

Land Transport Master Plan 2040 Public Engagement Report

30 January 2019

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Introduction

The Land Transport Authority (LTA) is currently developing the Land Transport Master Plan (LTMP) 2040 to set a long-term vision for our land transport system. We want to better understand Singaporeans' needs, priorities and aspirations for the future of land transport, and work together with Singaporeans to co-create a vision that meets these needs.

The Ministry of Transport (MOT) appointed an LTMP Advisory Panel comprising 15 representatives from diverse communities. The Panel is chaired by Senior Minister of State for Transport and Communications & Information Dr Janil Puthucheary (please see [Annex](#) for the Panel's composition). LTA reached out to Singaporeans from all walks of life: commuters, transport workers, transport experts, interest groups and industry stakeholders.

We are deeply grateful to the many Singaporeans who shared their views, comments, and suggestions, and engaged in meaningful dialogue with us and with one another. From August 2018 to January 2019, we received more than 7,000 responses from individuals through various channels (summarised in Table 1). We also received 13 submissions from businesses and organisations such as the National Transport Workers' Union (NTWU), the National Taxi Association (NTA) and the National Private Hire Vehicles Association (NPHVA) (summarised in Table 2).

Platform	Responses
REACH Listening Points	3,089
Electronic Poll (e-poll)	2,245
Online Survey	1,258
Focus Group Discussions	434
Responses to Public Consultation Document (PCD)	379
	7,405

Table 1: Individual Responses to LTMP 2040 Public Engagement

S/N	Organisation
1	Aurecon Singapore Pte Ltd
2	Better Foot Forward Pte Ltd
3	Deliveroo
4	Electric Kick Scooter Singapore (a personal mobility device interest group)
5	Grab
6	LepakInSG (an environmental interest group)
7	LoveCycling SG (a cycling interest group)
8	MTB@SG (a Facebook group of 8000 mountain bikers)
9	National Taxi Association (NTA) and the National Private Hire Vehicles Association (NPHVA) (in a joint submission)
10	National Transport Workers' Union (NTWU)
11	Nippon Koei Co. Ltd
12	The Halo Brand
13	Tower Transit Singapore

Table 2: Submissions from Organisations for LTMP 2040

Many participants found the experience meaningful and said they looked forward to being involved in future land transport discussions. The LTMP Advisory Panel will consider the views gathered through these public engagements, before finalising their recommendations for LTMP 2040.

Overview of Engagement

Our aim was to engage in deeper conversations with as many segments of Singaporeans as possible.

For the first time, we issued an LTMP Public Consultation Document (PCD) to guide the public consultations. We considered the current land transport system and the progress made in our previous two LTMPs in 2008 and 2013. In July 2018, we engaged with twenty local and foreign-based academics and experts in engineering, behavioural sciences, economics and urban planning. This helped us to better understand the emerging trends and upcoming challenges that Singapore faces. With that in mind, we focused our public consultation along three broad themes:

- **Theme 1:** *Walk Cycle Ride* as the preferred way to travel.
- **Theme 2:** An easier and more inclusive *Walk Cycle Ride* experience.
- **Theme 3:** A land transport system that improves quality of life.

While the three identified themes were sufficiently broad to address most of the key areas surfaced, respondents' feedback and suggestions reshaped the emphasis and sharpened the focus of each theme.

For example, Singaporeans want a convenient, connected and fast land transport system. The vast majority of Singaporeans want all commuters to benefit from our land transport system, and are prepared to accept slower journeys to allow the less mobile to board and alight from our trains and buses safely.

For many, a safe and clean environment is important for quality of life, and walking is more than just a practical way of getting from place to place, but also an enjoyable and healthy activity.

Walk Cycle Ride

Walk Cycle Ride consists of mass public transport (which are trains and buses), complemented by active mobility (which includes walking, cycling and usage of personal mobility devices) as well as shared transport (which includes taxis, private hire cars and car-sharing).

Online Consultations

To reach out to as many Singaporeans as possible, we ran online consultations from August to December 2018.

E-Poll

We ran an electronic poll (e-poll) on our website to hear the public's aspirations for what our land transport system should look like in 2040, and how we can achieve it together.

Public Consultation Document

We sought feedback on our Public Consultation Document from individuals and organisations through an online form available on our website.

Online Survey

To ensure that we reached out to a representative sample of Singapore society, we collaborated with the Ministry of Communications and Information (MCI) to conduct another online survey in December 2018.

Face-to-Face Engagement

We had numerous face-to-face engagements so we could meet with Singaporean commuters in person and have deeper conversations:

REACH Listening Points

With REACH's help, we conducted seven Listening Points¹ across the island in October and November 2018. Members of the public shared their views, including at Northpoint City, Kampung Admiralty, Heartbeat@Bedok, and ITE College West.



Figure 1: Members of the public sharing views at our Listening Points, including at Heartbeat@Bedok (top left) and Kampung Admiralty (top right).

Focus Group Discussions

We organised four Focus Group Discussions (FGDs) between October 2018 and January 2019, with around 40 to 60 participants at each session. Participants included respondents to our e-poll and PCD. We also worked with our LTMP Advisory Panel member Ms Joyce Wong, Director of Resource and Impact at SPD, and SG Enable to invite their partners—some of whom were persons with disabilities (PWDs)—to attend the FGDs. We developed games and activities to help participants better understand how financial and land constraints pose challenges in transport planning decisions. Participants then prioritised their needs, wants and concerns.

In one game, participants were asked to find the best way to link homes to workplaces, while balancing efficiency, comfort and cost (Figure 2). Another road design game encouraged participants to discuss how to allocate road space among different users (Figure 4).



Figure 2: Participants at our first FGD discussed how best to link homes to amenities and workplaces through rail, buses, roads and covered linkways. One outcome is shown at top right.

¹ A REACH Listening Point is a mobile engagement booth where ground surveys are conducted to obtain feedback on national policies and issues.



Figure 3: At our second FGD, participants mapped how they felt during different points of their journeys from home to work. Participants shared their challenges when commuting and discussed how we might make our land transport system more inclusive for all users.



Figure 4: Participants at our third FGD discussed how best to design roads and paths and allocate space among different users. The picture above shows one such design.

Our LTMP Advisory Panel members helped us gather more views through four FGDs:

- Active mobility users: To hear their concerns and aspirations, Senior Parliamentary Secretary at the Ministry of Social and Family Development and Ministry of Education, and Active Mobility Advisory Panel Chairman A/Prof Muhammad Faishal Ibrahim led a discussion on “the future of active mobility”.
- Frontline transport workers: Bus captains and rail maintenance officers gave us valuable inputs at a session organised by Mr Melvin Yong, National Transport Workers’ Union (NTWU) Executive Secretary.
- Residents in Moulmein-Cairnhill constituency: Mr Yong, also a Member of Parliament for Tanjong Pagar GRC, arranged another session with his residents.
- Healthcare industry: To hear from frontline workers in healthcare, Ms K Thanaletchimi, President of the Healthcare Services Employees’ Union (HSEU) organised a session with HSEU’s NUH branch.

We also listened to more than 100 older Singaporeans and those more comfortable in the vernacular languages over three FGDs (Mandarin, Malay and Tamil) which were organised in collaboration with Singapore Press Holdings (SPH).



Figure 5: We collaborated with *Lianhe Zaobao*, *Berita Harian* and *Tamil Murasu* to arrange FGDs in Mandarin Chinese, Malay and Tamil. Participants shared their views with Coordinating Minister for Infrastructure and Minister for Transport Mr Khaw Boon Wan (top) as well as LTMP Advisory Panel members, A/Prof Muhammad Faishal Ibrahim (bottom left) and Ms K Thanaletchimi (bottom right).

Industry Engagement Session

We invited 13 transport industry players from the public, shared and point-to-point mobility sectors to share their views on how businesses could contribute to LTMP 2040. The full list of organisations is at Table 3.

S/N	Organisation	Industry
1	Go Ahead Singapore	Public Transport Operators
2	SBS Transit	
3	SMRT	
4	Tower Transit Singapore	
5	BlueSG	Shared and Point-to-Point Mobility
6	Car Club	
7	ComfortDelGro	
8	Go-Jek	
9	Grab	
10	SG Bike	
11	nuTonomy/Aptiv	Technology/Engineering
12	SP Group	
13	ST Engineering	

Table 3: Organisations Engaged at Industry Engagement Session.



Figure 6: Business partners (top, at our industry engagement session) and transport workers (bottom, FGD organised by NTWU) sharing their views during the LTMP 2040 public engagement process.

Overall Feedback

Many respondents feel our current land transport system serves them well, connecting them to places where they live, work and play. Over three quarters of respondents at our Listening Points rate our land transport system as “convenient” or “very convenient”. Respondents find our land transport system to be well-connected, efficient, and clean.

At the same time, respondents suggested many ways to further enhance the system. For over 76% of respondents to our e-poll, “convenience” is one of their top three aspirations for our land transport system. Other top aspirations are for a connected (62%) and fast (57%) system. Respondents want bus stops and MRT stations nearby, short waiting times, short travel times, as well as easy travel to their destinations.

Some respondents also challenged us to set more aspirational goals, given the long time horizon till 2040.

How might we improve the speed of our land transport system?

“Feeder buses’ boarding times can be very long during peak hours. Boarding should be allowed by the rear door. Boarding at bus interchanges can be made faster by allowing boarding through the rear door as well. This could possibly be done by having bus interchanges with fare gates at the entrance. This would remove the need to scan when boarding the bus, making boarding faster.”

- Bus Commuter

“We need to discourage allowing bikes in bus lanes, as this slows the bus service to the speed of the slowest rides, and creates major safety issues.”

- Tower Transit Singapore

Walk Cycle Ride as the preferred way to travel

We sought to understand how *Walk Cycle Ride* journeys could be made more attractive, such that all Singaporeans will prefer *Walk Cycle Ride* over driving. There were some who were not familiar with the term *Walk Cycle Ride*, but they generally supported the overall concept and our efforts to make *Walk Cycle Ride* the preferred way to travel.

Singaporeans value having multiple options, so that they have the flexibility to adjust their journeys each day. For example, those who value speed and low cost prefer travelling by MRT, while those who value comfort and low cost over speed choose buses. Shared transport, such as taxis and private hire cars, appeal to those who prefer fast and direct journeys. The National Taxi Association (NTA) and National Private Hire Vehicle Association (NPHVA) also said that with telecommuting and flexible work arrangements becoming more common, transport needs may evolve over time.

In 2040, around 95% of Singapore residents want to spend less than 45 minutes moving between their homes and schools/workplaces, and less than 20 minutes to their nearest neighbourhood centre to run errands.²



Figure 7: Participants at our first FGD shared views on how we might encourage Singaporeans to *Walk Cycle Ride*.

Key Suggestions

There were many suggestions to improve infrastructure to make *Walk Cycle Ride* journeys faster and more convenient. FGD participants who played a transport planning game recognised that not all

² From the same survey, we found that today:

- 45% of Singapore residents can travel between their homes and schools/workplaces within 45 minutes.
- 80% of Singapore residents can travel to their nearest neighbourhood centre within 20 minutes.

suggestions could be implemented due to our space and fiscal constraints, and that due to resource constraints, some needs are more immediate and have to be prioritised over others.

Key suggestions include the following:

- **Improve bus travel options and speeds.**
 - Respondents suggested increasing the number of bus routes, including more express services and more on-demand bus options.
 - Commuters, transport workers and public transport operators support measures to reduce bus travel times, such as more bus lanes or giving buses priority over other vehicles at traffic junctions.
 - Many commuters suggested increasing the number of bus stops in Singapore to minimise walking distances, though this may result in slower bus speeds.
 - There were also calls to increase the frequency of buses, and to improve the accuracy of bus arrival times displayed in smartphone applications.
- **Better MRT connectivity.**
 - Respondents called for more MRT stations and MRT lines for easier connections.
 - They also asked for higher frequencies on MRT lines to reduce waiting times.
 - There were suggestions for express MRT services for a faster journey. Some respondents recognise that this may not be possible on existing lines, and asked the Government to consider building parallel tracks to facilitate express services, even though this may be very expensive.
- **Improve active mobility infrastructure.**
 - Cyclists and active mobility device users asked for more dedicated cycling paths to enable faster, easier and more direct journeys.
 - Bus captains and public transport operators feel that such paths would also speed up bus journeys, as they believe that cyclists' use of bus lanes slowed buses significantly.
- **Improve first- and last-mile connectivity.**
 - Commuters welcome the existing network of sheltered walkways, and called for an expansion to cover residential developments further from train stations.

Commuters' pain points:

"A friend [with a young child] doesn't take bus; this is because she does not have enough strength to bring the stroller up into the bus. She dares not ask the driver to flip the ramp for her as she is unsure if the ramp could only be used for the disabled. Moreover, she is also afraid how other commuters would view her."

- Bus/MRT commuter

"I tend to be afraid to cross major junctions. I always look out for help before doing so. Why have we removed the beeping sound from traffic lights?"

- Visually-impaired commuter

"I was nearly hit by an e-scooter the other day. I am in my 60s and am hard of hearing and less agile. I am afraid that one day an e-scooter will collide into me. Things were fine before e-scooters came along. Nowadays I don't feel safe walking on the streets."

- Retiree

- **Public transport affordability**
 - Some respondents cited concerns about public transport affordability. They hope that fare increases can be minimised.

An easier and more inclusive *Walk Cycle Ride* experience

Through our engagements, we heard many views from the general commuting public, including the young and able-bodied, persons with disabilities, and the elderly. Singaporeans generally agree that it is important to have an inclusive transport system. Organisations and transport workers also offered suggestions on how they can contribute to make our transport system more inclusive.



Figure 8: Participants shared their feelings and challenges during a journey mapping exercise in an FGD.

In response to a journey mapping exercise in an FGD, participants shared the various challenges they face when navigating the transport system, as well as how the behaviour of other commuters impacted their journeys. A few bus captains also shared that they sometimes had to endure impatient looks from other commuters when they assisted wheelchair users to board the bus.

Other respondents shared how family needs (like taking care of young children or elderly parents) impact their choice of transport, and nudge them towards shared transport or even private car ownership, which make their journeys easier to complete.

Respondents recognise the importance of fostering a sense of shared and individual responsibility in the community. Almost all respondents at the Listening Points agree that commuters themselves had a part to play by being gracious and assisting those in need with their journeys. 85% of Singapore residents are willing to accept delays of one to five minutes to allow for those in need to board or alight buses and trains. Respondents note that while we had catered for lifts at MRT stations and overhead bridges, able-bodied commuters should use escalators or stairs, so as to give way to those who need lifts more.

On More Inclusive Taxi and Private Hire Car Options:

"I seldom take taxis. Only the London Cabs have ramps I can use. They are costly, and I need to book them in advance."

- Wheelchair user

"Taxis are too expensive. I prefer to take the train, as I can hear the announcements and know where I am."

-Visually-impaired commuter

"[Inclusion] is a very important one for us as a country. Grab has done some things in order to be able to cater to segments of the market with special needs. [...] But] when you look at the economics of catering for inclusive travel, they are very challenging. You're talking about retrofitting vehicles, you're talking about en masse training for transport workers, the economics are very challenging, and yet for these segments we probably are constrained in terms of the price we can charge."

- Grab

Key Suggestions

Many respondents feel that a caring commuter culture is ultimately the shared responsibility of all commuters. Most favour education and campaigns by the Government and public transport operators to nudge people into being more caring. Commuters and transport workers also suggested rewarding and recognising gracious commuters.

There were many suggestions to improve infrastructure, such as installing more ramps, lifts and barrier-free routes. There were also a number of suggestions to make it easier for wheelchair users to board buses, trains, taxis and private hire cars.

We received the following ideas:

- **Build a culture of shared responsibility among all commuters.**
 - Many people feel that it is important for commuters to proactively assist fellow commuters in need, for example, by moving into the centre of train carriages to allow the less mobile to board or use the wheelchair bays.
 - The NTWU called for all land transport users to respect public transport professionals who keep our land transport system working.
- **Build capabilities among public transport operators.**
 - This includes more service ambassadors or “seek help points” for PWDs to approach for assistance, as well as more training for public transport workers in general.
 - Tower Transit Singapore suggested that public transport operators hire PWDs to train their staff, and include these capabilities within their organisations’ professional development programmes and bonus/increment schemes.
 - Some commuters suggested installing buttons at bus stops, to alert oncoming bus captains that they need assistance.
- **Improve visual, auditory and tactile cues to aid PWDs.**
 - Provide audio announcements on board buses and at bus stops.
 - Make the beeping at traffic junctions louder.
 - Install tactile flooring at staircases, escalators, and passenger service counters in MRT stations and bus interchanges.
 - Use larger fonts and visual signage to cater to elderly/visually-impaired commuters.

Contrasting Views at our FGDs: How might we develop a gracious commuting culture?

“Good behaviour should be recognised and rewarded. Rewarding good behaviour on the spot in-front of other commuters will help to encourage such behaviour among all commuters.”

- Transport blogger and bus/MRT commuter

“Congrats, we are now rewarding you [commuters] for what you are supposed to do. It shouldn’t work this way.”

- Motorist and bus/MRT commuter

“The conversation at our table was that people felt there are limits to what Government can do, as it’s ultimately a behavioural matter. It’s about taking personal responsibility. Education needs to start as children. Good habits, good practices from young.”

- Student and bus/MRT commuter

- **Make commutes easier and more inclusive for wheelchair users and commuters with strollers.**
 - Respondents suggested adjusting train suspensions to reduce the height gap between the platform and the train/bus.
 - They also recommended aligning wheelchair spaces on board trains with lift locations at stations.
 - NTWU suggested extending the roof of bus shelters so that all commuters (as well as bus captains who assist passengers with wheelchairs or strollers) can stay dry during heavy rain.
- **Use technology to guide commuters when navigating.**
 - Respondents find the information already available on journey-planning apps useful. They called for more information on wheelchair-friendly, zero step or barrier-free routes to be made available.
 - To reduce inconvenience to passengers, respondents suggested that informing passengers ahead of time about lift and escalator maintenance schedules.

A land transport system that improves quality of life

We sought to understand how Singaporeans feel our land transport system could improve the quality of life in Singapore.

We found through our online survey that many respondents look forward to a transport system that promotes personal health and well-being. Many respondents shared that they walked or cycled as part of their daily exercise routine.

Respondents also want more appealing walking and cycling options as well as cleaner and quieter roads. When participants were asked to design a street in a future residential town for an FGD activity, they chose to allocate equal or more space to *Walk Cycle Ride* modes (like bus lanes and wider pathways), as compared to private vehicular lanes.

The online survey also found that respondents value a transport system that contributes to a safer environment. At our Listening Points, we observed that respondents feel safest when they are passengers in cars, taxis or buses, and least safe when driving or riding their motorcycles, or using shared pathways as pedestrians. This reflects broader concerns we heard from elderly respondents as well as residents in the heartlands, who feel that some personal mobility device (PMD) users could be more gracious and careful when riding on pavements.

How might we make our land transport system safer?

"Everyone must be sympathetic to each other. Drivers, riders and pedestrians. Safety, parking and the strict following of rules must be observed. Lives and serious injuries like disabilities depend on this."

-Motorist, 55

"I cycle at Punggol and often see children struggling to learn cycling from their parents, who are often ill-equipped to teach... Teach and make cycling part of the primary school PE lessons."

- Cyclist, 41

"Active education is first and foremost the most important part of it. Teaching everyone to respect and learn to share the roads as well as shared infrastructure usage would help reduce incidents. [...] Encourage people to take care of each other's safety and be responsible if incidents happen."

- Motorist, 36

Key Suggestions

Many respondents, including pedestrians, delivery companies and PMD interest groups, suggested building dedicated cycling paths to provide pedestrians, active mobility device users and motorists with their own space. This is to improve safety and make journeys more pleasant for everyone. To do so, we may have to convert existing car lanes to provide for wider paths for pedestrians and users of active mobility devices. We must balance the needs of pedestrians, cyclists, and public transport users, with those of motorists.

When asked how we might best share our limited land spaces in Singapore, participants called for more education campaigns to develop gracious commuting norms. Respondents also emphasised the importance of shared personal responsibility among various users, for a more pleasant and safer land transport system.

Suggestions we received included:

- **Widen existing shared pathways.**
 - Some respondents, such as participants at our FGDs and LepakInSG's written submission, agree that dedicated pathways may not be feasible in all locations due to space constraints. Thus, widening shared pathways is an acceptable alternative to such dedicated pathways.
 - Respondents also suggested widening pathways to provide space for all users, including wheelchair users, families with prams, and active mobility device users.
- **Repurpose spaces from private vehicles for *Walk Cycle Ride* use.**
 - Respondents to our PCD generally agree to prioritise the needs of commuters, such as those riding buses or bicycles, over private car users when designing roads and paths.
 - In our online survey, the number of Singapore residents who support reducing some roads from 3 to 2 lanes to create dedicated cycling paths more than doubled those who oppose such measures. Such support for road narrowing is higher among those who had used active mobility devices in the past year as compared with private car drivers.
- **Building more car-lite or community-centred infrastructure.**
 - Respondents suggested building more car-lite towns.
 - Respondents also suggested converting roads into spaces for pedestrians, converting multi-storey car parks into community streets, or repurposing roads during off-peak hours to cycle or shared paths.

Suggestions from users of shared pathways:

Elderly Commuters:

- PMD users on shared paths can be more gracious and less aggressive.

Wheelchair Users:

- Widen and level shared pathways.

Cyclists and PMD users:

- Construct more dedicated cycling or PMD paths for faster and safer travel.
- Widen shared pathways.

Delivery Riders:

- Widen and level pathways.
- Increase space allocated to cyclists and PMD users.
- Pedestrians to take more care while crossing roads and walking on shared paths.

Visually-impaired and Hearing-impaired Commuters:

- Visible markings to clearly demarcate between cycle/PMD paths and shared paths.

- Respondents suggested installing handrails, rest stops, benches, and water coolers along paths to make the first- and last-mile journeys more pleasant and inclusive.
- **All users to take personal responsibility for safe behaviour on paths and roads.**
 - Many respondents hope that cyclists and PMD users on pathways can ride more slowly and exercise more care for the pedestrians using the pathways.
 - Conversely, some delivery riders feel that pathways will be made safer if all users, including pedestrians, are more aware of their surroundings when using them.
- **Strengthen enforcement against unsafe users and reward safe behaviour.**
 - Many called for more stringent and visible enforcement against those who drive and ride dangerously.
 - We received suggestions to reward motorists, active mobility device users and commuters who demonstrate safe behaviour.
- **Adopt cleaner vehicles, especially on our public bus network.**
 - Respondents feel that air quality near roads can be improved if our public buses, as well as commercial goods vehicles and tour buses, switch to cleaner energy sources.
- **Encourage quieter modes of transport with more stringent noise pollution standards.**
 - Respondents feel that more can be done to minimise noise pollution from vehicles on roads, in particular motorcycles and foreign-registered vehicles.



Figure 9: Participants at our third FGD balanced competing priorities for space on our roads and pathways. Many chose to dedicate equal or more to *Walk Cycle Ride* modes than private vehicular lanes.

Wrap-Up

Discussion around the three themes highlighted competing priorities for our land transport system. The LTMP Advisory Panel invited views from participants at our fourth FGD on how to balance between these ideas, whilst ensuring land, financial and resource sustainability.

The importance of personal responsibility among all users of our land transport system resonated with many Singaporeans. Participants feel that while the Government and transport operators can facilitate fast journeys, pleasant and easy travel, as well as a healthy environment, the success of LTMP 2040 ultimately depends on individuals taking responsibility for their decisions. This can take the form of

driving or riding safely on roads and shared pathways, being mindful of fellow commuters' needs on journeys, or even deciding to live closer to workplaces (where possible) to minimise travel distances.

Participants are happy to help their fellow commuters in need, even if it means a longer travel time. For example, some participants shared how they would be willing to help bus captains operate the ramps to assist wheelchair users and families with strollers, but have not done so as they were not sure if they were allowed to assist. However, a few shared that the stress of travelling at peak hours makes them less willing to help, as compared to during weekends when they are more relaxed.



Figure 10: Participants at discussed some of the competing priorities that had surfaced during the engagement process at our fourth FGD (top left) and shared their views with LTMP Advisory Panel members. Mr Alan Chan, Chairman of LTA hearing the views of a participant at the session (top right).

Next Steps

LTA and the LTMP Advisory Panel would like to thank all respondents for their contributions. The pre-launch public engagement for LTMP 2040 has concluded. The Panel will now consider the views gathered and finalise recommendations to the Government by the middle of February 2019.

We also received a number of recommendations which lay outside the scope of the three LTMP 2040 discussion topics. While we could not address them in this report, we will study the feedback as part of our ongoing work planning, designing, building and maintaining Singapore's land transport infrastructure and systems.

Annex: Land Transport Master Plan Advisory Panel Members

The Land Transport Master Plan Advisory Panel was formed to advise LTA on recommendations for the next LTMP. The composition of the 15-member panel is shown below:

S/N	Land Transport Master Plan Advisory Panel Members
1	<p>Dr Janil Puthucheary (Chairman) Senior Minister of State, Ministry of Communications and Information and Ministry of Transport</p> <p>Dr Janil Puthucheary is Senior Minister of State for the Ministry of Communications and Information; and the Ministry of Transport. In addition, he chairs OnePeople.sg, which works to promote racial harmony in Singapore.</p>
2	<p>A/Prof Muhammad Faishal Ibrahim Senior Parliamentary Secretary, Ministry of Social and Family Development and Ministry of Education Chairman, Active Mobility Advisory Panel</p> <p>A/Prof Muhammad Faishal Ibrahim is Senior Parliamentary Secretary for the Ministry of Social and Family Development; and Ministry of Education. He chairs the Active Mobility Advisory Panel.</p>
3	<p>Mr Baey Yam Keng Senior Parliamentary Secretary, Ministry of Transport and Ministry of Culture, Community and Youth</p> <p>Mr Baey Yam Keng is the Senior Parliamentary Secretary for the Ministry of Culture, Community and Youth; and the Ministry of Transport. He also sits on the National Youth Council and is Director of the Chinese Development Assistance Council.</p>
4	<p>Mr Sitoh Yih Pin Chairman, Government Parliamentary Committee (GPC) for Transport</p> <p>Mr Sitoh Yih Pin is Chairman of the GPC for Transport and Member of Parliament (MP) for Potong Pasir constituency. He serves as Chairman of Nexia TS Public Accounting Corporation.</p>
5	<p>Mr Melvin Yong NTUC Assistant Secretary-General and NTWU Executive Secretary</p> <p>Mr Melvin Yong is Assistant Secretary-General of NTUC as well as Executive Secretary of the National Transport Workers' Union. He is an LTA Board Member and MP for Tanjong Pagar GRC.</p>
6	<p>Ms K Thanaletchimi President, Healthcare Services Employees' Union Chairperson, NTUC Women's Committee</p> <p>Ms Thanaletchimi is President of the Healthcare Services Employee's Union, an affiliation of NTUC that focuses on the welfare of workers in the healthcare sector. She is also</p>

	Chairperson of NTUC's Women's Committee. In 2016, she was appointed as a Nominated Member of Parliament representing the labour community.
7	<p>Mr Alan Chan Chairman, Land Transport Authority</p> <p>Mr Alan Chan is Chairman of the Land Transport Authority. He was formerly Chief Executive of Singapore Press Holdings, and has held senior positions in the Ministry of Transport and Ministry of Foreign Affairs.</p>
8	<p>Mr Richard Magnus Chairman, Public Transport Council</p> <p>Mr Richard Magnus is Chairman of the Public Transport Council (PTC). The PTC regulates public transport fares and ticket payment services, and advises the Minister for Transport on public transport matters.</p>
9	<p>Mr Lim Eng Hwee Chief Executive, Urban Redevelopment Authority</p> <p>Mr Lim Eng Hwee is Chief Executive Officer of the Urban Redevelopment Authority (URA). He has almost 30 years of experience in urban planning, urban design and the implementation of land use polices and development initiatives.</p>
10	<p>Mr Benny Lim Special Advisor, Centre for Liveable Cities</p> <p>Mr Benny Lim is Special Advisor for the Centre for Liveable Cities (CLC), a think-tank which focuses on research and knowledge in creating liveable and sustainable cities. A Board member of SBS Transit and Chairman of the National Parks Board, Mr Lim has held office in the Ministry of National Development.</p>
11	<p>Mrs Mildred Tan Chairperson, National Volunteer & Philanthropy Centre and Charity Council</p> <p>Mrs Mildred Tan is Chairperson of the National Volunteer and Philanthropy Centre and PSD International Advisory Panel (Prime Minister's Office). She also chaired the Diversity Task Force set up by the Ministry of Social and Family Development.</p>
12	<p>Ms Joyce Wong Director, Resource and Impact, SPD</p> <p>Ms Joyce Wong is Director for Resource and Impact at SPD, a non-profit organisation that has served people with disabilities since 1964. SPD provides services to people with disabilities, promotes inclusion and uses technology to help them improve their quality of life and reach their potential.</p>
13	<p>Mr Lukman Bin Kasmani Minhad Senior Staff Nurse, Singapore Red Cross Community Resilience Department</p>

	Mr Lukman Bin Kasmani Minhad is a Senior Staff Nurse at the Singapore Red Cross Community Resilience Department, which mobilises and empowers community volunteers to care for and build resilience for the vulnerable.
14	<p>Dr Paul Barter Adjunct Associate Professor, Lee Kuan Yew School of Public Policy, NUS</p> <p>Dr Paul Barter is a transport policy researcher, writer, consultant and lecturer based in Singapore. His areas of expertise focus on sustainable mobility, especially international comparisons, urban parking policy, public transport regulation, transport demand management and the contested fundamental priorities of urban transport policy.</p>
15	<p>Mr Arthur Chua CEO, Goldbell Group</p> <p>Mr Arthur Chua is the CEO of Goldbell Group, specialising in the distribution and lease of industrial vehicles together with its own financing arm. He is also the co-founder of Ministry of Movement, which runs a dynamically-routed on-demand bus service.</p>