

## City, citizens, public transport: what kind of modus vivendi is possible?

Mohamed Mezghani, Consultant for UITP

*Public transport and the city or region where it operates are interdependent. A city loses vitality if it has no effective public transport network. By the same token, efficient public transport requires support in the form of a proactive urban and regional policy. The stakes are extremely high: the survival of our cities and the quality of life for their citizens. The city, its public transport and its citizens form a triangle whose centre of gravity is sensitive to even the slightest disruption.*

### The role of pricing for a better urban mobility

This session will show how pricing can help to manage urban mobility, especially the demand for road space by:

- giving a theoretical background for pricing urban mobility;
- showing how road pricing functions, what effects of existing congestion charging systems can be observed and how road pricing models are successfully implemented.

The session will provide solutions and concrete examples for a global transport policy and better urban mobility in cities - moving people, moving cities.

**Parallel session 2, 09.00 - 10.30,  
Tuesday 22 May 2007**



“How to develop successful business strategies ensuring sound continuation of the company in the changing market structure?” will be one of the underlying questions at the session **Diversification in the public transport portfolio** proposed by the UITP Regional Transport Committee. Dedicated to special niche markets and strategies to diversify the portfolio of the company - with leisure traffic as a key example - the session aims to present several cases of successful diversification strategies by regional transport companies. Developing a good product and a clear strategy and marketing the product are key elements for success. Since the leisure and tourism market is rapidly growing and changing, it is crucial to continuously monitor schemes to help redefine offer and satisfy new demands. An overview of good and best practice will be given.

**Workshop 5, 14.00 -15.30,  
Tuesday 22 May 2007**

Problems would never arise if this triangle were set in stone and if each extremity remained in the same place all the time. But how could that ever be possible in a world on the move? More to the point, would that be desirable? It would mean that cities became dull places, that citizens would no longer have fresh aspirations, and that public transport would cease to evolve. A sad representation of urban life indeed! The very fact that this triangle is constantly shifting is what makes the challenge so interesting: finding and maintaining a balance between its extremities and the segments linking them together. Producing a modus vivendi (or ‘way of living’) that would make it possible to revitalise the city, make public transport efficient and effective, and anticipate citizens’ expectations.

Of course, the expectations of ordinary people in terms of mobility are constantly evolving due to the changing pace of urban life. Working hours are becoming more variable and flexible. Some countries are reducing working time, while others are raising the age of retirement. Shift work is on the increase, as is teleworking. In general, people feel less and less tied to office hours. As we know, work-related journeys account for the bulk of journey volume. There is a clear and urgent need for the public transport sector to respond. Nevertheless, the strongest growth is being recorded by leisure journeys (nights out, shopping, visits), particularly during weekends and evenings. In other words, during those time slots commonly referred to as ‘off-peak’, but which fit that description less and less. Here again, public transport has a duty to meet this demand and others arising out of the ever more complex journey chain (work-



school-shopping-home-cinema, etc., all within the same 24-hour period).

In addition to mobility habits, socio-demographic changes also have an impact on expectations vis-à-vis travel and urban policy. In western countries, the ageing population is bringing to the fore the issue of accessibility for persons with reduced mobility. Moreover, accessibility is an issue also affecting passengers travelling with luggage, who are growing in number as a result of the boom in interurban and international mobility, which in turn requires efficient services to and from stations and airports. The globalisation of trade and the opening of borders are prompting a growth in international tourism and travel, making cities and their public transport systems even more cosmopolitan and bringing linguistic and cultural change in their wake. The fear of crime linked to the geopolitical situation or to urban violence in major conurbations periodically grabs the headlines, reminding authorities of the need to reassure passengers by whatever means necessary.

The city is the scene of upheaval, the effects of which are immediately felt by the transport system. In the first instance there is urban sprawl which, if left unchecked, translates into longer trip distances and more frequent car use. By encouraging the clustering of working and living centres around public transport interchange points and along PT's main corridors, the effects of urban sprawl can be attenuated. Similarly, the creation of multi-activity districts (housing, jobs, administration, businesses, schools, etc.) lowers mobility needs without actually jeopardising accessibility to services. The transformation of city centres upon the completion of a public transport project provides an opportunity to 'give back' the city to its citizens. Pedestrianisation, curbs on car traffic (including road pricing), parking management, urban mobility innovations, and the promotion of non-motorised journey modes, are all processes which make the city more attractive and improve quality of life, provided that they are accompanied by a public transport network offering better accessibility and ease of use. A city's vitality is founded on its spirit of economic, social and cultural initiative. This implies easy access to jobs, socio-cultural amenities and tourist attractions; all of which public transport can, and must, provide.

But how can we meet the challenges these changes and fresh expectations imply at a time when the financial means traditionally provided by public authorities are becom-

**“Passenger rights and quality in public transport- Political demands and efforts of the public transport sector”**, is a workshop jointly organised by the EU Committee and the Quality Working Group of the Commission on Human Resources and the Commission on Corporate Management. The objective is to give an overview of the state-of-play of discussions on passenger rights at EU level and their potential application in local/regional public transport. The successful voluntary efforts of public transport companies and authorities to improve the quality of service will also be outlined. This session will help clarify which approach to adopt according to local conditions and stated objectives. It will also be the occasion to present the UITP Passenger Charter, joint initiative by the EU Committee and the Corporate Management Committee to show the sectors' voluntary commitment to high service quality and customer focus.

**Workshop 1, 09.00 - 10.30, Tuesday 22 May 2007**

**“The new European legal framework for public transport – good or bad news for the development of the sector?”**

This parallel session will show that the modernised European legislative framework regulation for public passenger transport services should provide a stable legal environment for Member States and organising authorities to determine the way in which transport services are designed, planned and produced at national, regional and local level. In practice, it has turned out that whatever the regulatory regime in force, its success strongly depends on the effectiveness of the relationship between authorities and operators. Issues to be tackled include: Is there a need for undertakings to restructure? What are the current trends in the division of responsibilities between organising authorities and operators? How can the effectiveness of the relationship between authorities and operators be increased? “EU-proof” tendering & contracting – what should be done, what is no longer possible?

**Parallel session 9, 11.00 - 12.30, Wednesday 23 May 2007**

**“Standardisation and harmonisation of urban rail mass transit: Is it worth looking for it? What is needed, what can help? A challenge for UITP and UITP members”**

UITP has been involved for the last three years in various initiatives aiming at clarifying what, how and to what extent technical harmonisation of urban rail mass transit should be regarded as a strategic issue for the rail sector. The objective of the workshop is to explain what has been achieved so far, the obstacles to overcome, and what organisation and partnerships to build with the support of UITP members.

**Workshop 4, 11.00 - 12.30, Tuesday 22 May 2007**

**“Making ends meet with a shoestring budget. How to prioritise investment in public transport systems?”**

Financial resources in public transport are generally limited, but transition economies where public transport undergoes the same turbulent transformation as nearly all aspects of the social and economic life, face singular challenges.

Public transport systems in transition, particularly in the new EU Member States, seek solutions to overcome internal structural problems and weaknesses often inherited from decades of unsustainable organisation and operation. Many of these systems have now developed some measures and gained experience in overcoming financial restrictions.

The workshop, developed by the SPUTNIC project team and UITP EuroTeam, will unite ideas and approaches on how best to use limited and ever dwindling public capital resources to maximise results in public transport in Central and Eastern European countries. Speakers will present experiences in a variety of fields ranging from operational aspects like infrastructure and rolling stock renewal to “softer” issues like customer approaches. The session aims at stimulating delegates to consider the various examples presented and assess the transferability to their particular case.

**Workshop 8, 09.00 - 10.30, Wednesday 23 May 2007**





## Climate change – a threat or an opportunity for public transport?

Climate change is an issue of growing importance. Over the past 30 years, carbon dioxide emissions from transport have grown steadily as demand for transport has risen worldwide. As much as 26% of all CO<sub>2</sub> emissions worldwide come from transportation, and more worrying, this percentage is increasing; offsetting much of the efforts made by other sectors to reduce GHG emissions and the introduction of new technology. This is due to overall population growth and increases in the number of trips that people annually. Improvements in fuel efficiency of cars, trucks and buses have simply not been able to keep up!

There are many unanswered questions such as - Can more be done to reduce the impact of our mobility choices on the climate and what is the role of public transport? What is the potential for public transport in this growing debate and is the sector taking this issue seriously enough? As the world becomes more urbanized, an increasing amount of GHG emissions now come from urban areas, where public transport functions best.

All mobility actors must now recognize their joint responsibility and what they can do to keep the negative effects of our present transport behaviour on the climate to a minimum. There are fundamental issues at stake and public transport needs to recognize its co-responsibility to make every effort to reduce emissions and to better understand the potential of public transport. One thing is certain – business as usual is simply not an option. This session will bring current international thinking to the debate, with examples from different parts of the world and present the UITP position on climate change.

**Workshop 13, 16.00 - 17.30, Wednesday 23 May, 2007**

**Make your views heard at the Congress!**

### Managing risk – valuing the human element

Risk and how it is managed brings competitive advantage. Being an employer of choice is part of building the social capital of organisations, and is one of the pillars of a sustainable, long term management strategy. High staff turnover means key skills are being lost and money wasted on retraining. Some organisations will need to renew as much as 40% their workforce in the next 10 years and increase the diversity of people that are working in it, to more closely reflect the needs of today's and tomorrow's customers. Yet it is difficult to attract, motivate and retain talent at all levels of public transport.

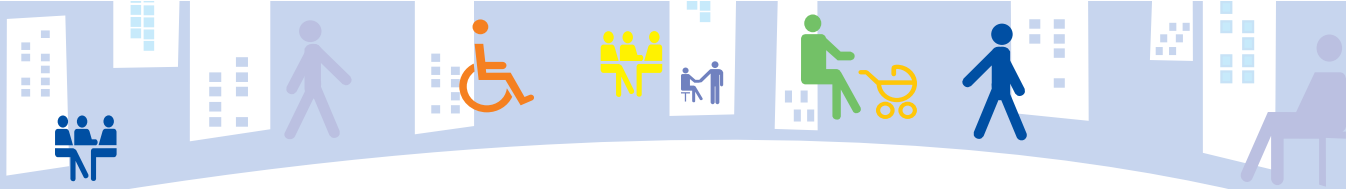
This interactive workshop session will highlight some key examples of best practices and allow participants to debate in small groups. This format was successfully trialled at the UITP World Congress in Rome – but come early as places are limited and it will be on a first come first served basis.

**Workshop 6, 14.00 - 15.30, Tuesday 22 May 2007**

ing ever scarcer? The answer appears obvious: by finding other sources of income and by trimming production costs. In other words, by adopting a 'business' approach. Yet how can this be done without sacrificing public transport's social dimension? That is the challenge facing professionals in the sector (operators, public authorities, suppliers of goods and services). Although each person must focus on his or her responsibilities, the overall result depends on the capacity of each person to cooperate and seek effective synergies. Here again, we are dealing with a triangle, this time 'authorities-operators-manufacturers', which will be highly sensitive to pressure exerted at its extremities or on its segments. A triangle whose cornerstone is a display of overt and unambiguous political support in favour of public transport. Without politicians who dare, there can be no efficient public transport nor any sustainable mobility. The cities cited as examples around the world on account of their efficient public transport are the ones that are or have been led by visionary officials with a grasp of the challenges of mobility and who have taken the necessary tough political decisions. The (positive) effects have extended way beyond the public transport framework and encompass mobility generally and the urban quality of life.

### Beyond public/private

Political determination will lead on to a clear vision and strategic goals. Transforming these into tactical and operational objectives is instrumental in defining the responsibilities of the various parties involved. Against this background, it is entirely reasonable for each party (authorities, operators, manufacturers, passenger associations, shop owners, etc.) to try and defend their own interests, provided that their actions do not undermine the initial goals. This is possible, because the whole serves the same vision while at the same time leaving each party to optimise their approach and their contribution to that whole. This is the way to reach beyond the 'public / private' debate about service operation and to agree on producing a service at lowest cost that fulfils people's expectations. Whether public or private, the undertaking must align all its operational services with the strategic goals and orientate these towards a customer service relationship. It must also adopt methods for defining the service and managing resources that make it possible to respond assertively to expectations in terms



### “To spend or not to spend... How to justify investment in security?”

The session aims to highlight a variety of investment approaches to improve security and to analyse benefits of such investment, including side impacts and synergies with the management and operation of public transport systems. Three experts will speak on the issues of the impact of design, current technology solutions and latest methodologies to measure return on investment from security-related training. These experts will then be joined by others and a podium discussion will follow to explore the advantages and shortcomings of several investment strategies. Issues addressed will include high tech versus low tech, human factors versus technology, responsibility for financing – the operator or the government - and finally the problem of justifying investment in the event of no incident.

**Parallel session 4, 11.00 - 12.30, Tuesday 22 May 2007**

### “What happens if something happens. Should services be continued or stopped in times of crisis?”

The first moments after any incident require vital decisions that shape the course of future events. Decisions have to be taken on the spot and may be irreversible. The workshop will discuss practical strategies to deal with threats and situations and seek to highlight potential consequences of decisions. Security experts from Europe, Australia and the USA will head the discussion which will focus on whether or not to continue operation or shut down in the event of an incident, the threat of coordinated multi-site incidents, the challenge of evacuation, decision taking and the implications of these decisions.

**Workshop 15, 09.00 - 10.30, Thursday 24 May 2007**



of mobility behaviour. The way to do this is by reviewing the legislative and regulatory framework in order to be able to adapt to demand while at the same time upholding workers' rights (for example, in terms of working night and weekends). New technology undoubtedly contributes to improving operational response times and to overcoming regulatory constraints. For instance, automatic, driverless metro systems make it possible to optimise transport capacities at any time of the day or night.

### Funding conundrum

New sources of funding must urgently be sought. Firstly, of course, by increasing operating revenue through new fare products which attract more passengers and retain their loyalty. Following the example of other sectors, for example telecommunications and air transport, public transport must be creative enough to attract more customers or, to put it another way, win over motorists. Only by enticing motorists out of their cars will public transport succeed in its mission. Road pricing offers the twin advantage of curbing car traffic



Moving people moving cities is an inspiring theme for the members of the Transport & Urban Life Commission, who have a long standing commitment to develop and promote synergies between public transport and other urban policies. Their recent work provides the basis for three sessions during the Congress.

Provision of public transport is often neglected in the planning of new residential, business or commercial areas with the consequence that they rely mainly on the use of private cars. The session on **public transport-oriented urban development** will not only outline supportive policies but also highlight how to implement them successfully. Recent examples of good practice will show various methods of integrating public transport into new urban developments, notably the concentration of settlements along public transport lines and the simultaneous development of new lines and new areas.

**Parallel session 5, 14.00 - 15.30, Tuesday 22 May 2007**

The travel horizon of disadvantaged citizens tends to shorten over time, which contributes to dragging them towards the spiral of social exclusion. Based on the premise that when there is mobility there is inclusion, the Transport & Urban Life Commission has undertaken actions to raise awareness of the potential of public transport to support the objectives of social inclusion policies by widening people's travel options. Through examples of good practice (from Europe and Latin America) and statements of expectation from social policy makers, the session on **public transport and social inclusion: giving society a chance** will provide a supportive framework for public transport operators and authorities willing to make an active contribution to social inclusion.

**Workshop 12, 14.00 - 15.30, Wednesday 23 May 2007**

It is widely acknowledged that intermodality is a key driver of the attractiveness of public transport, in particular in a context of growing urban expansion, but its practical implementation remains an issue in many cities. The purpose of the session **intermodality: this way please!** is to provide an overview of the state of play in various aspects of door to door travel and to contribute to excellence in the provision of seamless mobility for travelers using public transport, with a particular focus on interchanges, information, and synergies between public transport and car sharing.

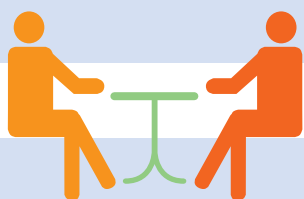
**Workshop 14, 16.00 - 17.30, Wednesday 23 May 2007**

In line with the overall mission of the Transport & Urban Life Commission, all three sessions will provide the public transport community with a set of arguments to be used to draw the attention of urban planners and social policy makers to the positive contribution of public transport to urban life.

### New financing models for public transport around the world?

The session will give examples of innovative approaches to contractual arrangements in PT such as public-private partnerships and the long term funding agreements with the central government used in London. After the presentations, the chairman will stimulate an open dialogue with all participants in the room.

**Parallel session 7, 09.00 - 10.30, Wednesday 23 May 2007**



### Do not miss the session "Human Resources Policies: Training, Quality, Dialogue"

The Human Resources Commission will gather experts to debate issues such as training (financing, costs and stakes), quality at work and dialogue initiatives. This session will give an overview of current developments and innovations for making careers in PT more attractive and improving the quality and relational aspects of service. Essential for the future of the profession, these issues should concern all key players not just those with direct responsibility for HR:

**Personnel:** the importance of loyalty and commitment and how it can be developed, and how staff and the undertaking would benefit from a better image of the profession. Arguments will be presented in support of opportunities for career development and job enrichment as well as how staff should actively participate in improving quality and customer relations conditions.

**The undertaking:** new developments in training methodologies, access to professional legislation and communications, tackling demotivation, motivational techniques;

**The organising authority:** its role in defining quality of service;

**The client:** who, ultimately, is the beneficiary of these efforts.

**Parallel session 11, 14.00 - 15.30, Wednesday 23 May 2007**

In the wake of the tremendous success of the re?bus design project and "European Bus of the future" design manual, the goal of the session **Bus systems of the future** is to show the international PT community that it is time to raise the profile and secure the future of the bus by improving its image. From the design angle, what is needed is a paradigm shift (a design breakthrough) such as been the case for modern tramways, TGV or the spacewagon concept in the automobile industry, that captures the imagination and enthusiasm of the politicians.

How? By means of functional design, and by putting the bus on the "mental map" by using a system approach (busways and corridors, station and transfer points), higher productivity, branding and marketing, environmental performance and safety.

**Parallel session 13, 16.00 - 17.30, Wednesday 23 May 2007**



(and reducing associated forms of pollution) while at the same time creating an additional revenue stream to help finance public transport development. In the years ahead, road pricing will undoubtedly be used more and more widely. The same applies for using land value increases and other property assets located close to a new public transport routes as a means of contributing financially to network development. Although it makes perfect sense to ask those who benefit from public transport to pay, in practice this principle is finding it hard to gain a firm foothold.

### Strong partnerships

Improvements in performance also mean using vehicles with attractive designs and featuring high-performance technology at reasonable cost. In this regard, manufacturers are key partners inasmuch as they are the ones who design and supply the tools of the operator's trade and provide the component that will be the criterion often used by citizens/passengers in choosing a transport mode. It is essential therefore to build strong partnership between manufacturers and operators above and beyond the traditional supplier-customer relation. Once again, the segment covered by our triangle assumes crucial importance in this regard.

Plenty of other areas could be mentioned in which the interdependence between the various protagonists within public transport is omnipresent. Certainly, the present-day context, which is the scene of major upheaval on the international stage (globalisation, climate change, petrol prices,

insecurity, emerging markets, etc.), is raising a great many doubts among decision-makers and policy officials responsible for transport and the city. However, these doubts have the merit of sparking debates about ideas and of encouraging creativity and also promoting innovation. Public transport is therefore in a period brimming with ideas, experimentation and the implementation of new projects. Within this sphere, many success stories have achieved a balance between urban vitality, citizens' expectations and efficient transport. All thanks to the *modus vivendi* between the city, its citizens, and its public transport.

These issues will be examined at the 57th World Congress, being held in Helsinki from 20 to 24 May 2007. Around 180 speakers, operators, organising authorities, manufacturers and elected officials will be on hand to share their experiences and knowledge during plenary and parallel sessions, workshops, and the Expo Forum.

Visit [www.uitp.com/helsinki2007](http://www.uitp.com/helsinki2007) for more details.

*Translated from the French original version*