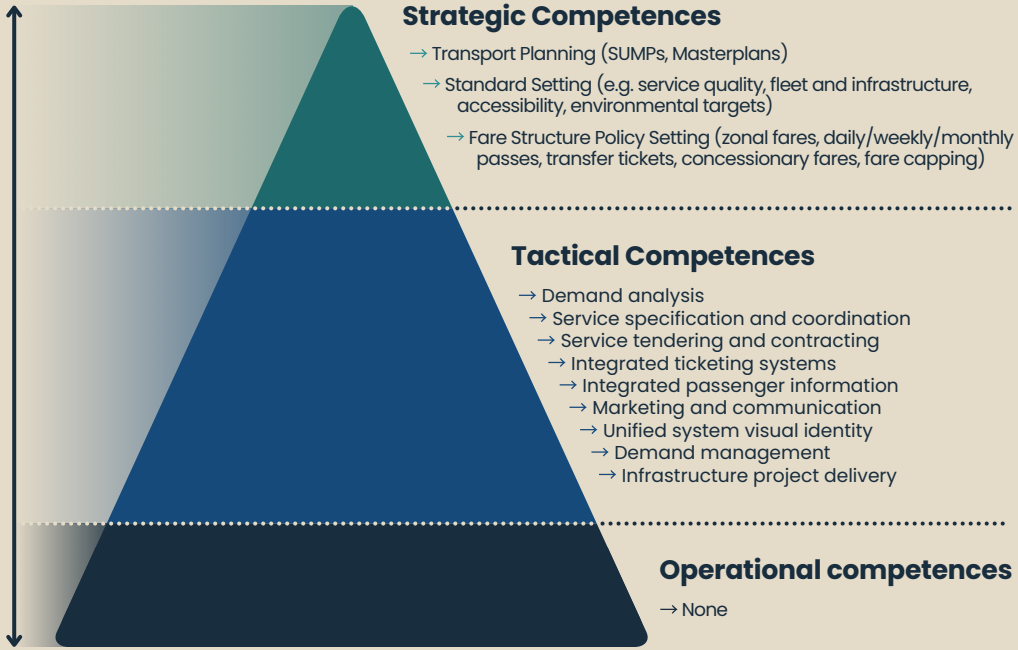
Size
200+
Staff

Legal status
Public

Structure & Shareholders

AMB was established by law of the Catalan Parliament, replacing the former Environmental Agency and Metropolitan Transport Agency. It now serves as Barcelona's supralocal metropolitan government, responsible for designing and implementing policies and delivering public services across areas such as territorial management, urban planning, housing, mobility and transport, the environment, and social and economic development.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ None

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Planned	Metro	Bus	Special Services (e.g., school, paratransit)	Other Collective Services (shared services: bike, car sharing)	Walking, pedestrians, persons with reduced mobility
Managed	Metro	Bus	Special Services (e.g., school, paratransit)	Other Collective Services (shared services: bike, car sharing)	Walking, pedestrians, persons with reduced mobility
Available*	Regional Rail	Tram			

AMB also plans and manages passenger transportation with tourist and cultural purposes.

Shared and on-demand Mobility Services

Regulated	Taxis	2-Wheels		
Planned	Taxis	2-Wheels	Bike Sharing	
Managed	Taxis	2-Wheels	Bike Sharing	
Available*	Car Sharing	Carpooling	Scooter Sharing	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed	Available*
Park & Ride Facilities for feeder modes	✓	✓	✓	
Mobility Hubs/ Interchanges		✓	✓	
Street/Road (Bus-Tram) Stops				✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops				✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)				✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: Metro and bus services are provided through TMB, a group formed by public companies Transports de Barcelona SA and Ferro carril metropolitá SA. Bus service is also provided indirectly through private companies or groups.

Shared and On-Demand Services

→ Lasseiz-faire approach (market-driven, no formal involvement).
→ Direct public provision of shared/on-demand services.

UPPER

AT

Auckland Transport



General Presentation

Date of creation
2010
Year

Scale
State-Regional **1.7m** Residents **348km** Cycleways

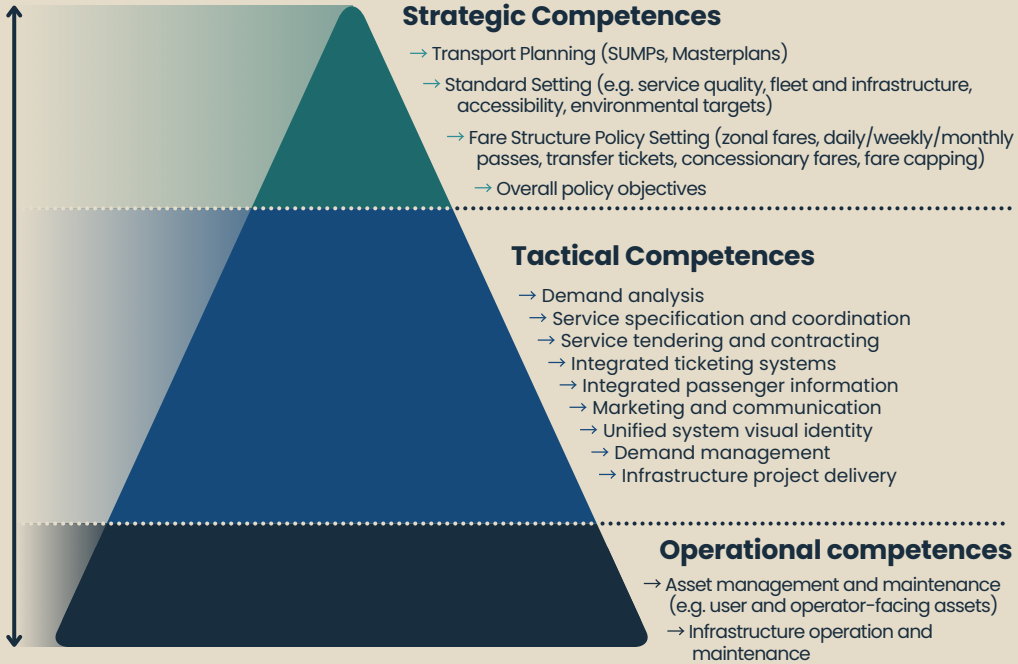
Size
200+
Staff

Legal status
Public

Structure
Integrated Agency

Shareholders
AT is a council-controlled organisation established by the Local Government Act 2009. Auckland Council is its only shareholder

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Asset management and maintenance (e.g. user and operator-facing assets)
→ Infrastructure operation and maintenance

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Metro	Bus	Ferry/Waterway	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)
Planned	Metro	Bus	Ferry/Waterway	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)
Managed	Metro	Bus	Ferry/Waterway	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)
Available*	Regional Rail					

Shared and on-demand Mobility Services

Available*	Car Sharing	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed
Park & Ride Facilities for feeder modes	✓	✓	✓
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	✓

Governance and Operating Framework

Operational Model
Mass Transit Services

Contracting through public tenders. AT tender gross price contracts to operate PT services. All fare revenue risk is held by AT. Contracts are typically 6-12 years in length.

Shared and On-Demand Services

→ Regulation and licensing of providers
→ Integration into the public transport system (e.g. fares, journey planning, interchanges)
→ Monitoring and oversight mechanisms in place

UPPER | ARTM Autorité régionale de transport métropolitain

ARTM

Autorité Régionale de Transport Métropolitain



General Presentation

Date of creation
2017
Year

Scale
Metropolitan
4.2m Residents
2.4m Jobs

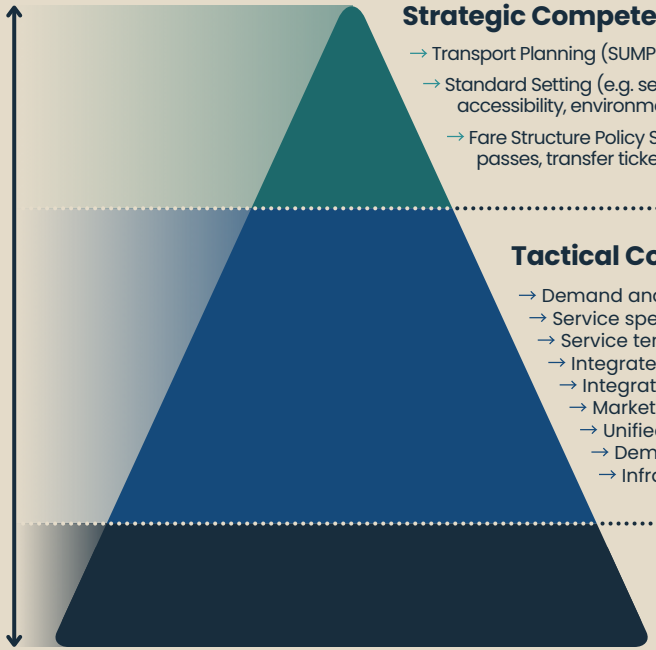
Size
200+
Staff

Legal status
Public

Structure & Shareholders

ARTM is a dedicated body with specific transport-related competences. It was established by the Government of Quebec, which sets strategic priorities and broad policy guidelines, while entrusting the Montreal Metropolitan Community (CMM) with responsibilities for appointments, approvals, and local policy direction. The CMM, in turn, establishes regional guidelines and approves ARTM's strategic and financing policies.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ None

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	
Planned	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	
Available*	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)

Shared and on-demand Mobility Services

Regulated	Carpooling					
Planned	Carpooling					
Available*	Car Sharing	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned
Park & Ride Facilities for feeder modes	✓	✓
Mobility Hubs/ Interchanges	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)		

Governance and Operating Framework

Operational Model
Mass Transit Services

Delegation to a publicly owned transport operator.

Shared and On-Demand Services

→ Integration into the public transport system (fares, journey planning, interchanges).
→ Service provision through existing Public Transport Operators (PTOs).

UPPER | BKK BUDAPESTI KÖZLEKEDÉSI KÖZPONT

BKK

BKK Centre for Budapest Transport



General Presentation

Date of creation
2010
Year

Scale
Metropolitan
1.7m Residents
525 km² Administrative Area

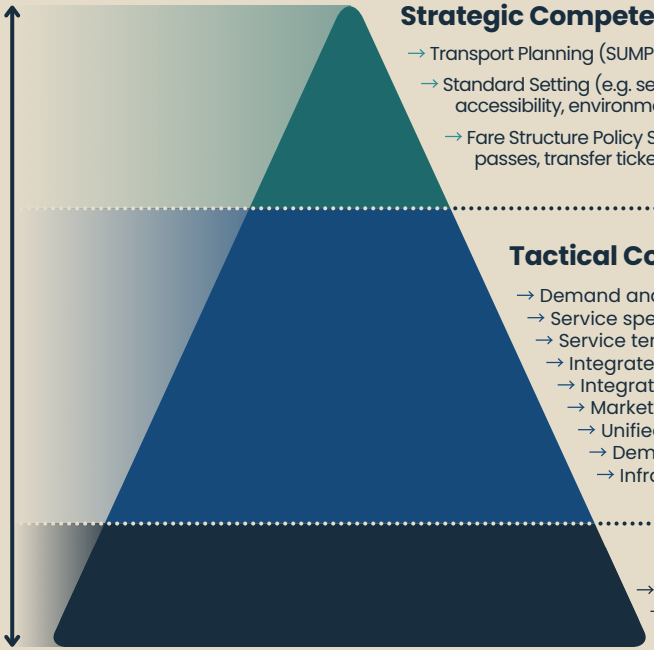
Size
200+
Staff

Legal status
Public

Structure
Integrated Agency

Shareholders
City Council of Budapest

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Infrastructure operation and maintenance
→ Staff recruitment and HR management

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Managed	Tram	Metro	Bus
Available*	Regional Rail		

Shared and on-demand Mobility Services

Regulated	Bike Sharing	Taxis		
Managed	Bike Sharing			
Available*	Car Sharing	Carpooling	Scooter Sharing	

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Available
Park & Ride Facilities for feeder modes	✓
Mobility Hubs/ Interchanges	✓
Street/Road (Bus-Tram) Stops	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Delegation to a publicly owned transport operator, contracting through public tenders.

Shared and On-Demand Services

→ Monitoring and oversight mechanisms in place

TPBI

Bucharest – Ilfov Intercommunity Development Association for Public Transport



General Presentation

Date of creation
2017
Year

Scale
State-Regional
2.2m Residents
40 Territorial-administrative units

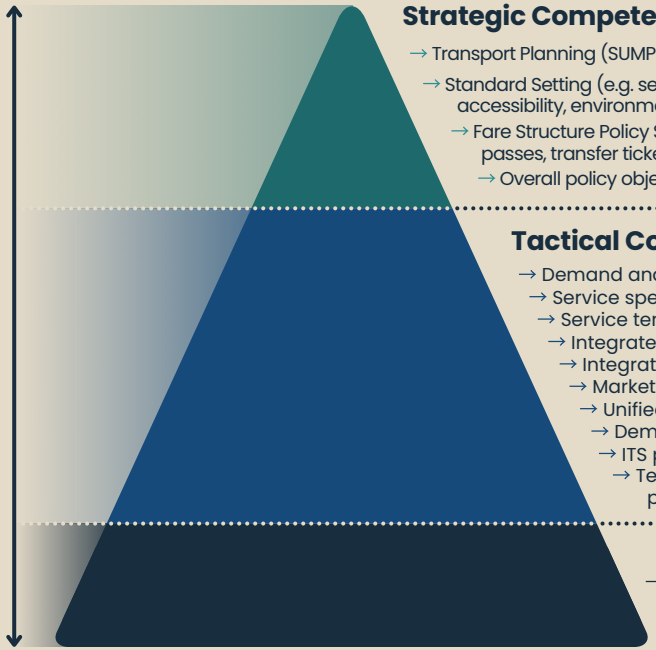
Size
50–150
Staff

Legal status
Public

Structure
Dedicated body with specific transport competences

Shareholders
TPBI is a cooperation structure of local public authorities that jointly exercise local public-administration responsibilities for the provision and operation of public transport services.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Bicycle Masterplan)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand & data management
→ ITS project delivery
→ Technical integrator and adviser for project implementation

Operational competences

→ None

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Tram	Bus	Special Services (e.g., school, paratransit)
Planned	Regional Rail	Tram	Bus
Managed	Tram	Bus	
Available*	Metro	Other Collective Services (shared services: bike, car sharing, etc.)	

Shared and on-demand Mobility Services

Available*	Car Sharing	Carpooling	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Available*
Park & Ride Facilities for feeder modes			✓
Mobility Hubs/ Interchanges			✓
Street/Road (Bus-Tram) Stops	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops		✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	

Governance and Operating Framework

Operational Model

Mass Transit Services

Delegation to publicly owned transport operators - TPBI delegates the management of public passenger transport services to four operators: Societatea de Transport București – STB SA, Serviciul Transport Voluntari – STV SA, Ecotrans STCM SRL, and Regio Serv Transport SRL.

Shared and On-Demand Services

→ Laissez-faire approach (market-driven, no formal involvement).

Casa Transports



General Presentation

Date of creation
2008
Year

Scale
Metropolitan
4 m
Residents
1117 km²
Served Area

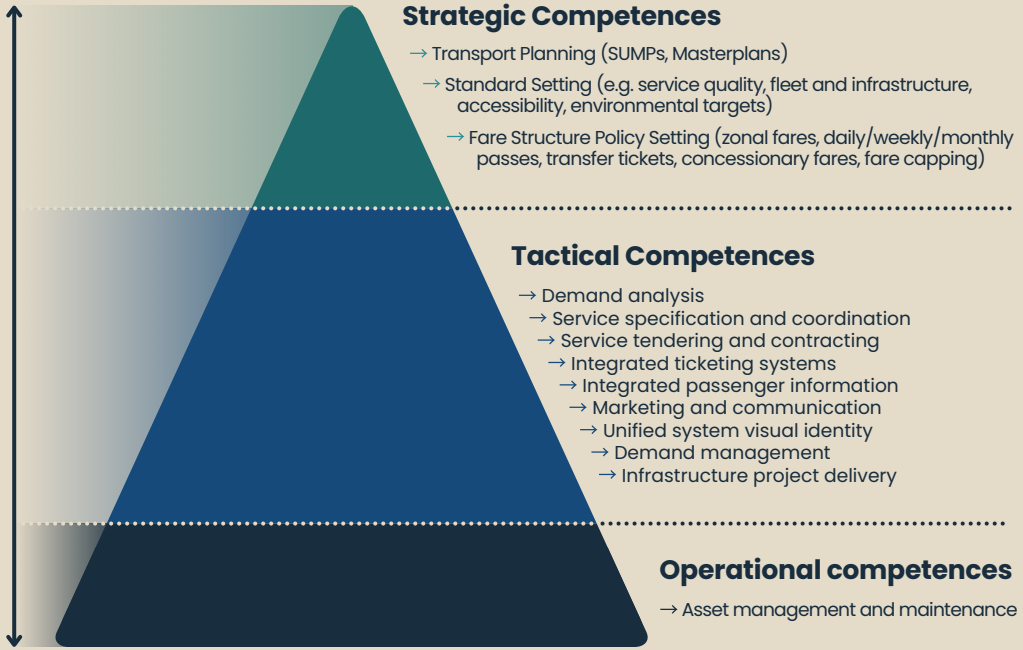
Size
50-150
Staff

Legal status
Private

Structure & Stakeholders

Casa Transports SA is a Société de Développement Local (SDL), which means it operates as a hybrid structure between a municipal department and a partly state-owned company. More than 90% of its capital is held by central and local public authorities, including the Ministries of Interior and Finance, the Region, the Prefecture, and the Urban Commune of Casablanca. The remaining share is held by private stakeholders and major institutions such as the Hassan II Fund, CDG, BCP, and ONCF.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Asset management and maintenance

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

	Tram	Bus
Regulated	Tram	Bus
Planned	Tram	Bus
Managed	Tram	Bus
Available*	Regional Rail	

Shared and on-demand Mobility Services

	Carpooling	Taxis
Available*	Carpooling	Taxis

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Available*
Park & Ride Facilities for feeder modes		✓	
Mobility Hubs/ Interchanges		✓	
Street/Road (Bus-Tram) Stops	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops			✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	

Governance and Operating Framework

Operational Model

Mass Transit Services

Delegation to a publicly-owned transport operator. Public transport services in Morocco are mostly provided by delegated services contracts or concessions from cities to private operators.

Most operators are currently remunerated through net-cost contracts, where the operator retains revenues generated from users in exchange for the provision of a specified service. In Casablanca gross-cost contracts (where the operator, RATP Dev in the case of the tramway and busway, receives a per-kilometre compensation from Casa Transports).

City of Cape Town - Urban Mobility Directorate



General Presentation

Date of creation
2019
Year

Scale
Local
4.8m Residents
1014km Metrorail

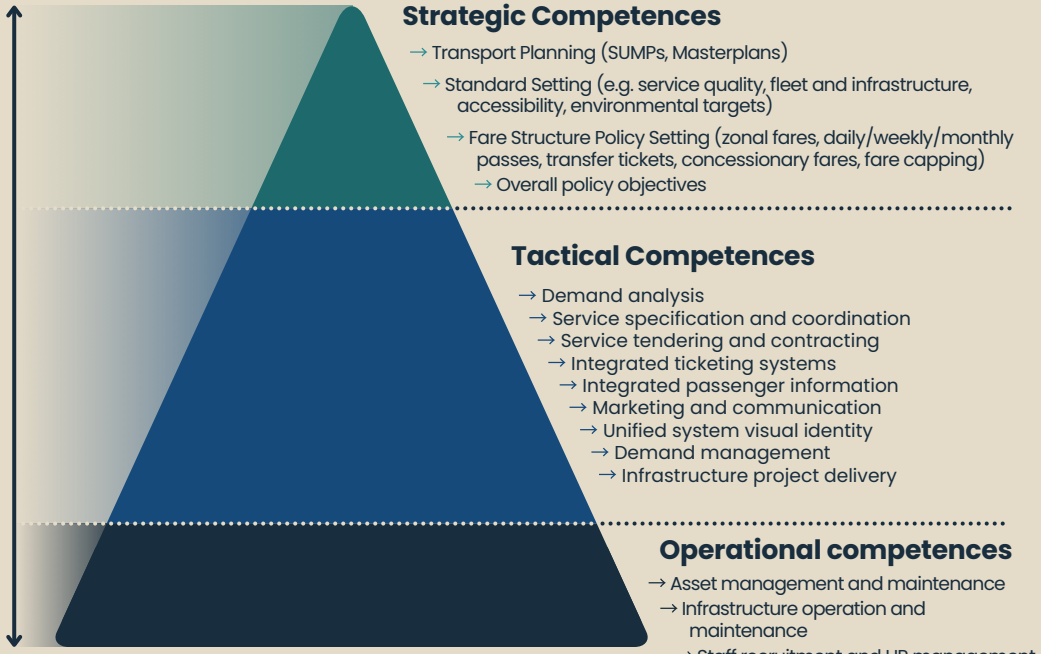
Size
200+
Staff

Legal status
Public

Structure
Department/Unit part of a multicompetence authority

Shareholders
The Urban Mobility Directorate is a department of the City of Cape Town, from which it receives funding and policy guidance

Main Competences



Strategic Competences
- → Transport Planning (SUMPs, Masterplans)
- → Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
- → Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
- → Overall policy objectives

Tactical Competences
- → Demand analysis
- → Service specification and coordination
- → Service tendering and contracting
- → Integrated ticketing systems
- → Integrated passenger information
- → Marketing and communication
- → Unified system visual identity
- → Demand management
- → Infrastructure project delivery

Operational competences
- → Asset management and maintenance
- → Infrastructure operation and maintenance
- → Staff recruitment and HR management

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Planned	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Managed	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Available*	Regional Rail		

Shared and on-demand Mobility Services

Regulated	Taxis	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed
Park & Ride Facilities for feeder modes	✓	✓	✓
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops			
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	✓

Governance and Operating Framework

Operational Model
Mass Transit Services

Mixed model: MyCiTi BRT is operated in-house with four existing vehicle operating companies (VOCs). Extensions of the MyCiTi network in the Metro South East area will be operated under a long-term negotiated VOC contract. Rail and conventional bus services are delegated to transport operators, both public and private, while minibus taxi services are operated by minibus taxi operators and associations. With the introduction of the CITP, all new negotiated vehicle operating contracts will have a duration of 12 years, while tendered vehicle operating contracts will have a duration of 7 years.

Shared and On-Demand Services

→ Laissez-faire approach (market-driven, no formal involvement).

City of Copenhagen



General Presentation

Date of creation
1856
Year

Scale
Local
668k Residents
168k Daily commuters

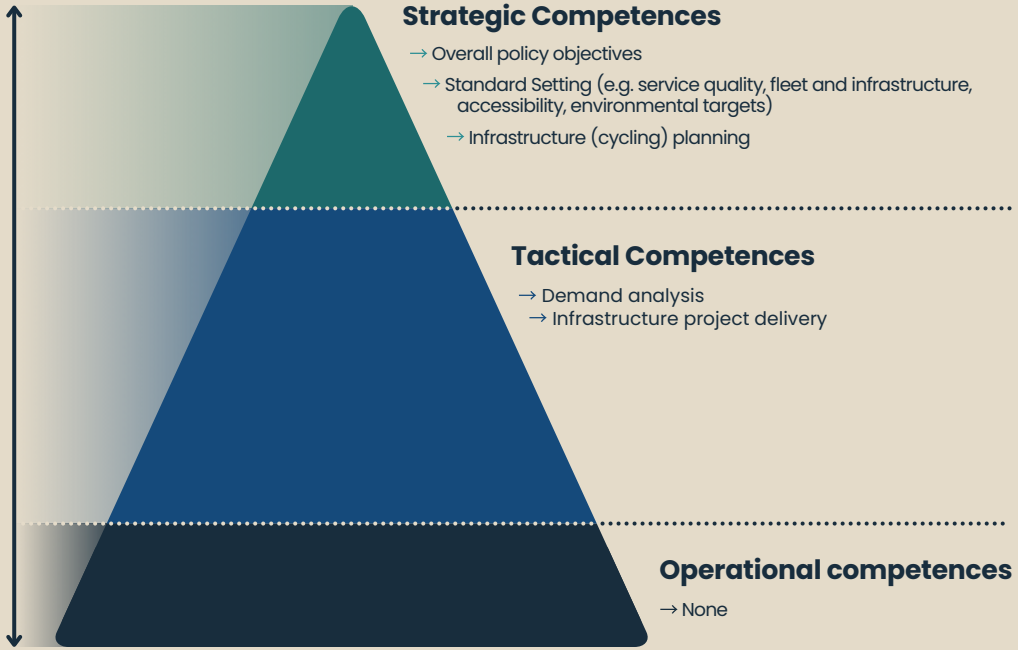
Size
<50
Staff

Legal status
Public

Structure
Department/Unit part of a multicompetence authority

Shareholders
Copenhagen City Council

Main Competences



Strategic Competences
→ Overall policy objectives
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Infrastructure (cycling) planning

Tactical Competences
→ Demand analysis
→ Infrastructure project delivery

Operational competences
→ None

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Bus	Ferry/Waterway	Other Collective Services (shared services: bike, car sharing)
Planned	Metro	Special Services (e.g., school, paratransit)	Walking, pedestrians, Person with Reduced Mobility
Available*	Regional Rail		

Shared and on-demand Mobility Services

Regulated	Car Sharing	Bike Sharing	Scooter Sharing
Available*	Carpooling	Taxis	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Planned	Managed	Available*
Park & Ride Facilities for feeder modes			
Mobility Hubs/ Interchanges			
Street/Road (Bus-Tram) Stops			✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops			✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	

City of Zagreb



General Presentation

Date of creation
1850
Year

Scale
Local & Regional
787 k
Residents
200 m
Trips per year

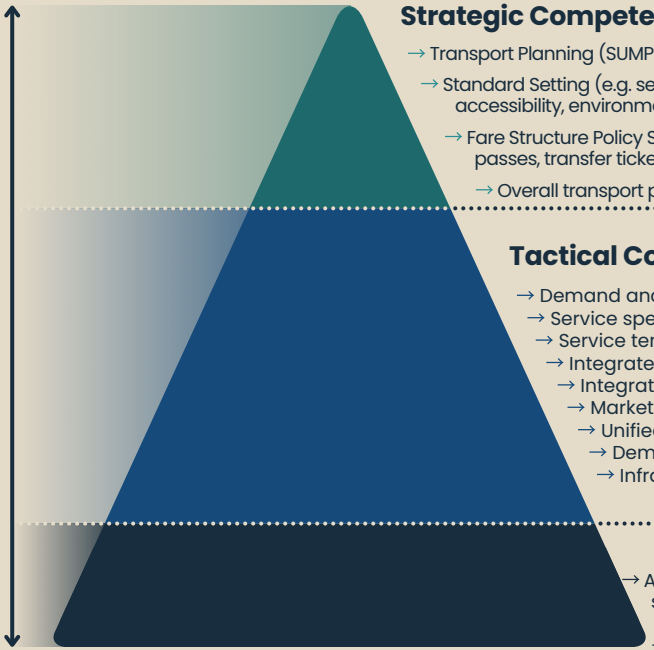
Size
200+
Staff

Legal status
Public

Structure
Department of a multicompetence municipal/regional authority

Shareholders
The Zagreb Mayor and City Assembly

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
→ Overall transport policy

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Approval of public transport routes, operating schedules, and tram/bus stop and bike-sharing locations
→ Routine and major road maintenance
→ Road, bridge and overpass construction and reconstruction

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Tram	Bus	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)
Planned	Tram	Bus	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)
Managed	Tram	Bus	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)
Available*	Regional Rail		Other Collective Services (shared services: bike, car sharing, etc.)			

Shared and on-demand Mobility Services

Regulated	Bike Sharing	Taxis		
Planned	Bike Sharing			
Managed	Bike Sharing			
Available*	Car Sharing	Carpooling	Taxis	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed	Available*
Park & Ride Facilities for feeder modes	✓	✓	✓	
Mobility Hubs/ Interchanges	✓	✓	✓	
Street/Road (Bus-Tram) Stops	✓	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops				✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	✓	

Governance and Operating Framework

Operational Model
Mass Transit Services
Delegation to a publicly owned transport operator.

Shared and On-Demand Services
→ Regulation and licensing of providers
→ Contracting or subsidising private mobility providers
→ Service provision through existing Public Transport Operators (PTOs)

Civil Engineering Office of the City of Zurich



General Presentation

Date of creation
1934
Year

Scale
Local

449k
Residents

88km²
Area

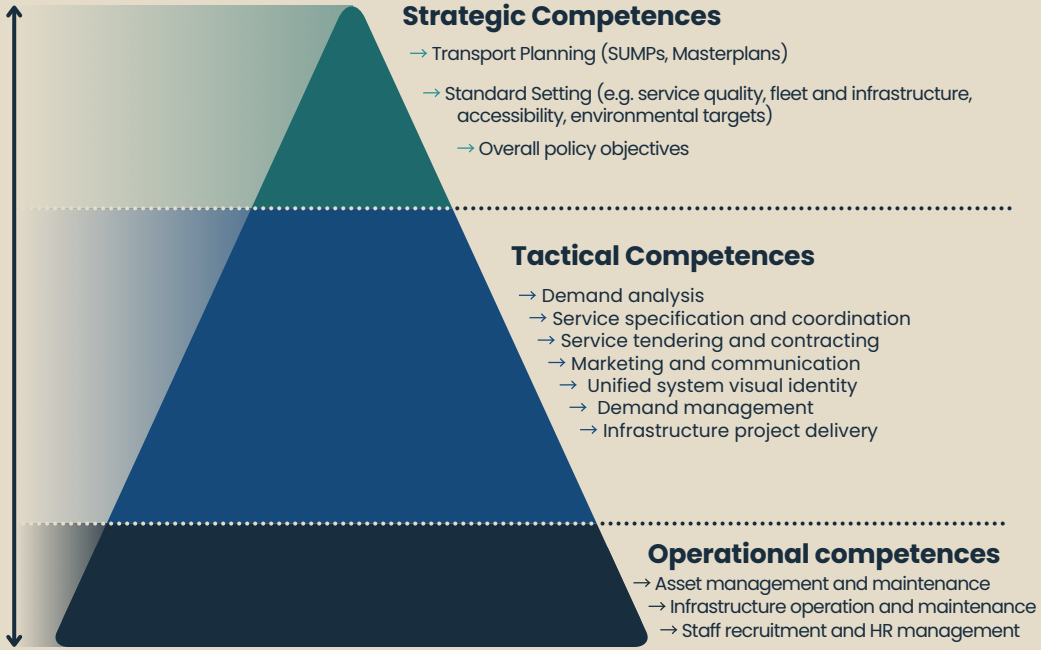
Size
200+
Staff

Legal status
Public

Structure & Shareholders

Department/Unit part of a multicompetence authority. The City Parliament of Zurich is the city's legislative body and highest legislative authority. Both the City Council and the Municipal Council may issue mandates to the administration. Funding is mainly provided through the city administration, including the Finance Department and City Council, and is generated from taxes, fees, and investment income.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)

→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)

→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Asset management and maintenance
→ Infrastructure operation and maintenance
→ Staff recruitment and HR management

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Walking, pedestrians, persons with reduced mobility		Other Collective Services (shared services: bike, car sharing, etc.)	
Planned	Tram	Bus	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services)
Managed	Walking, pedestrians, persons with reduced mobility		Other Collective Services (shared services)	
Available*	Regional Rail			

Shared and on-demand Mobility Services

Regulated	Bike Sharing	Scooter Sharing
Planned	Bike Sharing	
Managed	Bike Sharing	
Available*	Car sharing	Scooter Sharing

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed
Park & Ride Facilities for feeder modes			
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Contracting through public tenders.

Shared and On-Demand Services

→ Regulation and licensing of providers
→ Integration into the public transport system (e.g. fares, journey planning, interchanges)
→ Monitoring and oversight mechanisms in place

UPPER | Generalitat de Catalunya

GenCat

Generalitat de Catalunya



General Presentation

Date of creation
1931
Year

Scale
State-Regional

8m Residents

1.2b Yearly trips

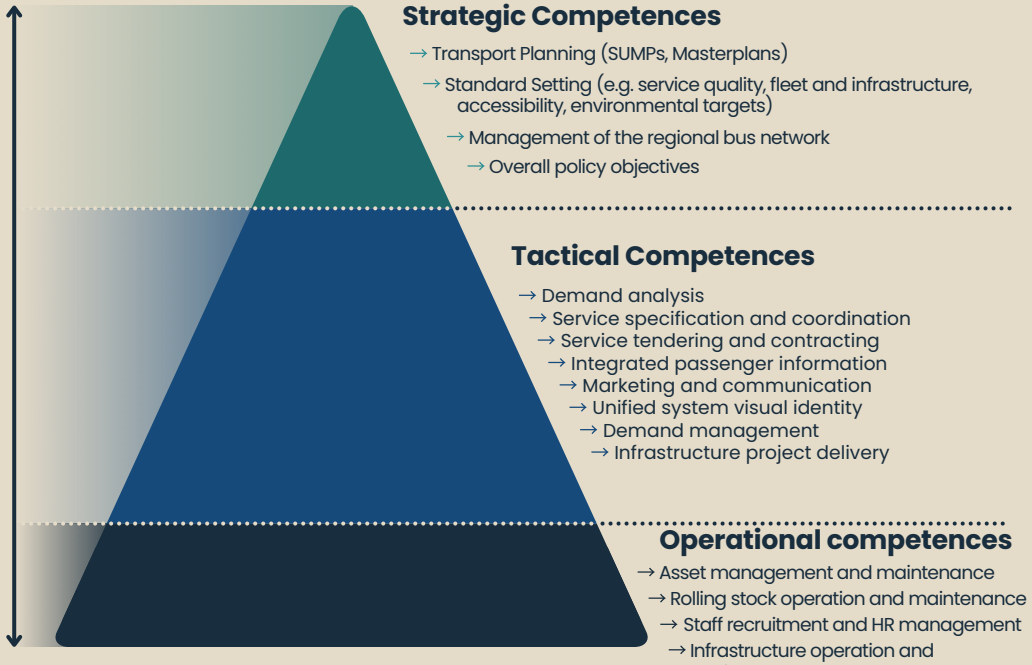
Size
200+
Staff

Legal status
Public

Structure
Department/Unit part of a multicompetence authority

Shareholders
Regionally elected political parties in Catalonia: the Generalitat de Catalunya (GenCat) implements laws adopted by the Catalan Parliament. It is the public administration representing the Catalan Government and is funded through the public budget approved by Parliament.

Main Competences



Strategic Competences
- → Transport Planning (SUMPs, Masterplans)
- → Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
- → Management of the regional bus network
- → Overall policy objectives

Tactical Competences
- → Demand analysis
- → Service specification and coordination
- → Service tendering and contracting
- → Integrated passenger information
- → Marketing and communication
- → Unified system visual identity
- → Demand management
- → Infrastructure project delivery

Operational competences
- → Asset management and maintenance
- → Rolling stock operation and maintenance
- → Staff recruitment and HR management
- → Infrastructure operation and maintenance

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Regional Rail	Tram	Metro	Bus	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)
Planned	Regional Rail	Tram	Metro	Bus				
Managed	Regional Rail	Bus						
Available*	Regional Rail	Tram	Metro	Bus	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)

Shared and on-demand Mobility Services

Regulated	Taxis	Ride-Hailing (e.g. Uber)					
Planned	Taxis	Ride-Hailing (e.g. Uber)					
Available*	Car Sharing	Carpooling	Bike Sharing	Scooter Sharing	Taxis	Ride-Hailing (e.g. Uber)	

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed	Available*
Park & Ride Facilities for feeder modes				✓
Mobility Hubs/ Interchanges				✓
Street/Road (Bus-Tram) Stops	✓	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)				✓

Governance and Operating Framework

Operational Model
Mass Transit Services

Delegation to publicly owned transport operator, and contracting through public tenders.

Shared and On-Demand Services

→ Regulation and licensing of providers
→ Integration into the public transport system (e.g. fares, journey planning, interchanges)
→ Service provision through existing Public Transport Operators (PTOs)

UPPER | hvv

hvv

Hamburg Public Transport Association



General Presentation

Date of creation
1965
Year

Scale
State-Regional
3.8m Residents
9693 km² Area

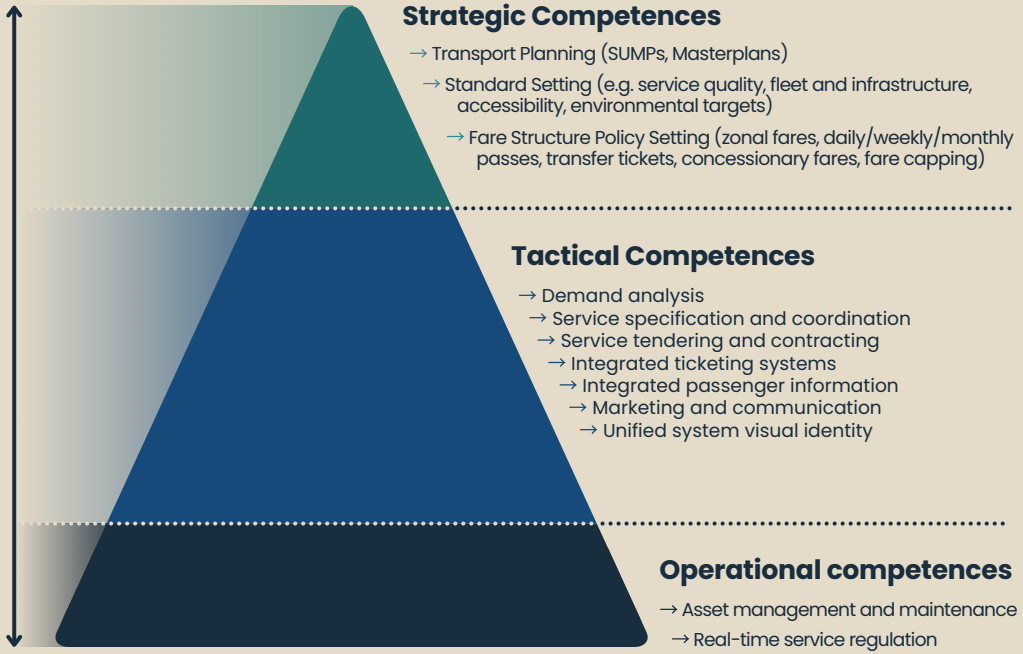
Size
50–150
Staff

Legal status
Public

Structure
Dedicated body with specific transport competences

Shareholders
Hamburg: 84.5%, Schleswig-Holstein: 3%, Lower Saxony: 2%, Counties: 10,5%

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity

Operational competences

→ Asset management and maintenance
→ Real-time service regulation

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Regional Rail	Metro	Bus	Ferry/Waterway
Managed	Regional Rail	Metro	Bus	Ferry/Waterway
Available*	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility		

Shared and on-demand Mobility Services

Regulated	Other modes				
Managed	Other modes				
Available*	Car Sharing	Bike Sharing	Scooter Sharing	Taxis	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Available*
Park & Ride Facilities for feeder modes	✓
Mobility Hubs/ Interchanges	✓
Street/Road (Bus-Tram) Stops	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: Delegation to publicly owned operators and public service contract awarded through competitive tenders.

Shared and On-Demand Services

→ Regulation and licensing of providers
→ Integration into the public transport system (e.g. fares, journey planning, interchanges)
→ Contracting or subsidising private mobility providers
→ Service provision through existing Public Transport Operators (PTOs)
→ Monitoring and oversight mechanisms in place

UPPER | îledeFrance mobilités

IdFM

Île-de-France Mobilités



General Presentation

Date of creation
2005
Year

Scale
state-Regional

12.3m Residents

6.2m Jobs

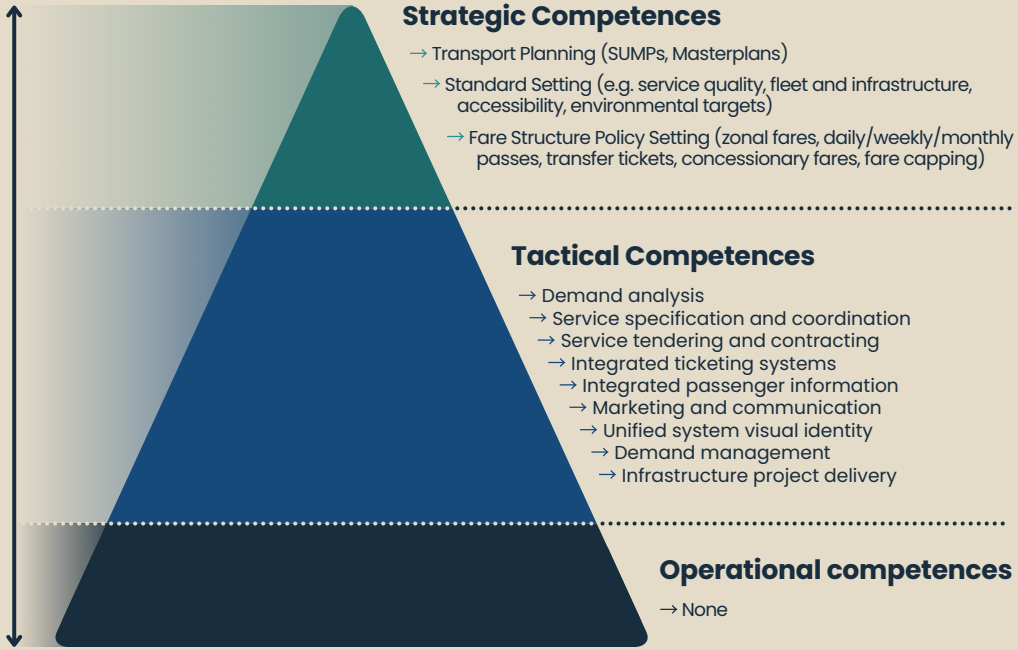
Size
800+
Staff

Legal status
Public

Structure & Shareholders

Integrated Agency. IdFM is a fully public local administration, established as an EPA, with independent and stable governance since 2005. It is subject to its own governing provisions, as well as certain general legal provisions applicable to its member local authorities. IdFM is also subject to budgetary rules, with oversight of its actions exercised by the Prefect of île-de-France and the Chambre Régionale des Comptes.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ None

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Regional Rail	Tram	Metro	Bus	Cable Car	Special Services (e.g., school, paratransit)
Planned	Regional Rail	Tram	Metro	Bus	Cable Car	Special Services (e.g., school, paratransit)
Available*	Walking, pedestrians, persons with reduced mobility					

Shared and on-demand Mobility Services

Regulated	Bike Sharing		
Planned	Car sharing	Carpooling	Bike Sharing
Available*	Scooter Sharing	Taxis	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed
Park & Ride Facilities for feeder modes	✓		
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: Delegation to public operators through monopoly contracts with RATP, SNCF, and OPTILE, progressive schedule for competitive tendering between 2023 and 2040

Shared and On-Demand Services

→ Integration into the public transport system
→ Contracting or subsidising private mobility providers
→ Service provision through existing Public Transport Operators (PTOs)

UPPER

LATAMA

Lagos Metropolitan Area Transport Authority



General Presentation

Date of creation

2002
Year

Scale

State-Regional

22 m
Residents

1171 km²
Area

Size

150–200
Staff

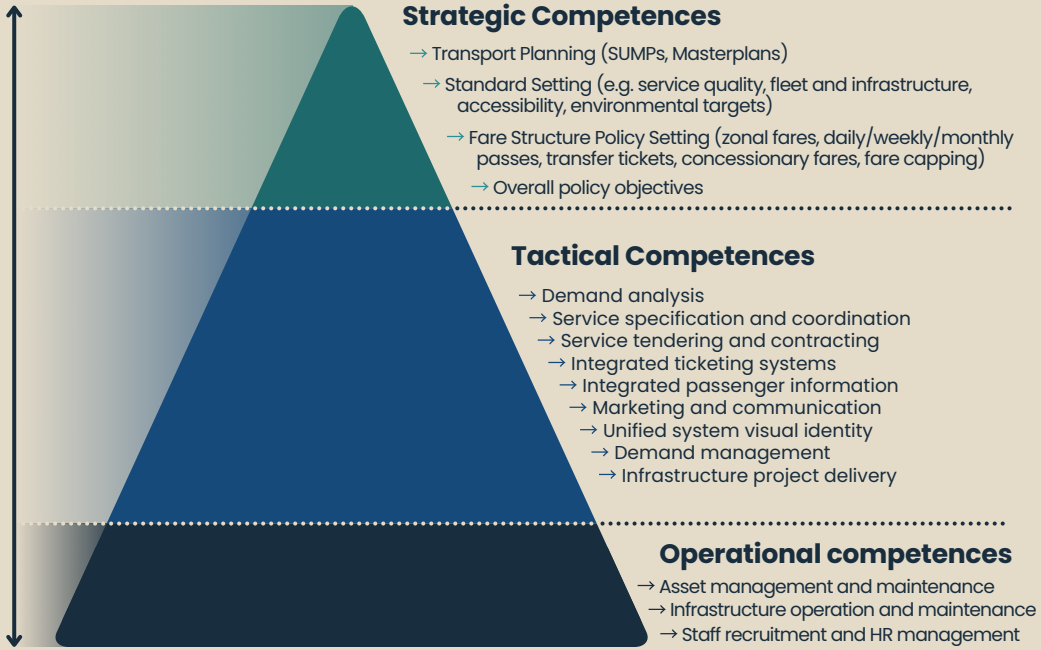
Legal status

Public

Structure & Shareholders

Dedicated body with specific transport competences. LAMATA is a semi-autonomous corporate body with perpetual succession, responsible for the formulation, coordination, implementation, and regulation of urban transport policies and programmes. Its funding comes from Lagos State, tariffs, fees, and road taxes levied by LAMATA, as well as support from donor agencies such as the World Bank, the International Development Association (IDA), and the French Development Agency (AFD).

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Asset management and maintenance
→ Infrastructure operation and maintenance
→ Staff recruitment and HR management

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Metro	Bus	Ferry/Waterway	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Planned	Metro	Bus	Ferry/Waterway	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility

Shared and on-demand Mobility Services

Available*	Taxis	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned
Park & Ride Facilities for feeder modes		
Mobility Hubs/ Interchanges	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Contracting through public tenders

Shared and On-Demand Services

→ Laissez-faire approach (market-driven, no formal involvement)
→ Service provision through existing Public Transport Operators (PTOs)

UPPER | Metro

LACTMA

Los Angeles County Metropolitan Transportation Authority



General Presentation

Date of creation
1993
Year

Scale
Provincial
10m Residents
172km Metro rail

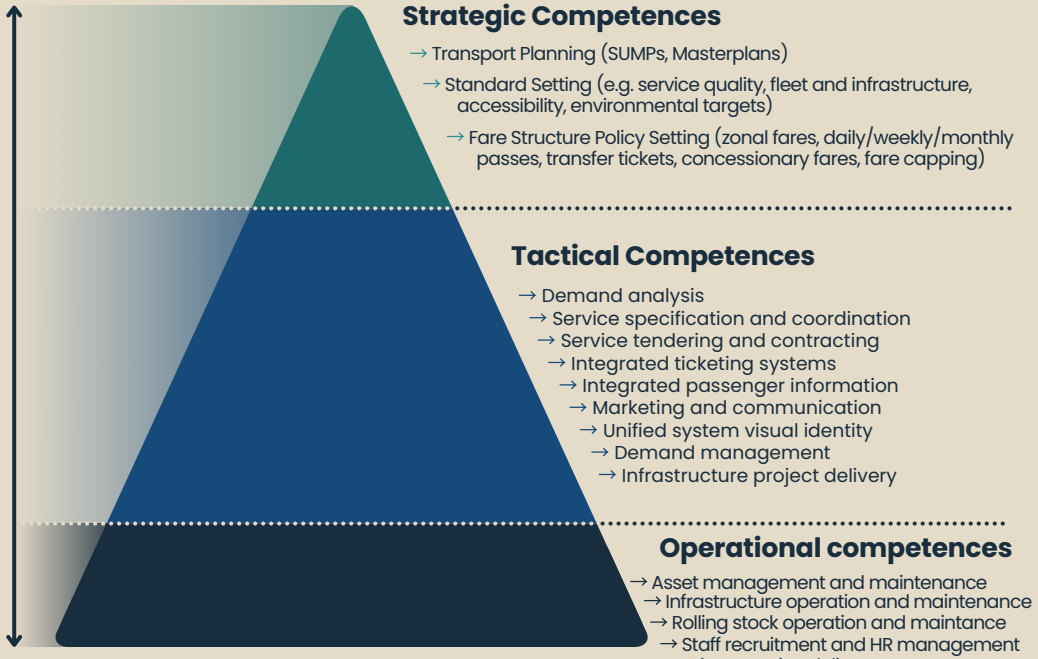
Size
200+
Staff

Legal status
Public

Structure
Integrated Agency

Shareholders
60.8% from Sales Tax, Transportation Development Act, State Transit Assistance and Senate Bill; 35.1% from Capital & Bond revenues, 4.1% from Operations.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Asset management and maintenance
→ Infrastructure operation and maintenance
→ Rolling stock operation and maintance
→ Staff recruitment and HR management
→ Direct service delivery

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

	Regional Rail	Tram	Metro	Bus	Special Services (e.g., school, paratransit)	Other Collective Services (shared services: bike, car sharing, etc.)
Regulated						
Planned						
Managed						

Available* Walking, pedestrians, persons with reduced mobility

Shared and on-demand Mobility Services

Regulated	Bike Sharing	Other modes				
Planned	Bike Sharing	Other modes				
Managed	Bike Sharing	Other modes				
Available*	Car Sharing	Carpooling	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed	Available*
Park & Ride Facilities for feeder modes				
Mobility Hubs/ Interchanges	✓	✓	✓	
Street/Road (Bus-Tram) Stops	✓	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓	
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)				✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: majority in-house operation with the exception of a few contracted bus lines

Shared and On-Demand Services

→ Integration into the public transport system (e.g. fares, journey planning, interchanges)

UPPER | OC Transpo

OC Transpo



General Presentation

Date of creation
1973
Year

Scale
Metropolitan
1 m
Residents
2790 km²
Area

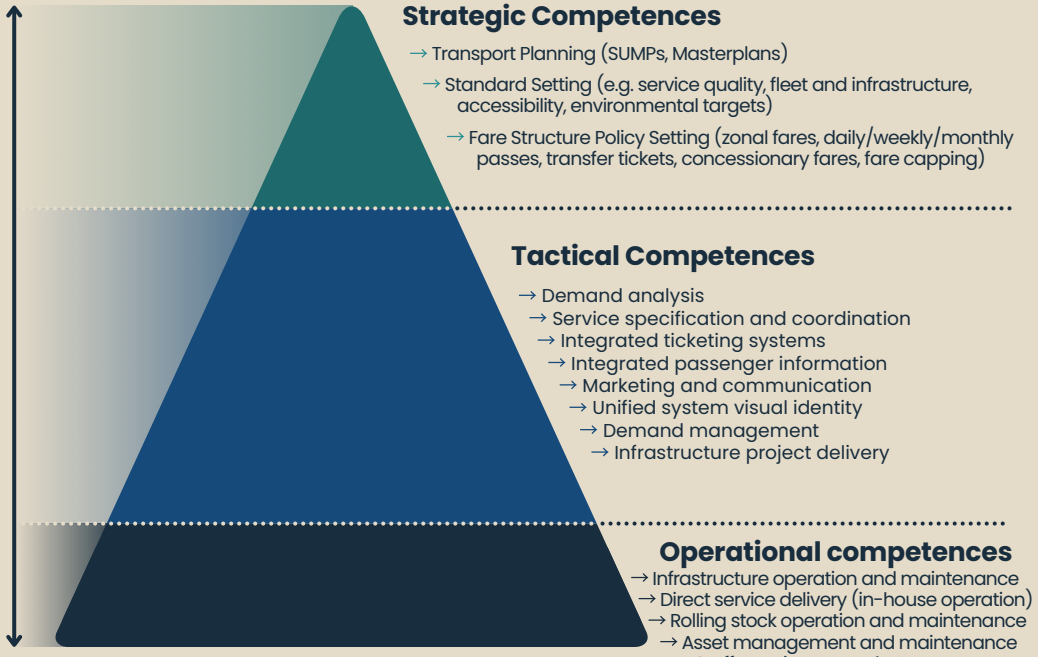
Size
3000+
Staff

Legal status
Public

Structure
Department/Unit part of a multicompetence authority

Shareholders
OC Transpo does not have shareholders as it is owned and operated by the City of Ottawa.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Infrastructure operation and maintenance
→ Direct service delivery (in-house operation)
→ Rolling stock operation and maintenance
→ Asset management and maintenance
→ Staff recruitment and HR management

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Planned	Regional Rail	Tram	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Managed	Regional Rail	Tram	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Available*	Ferry/Waterway				

Shared and on-demand Mobility Services

Available*	Car Sharing	Carpooling	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Planned	Managed
Park & Ride Facilities for feeder modes	✓	✓
Mobility Hubs/ Interchanges	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

In-house operation (integrated model)

Shared and On-Demand Services

→ Laissez-faire approach (market-driven, no formal involvement)

UPPER

RTA

Regional Transportation Authority



General Presentation

Date of creation
1974
Year

Scale
State-Regional
8.3 m Residents
9334 km Routes lenght

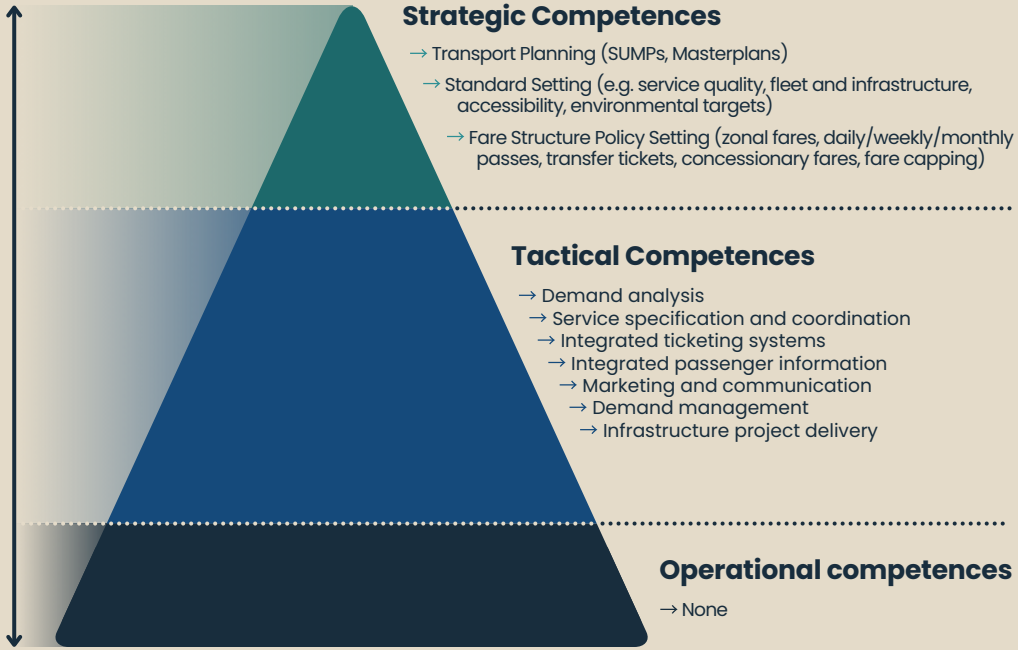
Size
150-200
Staff

Legal status
Public

Structure & Shareholders

Department/Unit part of a multicompetence authority. The RTA is a public body established by the State of Illinois. Its primary source of funding is a regional sales tax, supplemented by a matching sales tax contribution from the State of Illinois. Funding for capital needs comes primarily from the federal government, mainly in the form of grants, and periodically through bond issuances by the State of Illinois.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Demand management
→ Infrastructure project delivery

Operational competences

→ None

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)
Regulated								
Planned								

Shared and on-demand Mobility Services

	Car Sharing	Carpooling	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)
Available*							

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Available*
Park & Ride Facilities for feeder modes	✓	✓	
Mobility Hubs/ Interchanges	✓	✓	
Street/Road (Bus-Tram) Stops	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)			✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Delegation to a publicly owned transport operator. Operations of Mass Transit Services are delegated to the CTA (bus and rail within Chicago and its 35 surrounding suburbs); Metra (Commuter Rail Division); Pace (Suburban Bus Division).

Shared and On-Demand Services

→ Service provision through existing Public Transport Operators (PTOs).

UPPER | Ruter#

Ruter AS



General Presentation

Date of creation
2008
Year

Scale
State-Regional
1.5m Residents
5370 km² Area

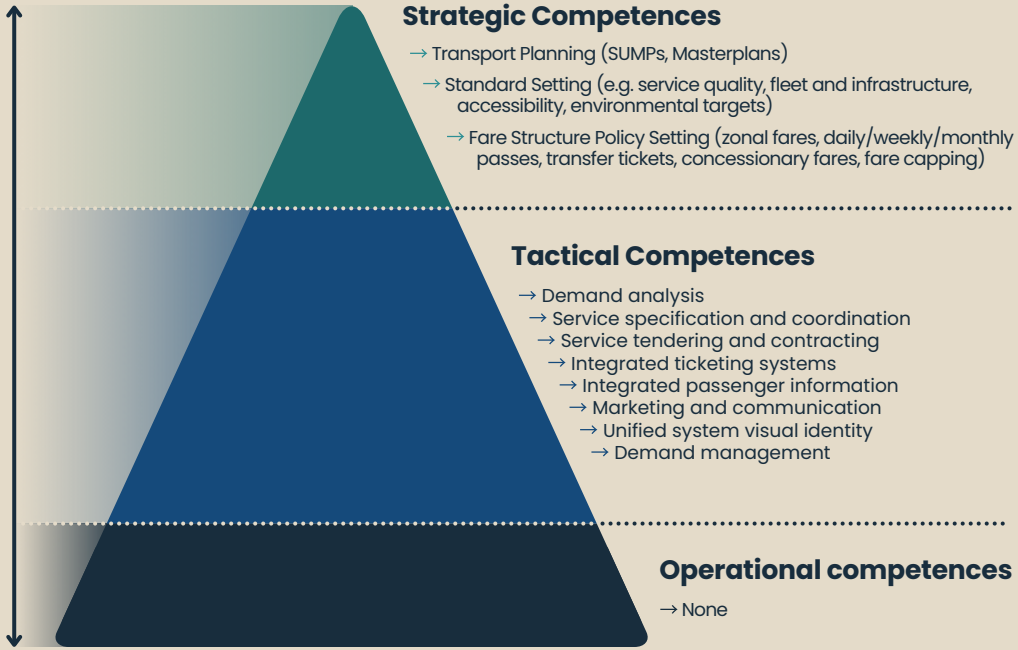
Size
200+
Staff

Legal status
Public

Structure
Dedicated body with specific transport competences

Shareholders
Ruter AS is owned by Oslo Municipality (60%) and Akershus County Municipality (40%). 51% of the operations are financed through county and state funds.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management

Operational competences

→ None

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Planned	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Managed	Other Collective Services (shared services: bike, car sharing)						
Available*	Other Collective Services (shared services: bike, car sharing)						

Shared and on-demand Mobility Services

Regulated	Car Sharing	Bike Sharing	Scooter Sharing	Taxis	Ride-Hailing (e.g. Uber)	
Planned	Bike Sharing	Scooter Sharing				
Available*	Car Sharing	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Available*
Park & Ride Facilities for feeder modes	✓
Mobility Hubs/ Interchanges	✓
Street/Road (Bus-Tram) Stops	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: Permanent contract ownership and public service contract awarded through competitive tenders

Shared and On-Demand Services

→ Integration into the public transport system (e.g. fares, journey planning, interchanges)
→ Contracting or subsidising private mobility providers
→ Service provision through existing Public Transport Operators (PTOs)
→ Monitoring and oversight mechanisms in place

UPPER | SEOUL METROPOLITAN GOVERNMENT

SMG

Seoul Metropolitan Government



General Presentation

Date of creation
1946
Year

Scale
Metropolitan
9.3m Residents
358km Metro lines

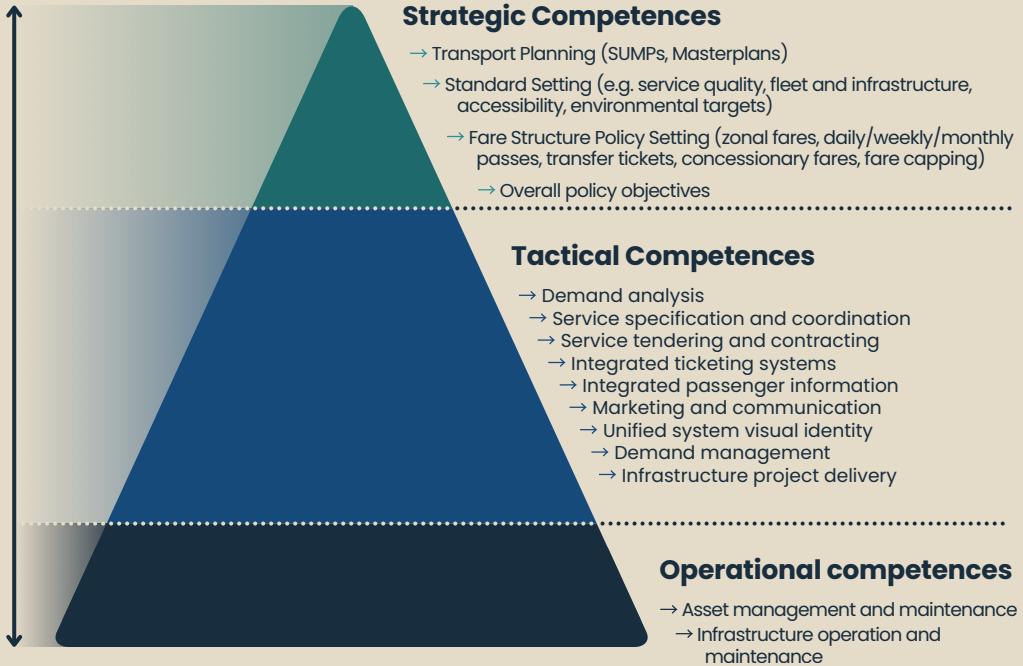
Size
200+
Staff

Legal status
Public

Structure & Shareholders

Department/Unit part of a multicompetence authority. SMG is a local autonomous authority with special legal status as the capital and only "Special City" of the Republic of Korea. Under national law, it has specific authority, structures, and responsibilities reflecting its capital-city role, including ownership and oversight of public corporations such as Seoul Metro, the municipally funded operator of the city's urban rail system.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Asset management and maintenance
→ Infrastructure operation and maintenance

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Regional Rail	Metro	Bus	Ferry/Waterway	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)
Planned	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)
Managed	Regional Rail	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)
Available*	Cable Car							

Shared and on-demand Mobility Services

Regulated	Bike Sharing	Taxis
Planned	Bike Sharing	
Managed	Bike Sharing	
Available*	Car Sharing	Scooter Sharing

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed
Park & Ride Facilities for feeder modes			
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

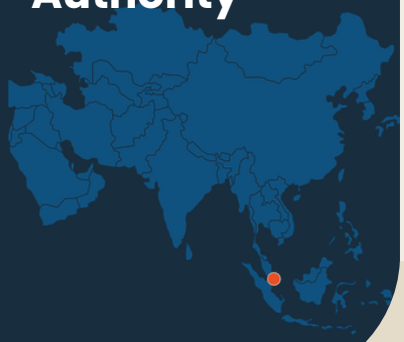
Mixed model: SMG applies a mixed operational model for mass transit services. Urban rail and metro services are delegated to publicly owned operators such as Seoul Metro, while bus services are provided by private companies under a quasi-public operation system.

Shared and On-Demand Services

→ Regulation and licensing of providers
→ Integration into the public transport system (e.g. fares, journey planning, interchanges)
→ Direct public provision of shared/on-demand services

LTA

Singapore Land Transport Authority



General Presentation

Date of creation
1995
Year

Scale
National

4.2m
Residents

736km²
Area

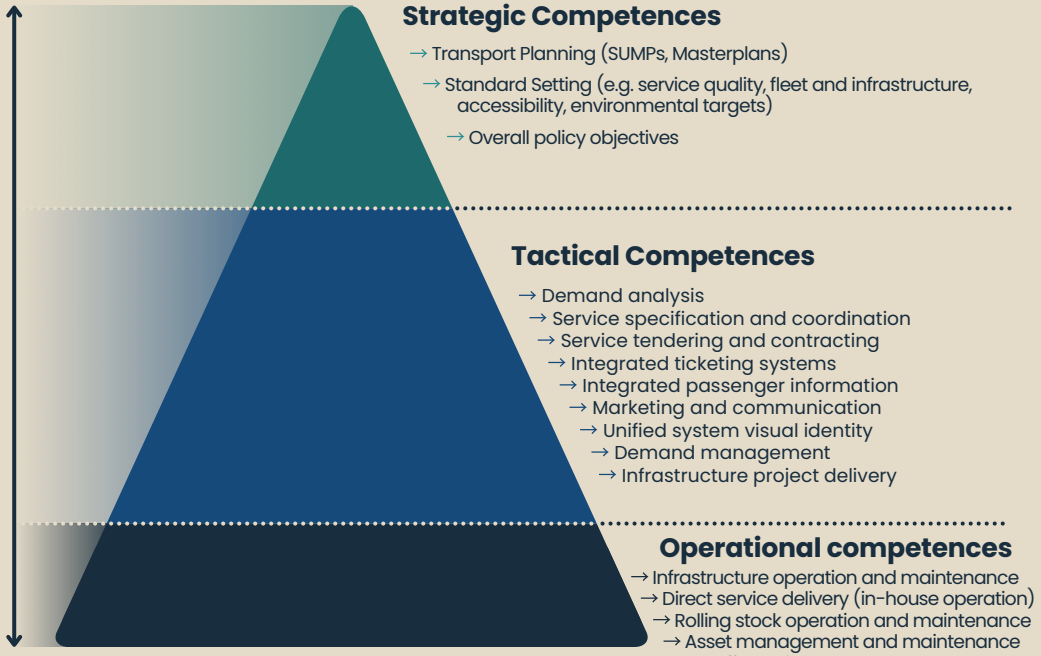
Size
200+
Staff

Legal status
Public

Structure & Shareholders

Integrated agency. LTA is a statutory board under the Ministry of Transport. The Authority is funded by the Government through a management fee. Infrastructure projects, including roads and MRT/LRT systems, are also funded by the Government through development grants.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Infrastructure operation and maintenance
→ Direct service delivery (in-house operation)
→ Rolling stock operation and maintenance
→ Asset management and maintenance
→ Staff recruitment and HR management

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Metro	Bus	Special Services (e.g., school, paratransit)
Planned	Metro	Bus	
Managed	Metro	Bus	
Available*	Regional Rail	Tram	Ferry/Waterway

Shared and on-demand Mobility Services

Regulated	Taxis	Ride-Hailing (e.g. Uber)
Planned	Taxis	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed
Park & Ride Facilities for feeder modes	✓	✓	✓
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: mix between in-house operations and operators contracting with LTA. The Bus Contracting Model BCM currently in place means that the government owns the bus assets, infrastructure and systems, the LTA is responsible for planning bus services and bus operators receive payment to run bus routes at service standards set by LTA. A similar scheme is applied to the rail through the New Rail Financing Framework.

Shared and On-Demand Services

→ Regulation and licensing of providers

SYTRAL Mobilités



General Presentation

Date of creation
2022
Year

Scale
Provincial & Metropolitan
1.9m Residents
262 Municipalities

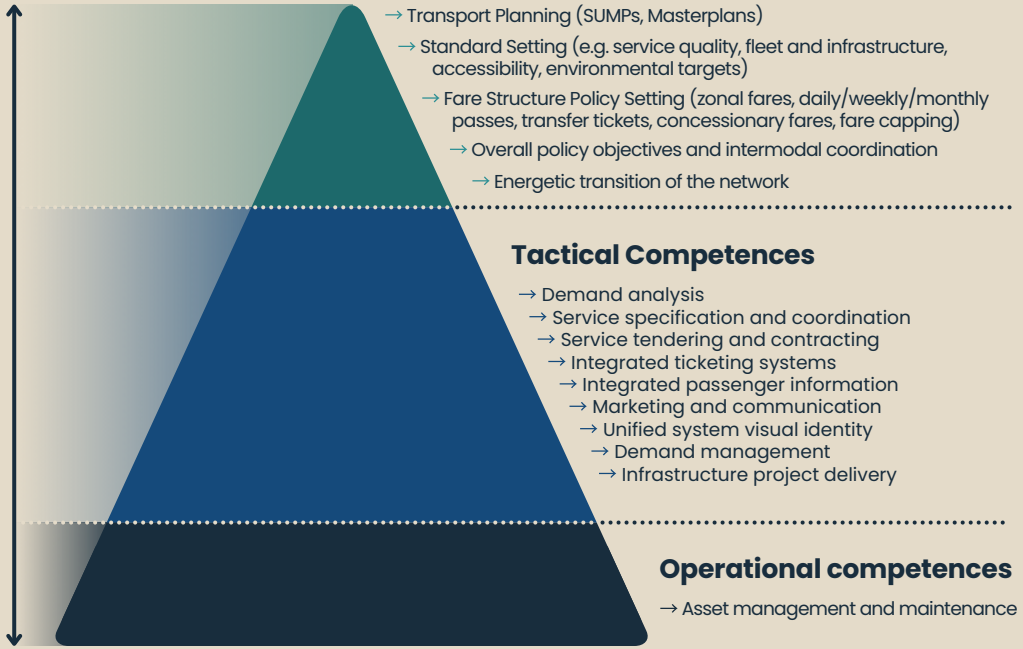
Size
200+
Staff

Legal status
Public

Structure
Integrated agency with tactical and operational competences

Shareholders
The Métropole de Lyon, the Région Auvergne-Rhône-Alpes and the intercommunalities are represented in the board

Main Competences



Strategic Competences
- → Transport Planning (SUMPs, Masterplans)
- → Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
- → Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
- → Overall policy objectives and intermodal coordination
- → Energetic transition of the network

Tactical Competences
- → Demand analysis
- → Service specification and coordination
- → Service tendering and contracting
- → Integrated ticketing systems
- → Integrated passenger information
- → Marketing and communication
- → Unified system visual identity
- → Demand management
- → Infrastructure project delivery

Operational competences
- → Asset management and maintenance

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Tram	Metro	Bus	Special Services (e.g., school, paratransit)	Other Collective Services (shared services: bike, car sharing, etc.)	
Planned	Tram	Metro	Bus	Ferry/Waterway	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Managed	Tram	Metro	Bus	Ferry/Waterway	Special Services (e.g., school, paratransit)	
Available*	Regional Rail	Ferry/Waterway	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility		

Shared and on-demand Mobility Services

Regulated	Other modes						
Planned	Car Sharing	Carpooling	Bike Sharing	Other modes			
Managed	Carpooling	Other modes					
Available*	Car Sharing	Carpooling	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)	Other modes

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed	Available*
Park & Ride Facilities for feeder modes	✓	✓	✓	
Mobility Hubs/ Interchanges	✓	✓	✓	
Street/Road (Bus-Tram) Stops	✓	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓	
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)				✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model. Heavy modes, including metro, tramway, Rhônexpress, funiculars, and river shuttles, are operated by RATP Dev. Bus services are operated by Keolis, while interurban and peri-urban services are delegated to various operators. Services in the CAVBS area are operated by Transdev. Specific services, such as Optibus for persons with reduced mobility, as well as ticketing, maintenance, rolling stock acquisition, and infrastructure works, are managed through public procurement contracts or tenders.

Shared and On-Demand Services

- → Monitoring and oversight mechanisms in place
- → Integration into the public transport system (e.g. fares, journey planning, interchanges)
- → Service provision through existing Public Transport Operators (PTOs)

UPPER

ΟΣΕΟ TheTA

TheTA

Transport Authority of Thessaloniki



General Presentation

Date of creation
2017
Year

Scale
State-Regional
1m Residents
3863km² Daily journeys

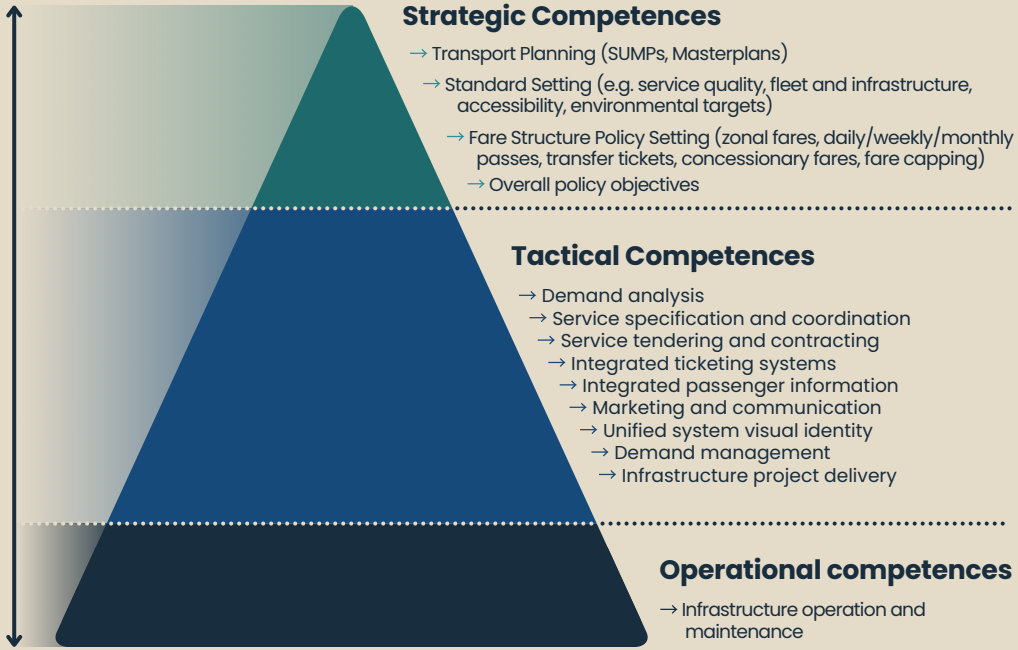
Size
<50
Staff

Legal status
Public

Structure
Dedicated body with specific transport competences

Shareholders
TheTA is a wholly state-owned, single-shareholder SA. It operates under the supervision of the Ministry of Transport and Infrastructure, while the Ministry of Finance serves as its sole shareholder.

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Infrastructure operation and maintenance

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Planned	Bus	Special Services (e.g., school, paratransit)				
Managed	Bus	Special Services (e.g., school, paratransit)				
Available*	Metro	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)	

Shared and on-demand Mobility Services

Regulated	Taxis				
Available*	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Planned	Managed	Available*
Park & Ride Facilities for feeder modes			✓
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓		✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops			✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)			✓

Governance and Operating Framework

Operational Model

Mass Transit Services

1. Public Service Contract with OASTH (Direct Award): a Public Service Contract has been directly awarded to OASTH for the provision of urban bus services within the Thessaloniki metropolitan area.
2. Service Contracts with Private Operators (KTEL) (Competitive Tender): Private operators provide selected transport services under service contracts awarded through competitive tendering procedures.
3. Peri-Urban Services Contract (Competitive Dialogue): Peri-urban transport services will be assigned to one or more new operators through an ongoing international tender conducted under a competitive dialogue procedure.

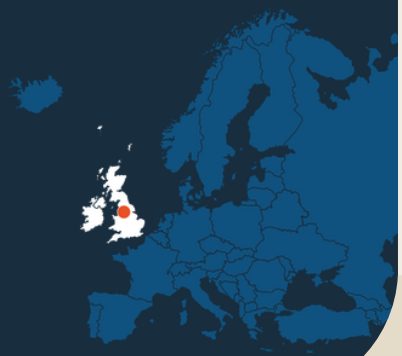
Shared and On-Demand Services

→ Laissez-faire approach (market-driven, no formal involvement)

UPPER | Transport for Greater Manchester

TfGM

Transport for Greater Manchester



General Presentation

Date of creation
2011
Year

Scale
Metropolitan
2.7m Residents
5.6m Daily journeys

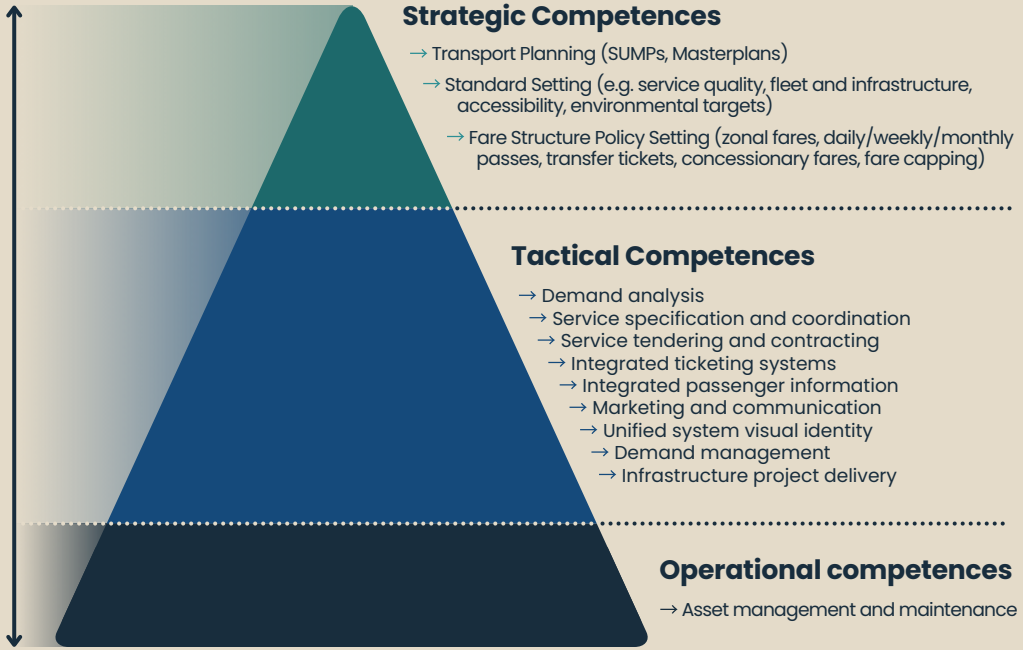
Size
200+
Staff

Legal status
Public

Structure
Dedicated body with specific transport competences

Shareholders
TfGM is a public body, daughter to the Greater Manchester Combined Authority (GMCA) which is responsible for its governance and funding

Main Competences



Strategic Competences
- → Transport Planning (SUMPs, Masterplans)
- → Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
- → Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences
- → Demand analysis
- → Service specification and coordination
- → Service tendering and contracting
- → Integrated ticketing systems
- → Integrated passenger information
- → Marketing and communication
- → Unified system visual identity
- → Demand management
- → Infrastructure project delivery

Operational competences
- → Asset management and maintenance

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Tram	Bus	Special Services (e.g., school, paratransit)	Other Collective Services (shared services: bike, car sharing, etc.)
Planned	Tram	Bus	Special Services (e.g., school, paratransit)	Other Collective Services (shared services: bike, car sharing, etc.)
Available*	Regional Rail	Metro		

Shared and on-demand Mobility Services

Regulated	Bike Sharing					
Managed	Bike Sharing					
Available*	Car Sharing	Carpooling	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed
Park & Ride Facilities for feeder modes	✓	✓	✓
Mobility Hubs/ Interchanges	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓	✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: KeolisAmey Metrolink operates and maintains the network on a 10-year contract. Through bus franchising TfGM contracts bus operators (Diamond First, Go North West, Metroline, Stagecoach).

Shared and On-Demand Services

→ Regulation and licensing of providers.

UPPER | transportes metropolitanos de lisboa

TML

Transportes Metropolitanos de Lisboa



General Presentation

Date of creation
2021
Year

Scale
Metropolitan
3.35m Residents
3015km² Area

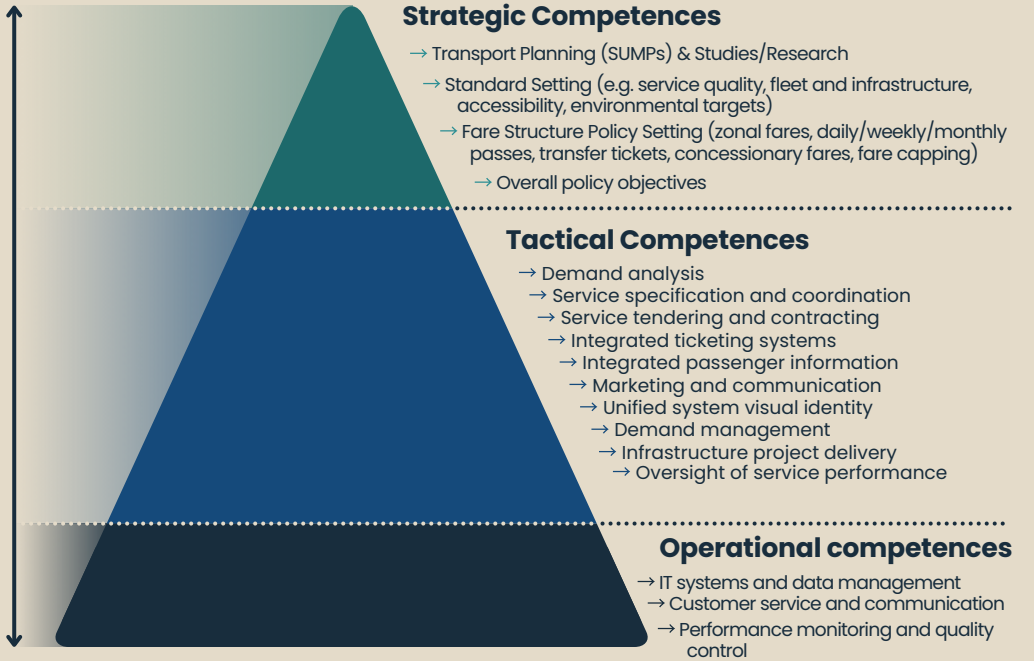
Size
50-150
Staff

Legal status
Private (100% owned by a public entity)

Structure
Dedicated body with specific transport competences

Shareholders
TML is wholly owned by the Lisbon Metropolitan Area (AML), the metropolitan authority representing its 18 municipalities.

Main Competences



Strategic Competences
- → Transport Planning (SUMPs) & Studies/Research
- → Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
- → Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
- → Overall policy objectives

Tactical Competences
- → Demand analysis
- → Service specification and coordination
- → Service tendering and contracting
- → Integrated ticketing systems
- → Integrated passenger information
- → Marketing and communication
- → Unified system visual identity
- → Demand management
- → Infrastructure project delivery
- → Oversight of service performance

Operational competences
- → IT systems and data management
- → Customer service and communication
- → Performance monitoring and quality control
- → Metropolitan bus service management
- → Safety and accessibility oversight

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Bus	
Planned	Bus	Walking, pedestrians, persons with reduced mobility
Managed	Bus	

Available*	Regional Rail	Tram	Metro	Bus	Ferry/ Waterways	Cable Car	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing)

Shared and on-demand Mobility Services

Available*	Carpooling	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Planned	Available*
Park & Ride Facilities for feeder modes	✓	✓
Mobility Hubs/ Interchanges	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)	✓	✓

Governance and Operating Framework

Operational Model
Mass Transit Services

Mixed model:
1. **Bus:**
- Carris Metropolitana: brand of the Lisbon metropolitan intermunicipal bus & municipal bus in 15 of the 18 municipalities - contracting through public tenders managed by TML, that defines all services and fares
- Carris: brand of the Lisbon municipal bus operation, managed by CARRIS
- MobiCascais: brand of the Cascais municipal bus operation, managed by Cascais Próxima
- TCB: brand of the Barreiro municipal bus operation, managed by TCB

2. **Metro**: Delegated to a publicly-owned operator, Metropolitano de Lisboa, a state-owned company
3. **Rail**: Operated by both public and private operators, including CP and Fertagus
4. **Ferry**: Delegated to a publicly-owned operator, Transtejo Soflusa
5. **Tram and light rail:** Carris - brand of the Lisbon municipal tram operation, managed by CARRIS; and, Metro Sul do Tejo - brand of the light rail operated in the municipalities of Almada and Seixal, managed by the private company Metro Transportes do Sul

TUB

Transportes Urbanos de Braga



General Presentation

Date of creation
1982
Year

Scale
Local

200k Residents
300km Network lenght

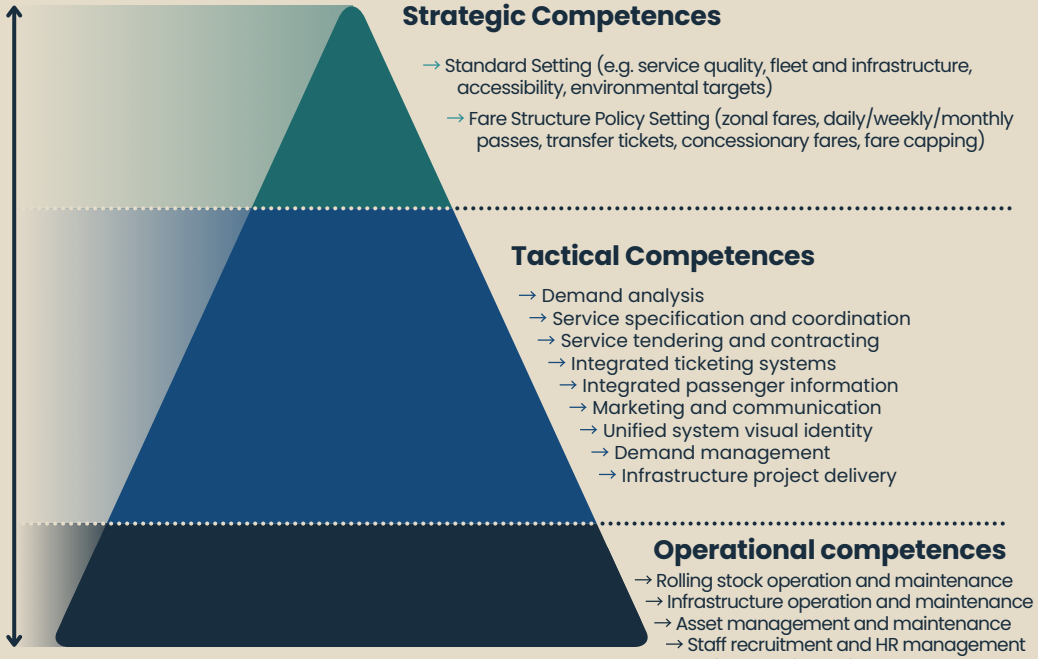
Size
200+
Staff

Legal status
Public

Structure
Integrated Agency

Shareholders
Braga City Council

Main Competences



Strategic Competences

→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)

→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Rolling stock operation and maintenance
→ Infrastructure operation and maintenance
→ Asset management and maintenance
→ Staff recruitment and HR management
→ Direct service delivery

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Planned	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Managed	Bus	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility
Available*	Regional Rail	Other Collective Services (shared services: bike, car sharing, etc.)	

Shared and on-demand Mobility Services

Available*	Bike Sharing	Taxis

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed	Available*
Park & Ride Facilities for feeder modes				✓
Mobility Hubs/ Interchanges				✓
Street/Road (Bus-Tram) Stops	✓	✓	✓	
Rail (Train/Metro Tram-Train/Cable-Car) Stops				✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)				✓

Governance and Operating Framework

Operational Model
Mass Transit Services

Contracting through public tenders.

VOR

Verkehrsverbund Ost-Region



General Presentation

Date of creation
1984
Year

Scale
State-Regional
4.1m Residents
745 Municipalities

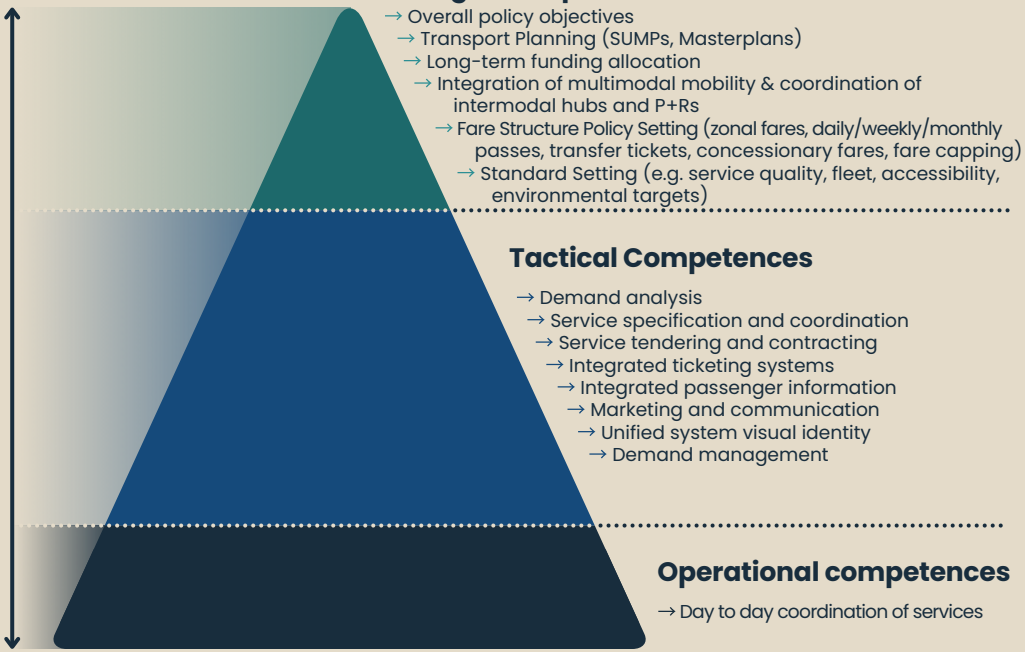
Size
50–150
Staff

Legal status
Private

Structure
Dedicated body with specific transport competences

Shareholders
VOR is a public regional authority jointly owned and governed by its three regional shareholders. It is funded through regional and federal contributions and operates under a structured governance framework that ensures policy compliance and technical oversight.

Main Competences



Strategic Competences
→ Overall policy objectives
→ Transport Planning (SUMPs, Masterplans)
→ Long-term funding allocation
→ Integration of multimodal mobility & coordination of intermodal hubs and P+Rs
→ Fare Structure Policy Setting (zonal fares, daily/weekly/monthly passes, transfer tickets, concessionary fares, fare capping)
→ Standard Setting (e.g. service quality, fleet, accessibility, environmental targets)

Tactical Competences
→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Unified system visual identity
→ Demand management

Operational competences
→ Day to day coordination of services

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Regional Rail	Bus	Special Services (e.g., school, paratransit)			
Planned	Regional Rail	Tram	Metro	Bus	Special Services (e.g., school, paratransit)	
Managed	Regional Rail	Bus				
Available*	Walking, pedestrians, persons with reduced mobility		Other Collective Services (shared services: bike, car sharing, etc.)			

Shared and on-demand Mobility Services

Available*	Car Sharing	Carpooling	Bike Sharing	Scooter Sharing	Taxis	Ride-Hailing (e.g. Uber)	Other modes (shared mobility (vans, microbuses) and regional shared services integrated in VOR planning)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Available*
Park & Ride Facilities for feeder modes		✓
Mobility Hubs/ Interchanges		✓
Street/Road (Bus-Tram) Stops	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops		✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)		✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Mixed model: VOR uses a combination of service contracts (rail and bus), revenue-sharing agreements, and financing agreements to manage and coordinate regional transport services while ensuring uniform fares, service quality, and financial stability.

Shared and On-Demand Services

→ Monitoring and oversight mechanisms in place
→ Integration into the public transport system (e.g. fares, journey planning, interchanges)

VRA

Vervoerregio Amsterdam



General Presentation

Date of creation
2017
Year

Scale
Metropolitan & State-Regional

1.5 m
Residents

948 km²
Area

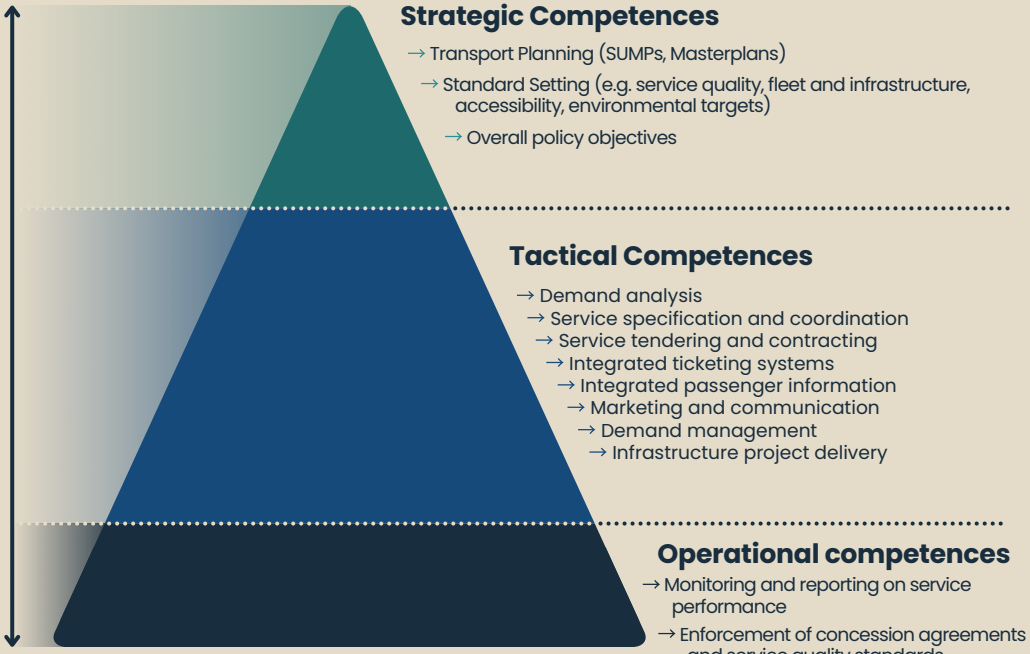
Size
150-200
Staff

Legal status
Public

Structure
Joint cooperation of 14 municipalities in the Amsterdam Region

Shareholders
The VRA is owned by the 14 municipalities which provide core funding

Main Competences



Strategic Competences

→ Transport Planning (SUMPs, Masterplans)
→ Standard Setting (e.g. service quality, fleet and infrastructure, accessibility, environmental targets)
→ Overall policy objectives

Tactical Competences

→ Demand analysis
→ Service specification and coordination
→ Service tendering and contracting
→ Integrated ticketing systems
→ Integrated passenger information
→ Marketing and communication
→ Demand management
→ Infrastructure project delivery

Operational competences

→ Monitoring and reporting on service performance
→ Enforcement of concession agreements and service quality standards

Main Activities

*A service is available on the territory where the PTA exercises their role, but the organisation does not have any or has partial competence on it.

Traditional Modes of Transport Services

Regulated	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)		
Planned	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)
Managed	Tram	Metro	Bus	Ferry/Water way	Special Services (e.g., school, paratransit)		
Available*	Regional Rail				Special Services (e.g., school, paratransit)	Walking, pedestrians, persons with reduced mobility	Other Collective Services (shared services: bike, car sharing, etc.)

Shared and on-demand Mobility Services

Planned	Car Sharing	Bike Sharing					
Available*	Car Sharing	Carpooling	Bike Sharing	Scooter Sharing	Taxis	2-Wheels	Ride-Hailing (e.g. Uber)

Involvement/Competence over Physical Integration and Infrastructure

Infrastructure	Regulated	Planned	Managed	Available*
Park & Ride Facilities for feeder modes		✓		✓
Mobility Hubs/ Interchanges	✓	✓	✓	✓
Street/Road (Bus-Tram) Stops	✓	✓	✓	✓
Rail (Train/Metro Tram-Train/Cable-Car) Stops	✓	✓	✓	✓
Pedestrian access routes to stops and stations (sidewalks, crossings, ramps)		✓		✓

Governance and Operating Framework

Operational Model

Mass Transit Services

Contracting through public tenders.

Shared and On-Demand Services

→ Monitoring and oversight mechanisms in place
→ Integration into the public transport system (e.g. fares, journey planning, interchanges)