

TRANSFORMING URBAN TRANSPORT

Political Strategies for Constructive Change

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TRANSFORMING URBAN TRANSPORT

ROLE OF POLITICAL ACTORS AND INSTITUTIONS IN ENABLING
TRANSFORMATIVE INNOVATION:

**REDUCING TRAFFIC
CONGESTION**

**MINIMIZING CAR
DOMINANCE**

**PRODUCING GREATER EQUITY
IN DISTRIBUTION OF NEGATIVE EXTERNALITIES OF
AUTOMOBILE USAGE**

WHAT DO WE MEAN BY TRANSFORMATIVE INNOVATION?

3 DIMENSIONS OF INNOVATION

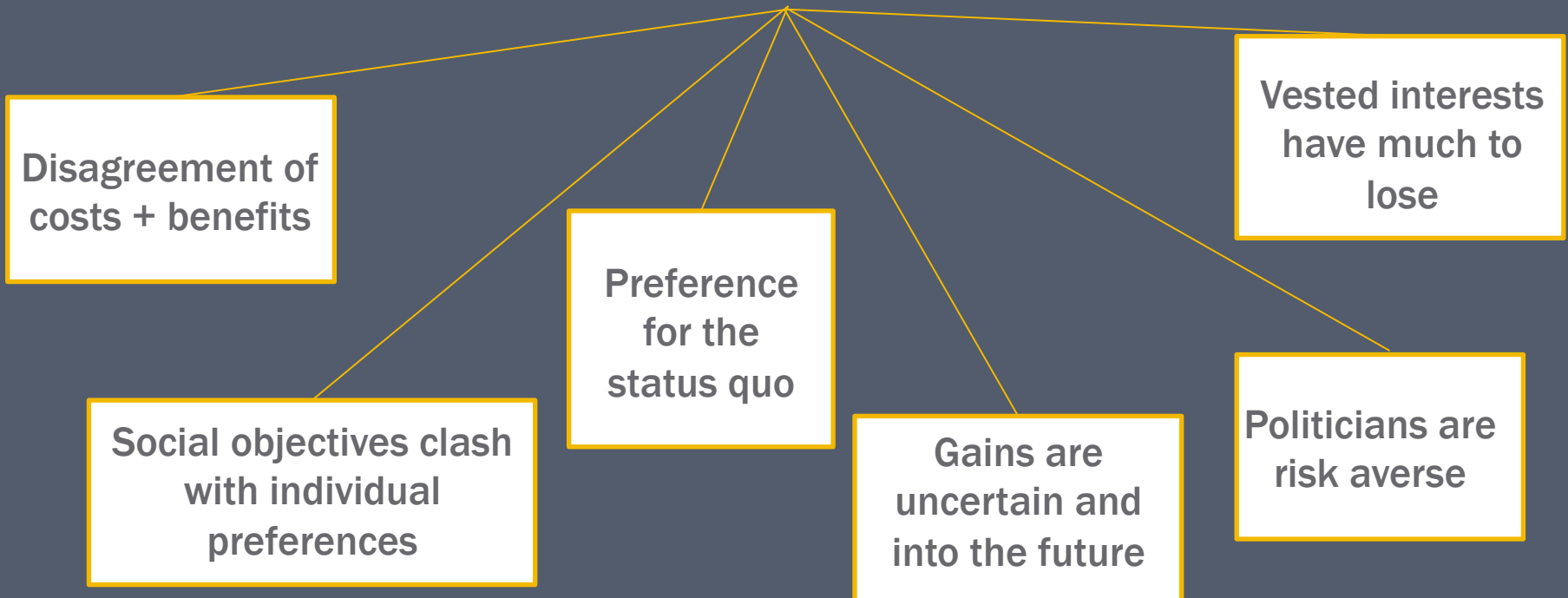


HARDWARE

SOFTWARE

FINANCING

WHY IS TRANSFORMING URBAN TRANSPORT SUCH A POLITICALLY CHALLENGING TASK?



TUT CASE STUDY CITIES



MEXICO CITY
Mexico

**Bus Rapid Transit
(BRT)**

SEOUL
South Korea

**Highway Demolition +
Surface Transit
Reorganization**

STOCKHOLM
Sweden

Congestion Charge

MEXICO CITY BRT



MEXICO CITY

BRT



HARDWARE

Exclusive busways
Dedicated stations
Articulated buses

SOFTWARE

Negotiated
re-regulation of jitney
industry

FINANCING

New Public Private
Partnerships (PPPs)

SEOUL

Cheonggyecheon



BEFORE



AFTER

SEOUL

Cheonggyecheon



HARDWARE

SOFTWARE

FINANCING

Highway demolition and
enhancement of
pedestrian environment

Bus fleet renewal,
median bus lanes,
integrated ticketing
system

Spatial prioritization of
downtown redevelopment

'Quasi-public' bus system

Capital and operational
subsidies

STOCKHOLM

Congestion Charge

TISDAG
12 JANUARI 2006 • ÅRSÅRG 11

Bröder
som
spelar
bröder



NÖJE, S/24

metro®

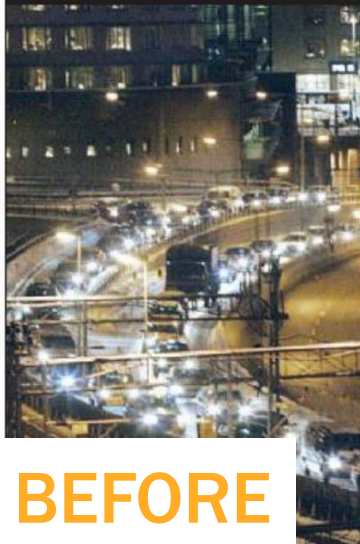
STOCKHOLM



Daniela
slår ett
slag för
vårens
mode

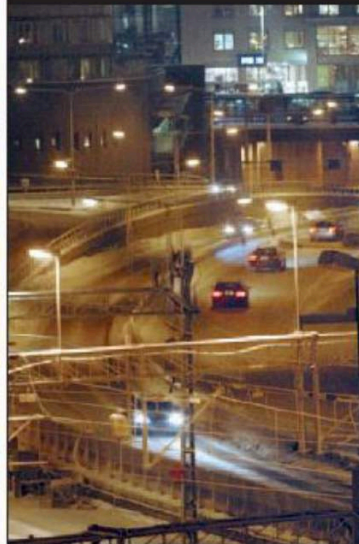
NYHETER, S/03

KLARASTRANDSLEDEN 16.30
MÅNDAG 2 JANUARI

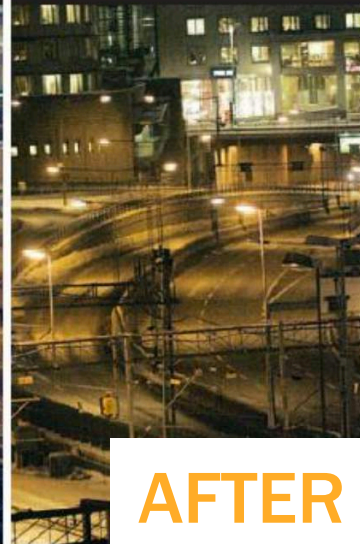


BEFORE

KLARASTRANDSLEDEN 16.30
TISDAG 3 JANUARI



KLARASTRANDSLEDEN 16.30
MÅNDAG 9 JANUARI



AFTER

LUGNT PÅ KLARASTRANDSLEDEN. Lugnt på Essingeleden. Lugnt i kollektivtrafiken. Ingen visste i går med säkerhet vart stockholmarna tagit vägen.

Stockholmarna, vart tog ni vägen?

STOCKHOLM

Congestion Charge



HARDWARE

Mass transit extensions
New ring road

SOFTWARE

Congestion management

FINANCING

Congestion charge

CASE SUMMARIES

| | MEXICO CITY | SEOUL | STOCKHOLM |
|-------|--|--|--|
| WHAT? | Bus Rapid Transit | Highway Removal + Bus Reform | Congestion Charge |
| WHO? | Mayors Lopez Obrador + Ebrard; Jitney operators | Mayor M.B. Lee; National Government | Green Party; City Council and Vice Mayor Annika Billstrom |
| WHY? | Demonstrate the effectiveness of democratically elected authorities. | Defend the centrality of Seoul as capital of Korea and bolster its place as global hub of trade. | Introduce national party priorities in local politics to re-establish strong coalition between Greens and Social Democrats |

We are interested in the HOW

FROM WHY TO HOW:

Political Strategies for Introducing Change

1

Identify Appropriate Timing

2

Frame the Issues

3

Assess and Enable Stakeholder Map

4

Recruit and Empower Technical Team

5

Anticipate Resistance

1. TIMING

Assessing When the Moment is Right

POLITICAL
ATMOSPHERE

TRIGGERING
OPPORTUNITY

AVAILABILITY OF
A SOLUTION



MEXICO CITY

TIMING

POLITICAL ATMOSPHERE

New party in power
establishing its
authority

TRIGGERING OPPORTUNITY

Jitney industry in
disarray, weakened
leadership structure
during transition to
democracy

AVAILABILITY OF A SOLUTION

Policy transfer from
Bogota's
Transmilenio



SEOUL TIMING

**POLITICAL
ATMOSPHERE**

**TRIGGERING
OPPORTUNITY**

**AVAILABILITY OF
A SOLUTION**

**National government
“a new capital”
Vs.
Local government
reinvent Seoul**

**Han River Bridge
Collapse – public
demand for change

Bus ridership decline –
willingness of bus
industry**

**Policy transfers from
Curitiba and Boston**

STOCKHOLM TIMING

POLITICAL
ATMOSPHERE

2002 National
election empowered
the Green Party

TRIGGERING
OPPORTUNITY

Failure of the
“Dennis Package”

Aligned
environmental and
economic interests

AVAILABILITY OF
A SOLUTION

Policy transfer
from Oslo

2. FRAMING THE ISSUES

MEXICO CITY

“Improving a bus corridor”

VS

“Transforming the jitney industry”



Economic Goals

SEOUL

“Redeveloping downtown”

VS

“Restoring a stream”

VS

“Reinventing Seoul”

STOCKHOLM

“Raising revenue to fund infrastructure”

VS

“Reducing congestion”



Environmental Goals

3. ASSESSING THE STAKEHOLDER MAP

Mexico City

ASSESS POLITICAL STRENGTH OF
PROponents AND OPPONENTS

Jitney operators

DETERMINE POLITICALLY
PLAUSIBLE AIMS

One corridor at a time

CHOOSE THE VENUE:
PRIVATE vs PUBLIC

Mayor chose private route

RECRUIT AND GIVE VOICE TO ALLIES

Empower jitney owners

3. ASSESSING THE STAKEHOLDER MAP

Seoul

ASSESS POLITICAL STRENGTH OF
PROponents AND OPPONENTS

National government

DETERMINE POLITICALLY
PLAUSIBLE AIMS

Removing the highway

CHOOSE THE VENUE:
PRIVATE vs PUBLIC

Mayor chose public route

RECRUIT AND GIVE VOICE TO ALLIES

Citizens Committee for
Reform

4. INTEGRATE TECHNICAL EXPERTISE

into the stakeholder
discussion



5. ANTICIPATE RESISTANCE

Mexico



Alfredo Monroy, Domingo Peña, Joel Ahumada, Arturo Moreno, Noe López, Juan Ramón Moreno, Manuel Alvarado, Jesús Padilla, Juan Robles, Heriberto Sandoval, Francisco Colt, Felipe Vega, Alfredo Olvera, Antonio Calvo, Eduardo Ortiz.

5. ANTICIPATE RESISTANCE

Seoul



5. ANTICIPATE RESISTANCE

Stockholm



”Charges heading for the ditch”
”Bypass threatened by chaos”
”Charging chaos continues”



”Stockholm loves the charges”
”Charges a success”
”Thumbs up for the charges”

IN SUMMARY

In all three cases, political leaders successfully:

1

Assessed that the moment was right to disrupt the status quo and introduce change.

2

Framed and reframed the issues so as to build momentum and get the relevant actors “to the table.”

3

Identified a critical stakeholder map, assessing who would need to participate in the discussions, and when.

4

Recruited and empowered a technical team (that contributed to the political discussion).

5

Anticipated (and pre-empted) resistance.

MITIGATING HARM
TO OPPONENTS

GIVING VOICE TO
SUPPORTERS

TACTICS

REFERENCING

REDUCING UNCERTAINTY
BY PROTOTYPING/
TRIALING

ACTIONABLE LESSONS

INITIATING OBJECTIVES ARE NOT ALWAYS ABOUT TRANSPORTATION

BOTH “DISRUPTIVE” AND INCREMENTAL POLICIES CAN LEAD TO CHANGE

PATH DEPENDENCY MATTERS

OPEN AND CLOSED NEGOTIATIONS CAN PRODUCE RESULTS

THANK YOU



Harvard University
Graduate School of Design



The Project for
Transforming Urban Transport

VREF

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