



ADVANCING  
PUBLIC  
TRANSPORT

## **UITP MENA TRANSPORT CONGRESS & EXHIBITION DUBAI, UAE - APRIL 27<sup>TH</sup> TO 30<sup>TH</sup> 2014**

Under the patronage of HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, and Vice-Chairman of the Executive Council, opened UITP MENA Transport Congress & Exhibition 2014 at the Dubai World Trade Centre. The gathering was attended by H.E. Mattar Al Tayer, Chairman of the Board and Executive Director of the Roads and Transport Authority (RTA), H.E. Alain Flausch, Secretary General of the UITP, HE Jassim Saif Ahmed Al Sulaiti, Qatar Minister of Transport, and Managing Director of Mowasalat Company in Qatar, Her Excellency Lina Shabib, Minister of Transport in Jordan, H.E. Peter Hendy, President of the UITP, H.E. Mariam Jumaan, Undersecretary of Ministry of Transport in Bahrain, and a number of government department Directors, as well as 500 participants hailing from 25 countries.

The Event was one of the largest public transport gatherings where industry leaders, policy makers, legislators, developers, consultants, operators, and manufacturers met to discuss the future public transport solutions. Over 80 speakers from 25 countries participated to share their experiences and challenges.

The event attracted more than 500 delegates and 2000 visitors over the 3-day period. The Exhibition area of over 6000 square meter. The event was attended by ministerial delegations from Morocco, Libya, Jordan, Egypt, Tunisia, Iraq, Lebanon, Saudi Arabia, Qatar, and Kuwait to share their public transport plans and projects.

The event had dedicated technical visits to enrich public transport knowledge for its participants, such as visit to Dubai Tram facilities, Dubai Buses Operation Control Center, Dubai Ferry operations and ride.

This event is scheduled to take place every two years till 2022 creating a legacy of transport systems dedicated to this event.

## Opening Ceremony (Sunday 27 April 2014)

HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, and Vice-Chairman of the Executive Council and the attendants the event which was kicked off by the National Anthem, then H.E. Mattar Al Tayer, Chairman of the Board and Executive Director of the Roads and Transport Authority (RTA) delivered a speech in which he welcomed H.E. Alain Flausch, Secretary General of the UITP, , H.E. Peter Hendy, President of the UITP, H.E. Mariam Jumaan, Undersecretary of Ministry of Transport in Bahrain, the Chief Guests, attendants and participants of the UITP MENA Congress and Exhibition 2014; which was held in cooperation and partnership between the RTA and the UITP providing for holding this event biennially for a ten years' period, besides establishing the Middle East Centre for Transport Excellence

H.E. Jasim bin Saif Al Sulaiti, Qatar Minister of Transport, gave a welcome speech mentioning the opportunity and a great platform to boost the knowledge & expertise as well as raising the awareness of the local transit options that contribute to rejuvenating the communal activities, curbing congestion and streamlining the provision of goods & services for community members.

Her Excellency Lina Shabib, Jordan Minister of Transport was the keynote speaker and reviewed the public transport model in Jordan which is provided by the private sector through licensed operators. The Land Transport Sector Organizing Authority regulates transportation through organizing the process of granting licenses and permits, Amman Municipality attends to regulating transport within the capital peripheries, while Al Aqaba Economic Zone Authority is responsible for transportation within Al Aqaba Economic Zone. Lina touched on the challenges facing the public transport sector in Jordan, including: the spreading of individual ownership, and the lack of institutional process amongst owners of individual transit means. Individual operators account for about 88% of the workforce of the sector; which resulted in a host of problems including lack of sustainability in delivering the service, service offering is restricted to areas generating high revenues for operators, depriving low population density areas from the service, poor infrastructure in terms of starting points, stops along the routes, disorderly design of public transport network, lack of financial support for the sector by the government, poor investment attraction of the sector, poor monitoring of public transport means & drivers, and the lack of legislative structures to streamline passenger transport sector.



## Day 1 (Monday 28 April 2014)

### Plenary Session 1 – Regulatory Framework & Governance

**Abdul Moshin Younes**, CEO Strategy & Corporate Governance, RTA

Public transport market share in Dubai was just 6% in 2006 with 541 cars per 1000 people but efforts have achieved a 174% increase in PT passengers since 2006 with a 42% reduction in CO<sup>2</sup> emissions. Strategic five-year master plan to create an intelligent, integrated, sustainable city encouraging use of PT and land use integration. Small quick wins can solve big problems. Create a vision and stick to it, learn from mistakes was the message.

### Session 1 – Transport Organising Authorities beginning to a successfully integrated city

**Geoff Inskip**, Centro – introduction of regional smart card system. Better planning needed to combat growing car usage, congestion and pollution. Best practices incorporate mobility as well as health, economic, environmental and land planning aspects and creating synergies between regional and national policies.

**H.E. Seyyed Jafar Tashakkori Hashemi**, Deputy Tehran Mayor – Greater integration of human factors, demand and traffic management as well of public transport development policies has led to greater PT use. Plan for 2025 for integrated, available safe, easy, comfortable and clean PT to increase quality of life. Use of multi-modal PT system with state-of-the-art technology as the only sustainable solution for the city. Aiming for c.75% semi-public/public market share by 2025, with current rate at 56% (increasing from 46% since implementation of master plan). 148km of metro lines and 40km of BRT lines to come by 2018.

**Gunnar Heipp**, MVG Munich – Highlighted the need to create a vision for the city, putting PT in the centre, ensuring a long-term financing and governance structure. Connect mobility to all daily living activities both for customers and in the business plan.

### Session 2 – Contracting for a sheltered service

**Khalid Al Hogail**, SAPTCO, Saudi Arabia – Challenges to ongoing projects in Saudi Arabia are the regulatory framework; economic and financial challenges; high car ownership and low fuel prices. Stressed the need from operators to have clarity in the bidding process and a consistent approach from the behalf of the authorities.

**Abdul Redha Abu Al Hassan**, RTA – highlighted challenges in developing tram and metro systems: the heat (not easy to walk to stations); people expect air conditioning everywhere; comfortable and accessible stations and vehicles; tunnelling through difficult areas in a limited time span. Stressed the importance of efficient working environments via better management and HR.



**Mike Allegra**, Transit Authority Utah – Regarding recent projects in Utah, Allegra suggested provide options for the contractor through: design- bid –build contracts, best value contracts or an alliance between authorities and contractors. Knowing one's goals in terms of quality, safety and cost measures is key. Providing incentives and creating a culture of successes within the business are also important.

### Session 3 – Failing to plan is planning to fail

**Ayman Smadi**, Director of Transport, Jordan – Great current dependence (10% annual increase) on private cars in the capital Amman due to lack of proper PT (lack of capacity and inadequate service). Transport and Mobility Master Plan (2008-2010) set out modelling platforms and strategies with plans for LRT and BRT, the latter of which was met with much public scepticism, slowly changing by awareness campaigns. An institutional framework for urban mobility was key.

**Saad Ahmed Al Muhannadi**, Qatar Rail - Currently building phase 1 and LRT in Qatar which is around 228km – integrated with bus and taxi. Appointed DB as strategic partner and Serco as the operator. Railway will become an important national infrastructure for ht the country – Qatar Rail is building an asset for the next 100 years. Long-term planning is vital.

**Arun Bajracharya**, British University Dubai – car transport rising rapidly in Dubai, expected to reach 21.9m daily trips by 2020. Just making PT more socially acceptable and accessible is not enough to increase ridership. Increasing the cost of car use in itself is not enough either; congestion and travel time need to be dissatisfying enough for people to turn to PT. The desire to own a private car needs to be addressed as well in order to encourage a real modal shift.

### Plenary session 2 – system delivery

**Omer Yildiz**, Istanbul Ulasim – plan for over 700km of metro lines by 2024. Reliability, high tech, low costs and high revenues are key aspects to rails services. Tailored design is the best approach in order to take account of local requirements and particularities. Acceptance and involvement of the public from the very start is key to the success of projects and the promotion of PT as a lifestyle. Planning and tailored design are key to project success. System integration and operator involvement from the outset are also key.

### Session 4 – Integrated PT policies and demand management

**Choi Chik Cheong**, LTA – three key elements to demand management and integration in Singapore: more connection; better services and inclusive and reliable communities.



**Roger Vahnberg**, Vasttrafik – Before applying a congestion charge in Gothenburg, improvements were made to commuter and regional trains, more trams were provided, more bus lanes, park and ride and increase in express bus services. The increase in PT ridership was dramatic: +21%. Increase in cycling of 22%.

**Sarah Ishaq**, RTA – The overall transport integration plan for Dubai integrates transport, land and information. A special section of RTA is dedicated to transport integrations with a goal to periodically review KPIs.

**Farshad Jalali**, Tehran Municipality – Introduction of an automatic system of congestion charging has led to a 90% decrease in illegal entries into restricted traffic zones.

### Session 5 – Constructing & commissioning public transport projects

**Feyzullah Gundogdu**, Kayseri, Turkey – harmony between various project partners (constructors, engineer and employer – even though their priorities are often different) is key to completing projects on time and in budget and satisfying the end customer. Clarification of specifications prior to the project is crucial.

**Dr Mohammed Montazerri**, Tehran Urban & Suburban Railway Company – Growth of Tehran led to development of Rail Plan for the city to be ultimately completed in 2030 connecting all parts of the city. Currently carrying 3m passengers per day but the handicap at the moment is capacity. Gone from 40 to 152km of operational railways lines from 2000-2013. System cost p/km of developing metro lines in Iran is one of the world's lowest. Revenue generated from property development model covers around 50% of the metro construction cost.

**Yousif Draiss**, Casa Transports, Casablanca – Urban sprawl and unequal distribution of population in the city region (as well as increasing population) have created rising demand and other mobility issues, characterised by informal transport and deficient buses. This has led to major development strategy (tram, BRT, metro, RER etc – 170km of dedicated lanes by 2020).

### Session 6 – Design must reflect the environment

**Guido Bruggeman** - PT design should focus on service and customers. The design should cater for customers and give branding options.

**Vincent Prou, Alstom** - Dubai Tram has focused on delivering efficient design and operational factors such as: service punctuality; availability; passenger flow; commercial speed; integrated OCC; functionalities; climatic conditions; durability.



**Yo Kaminagai**, RATP - Road design should take into account optimal bus route network service and should be checked by the bus operator. Dedicated facilities for buses and passengers should account for walking routes to bus stops as they are a key part of the journey.

## Day two – (Tuesday 29 April 2014)

### Plenary session 3 – Funding and financing

**Abdullah Mohammed Al Awar**, CEO Dubai Islamic Economy Development Centre – Dubai aims to position itself as the capital of the global Islamic economy, which currently represents more than \$8trn in GDP. Strategic pillars concentrate on: Islamic finance; the Halal industry; tourism; digital economy; fashion arts and design; global network of knowledge and global Islamic standards and certification. GCC region requires approximately \$2trn by 2020 in infrastructure investment. Transport currently 13% of total UAE construction spending. The use of Islamic finance is set to become greater as governments are less able to fund projects from the public purse. Global Sukuk market set to grow 141% by 2016.

### Session 7 – Finding alternative financing sources

**Khaled Shammout**, Makkah Mass Rail Transit – major mobility challenges due to growing population and 3.5m pilgrims visiting each year. Plans to introduce BRT, local bus network, shuttles and 4 metro lines. Key to receiving funding from central government was carrying out an economic feasibility study. Makkah looking at non-conventional marketing methods such as location specific announcements in buses to advertise local businesses and shops. Optimising the distance between bus stops (increased from 200 to 350m between stops) helped reduce anticipated operating costs by 5%. 'Every metre of travel costs' approach to route planning.

**Leomar Avelino**, Consorcio RMT, Goiania, Brazil – Large drop in productivity of PT services in Goiania due to rising car ownership – mobility crisis. Drop in satisfaction too – passengers want cheap fares and high quality services. Integrated management of operational management helps to manage costs. 100% fare-box revenue coverage. Wide-shared view in Brazil that this needs to change due to high public dissatisfaction but no solution found yet.

**Richard Woods**, City Bus Group Kuwait – GCC population set to soar by over 30% in the coming years. Efforts to improve the image of PT by branding and marketing efforts and better facilities are attracting new users (52% increase since 2008).

### Session 9 – Operating an integrated PT network

**Didier Lescloupe**, RATP Dev - There is a drop in ridership during the month of Ramadan. Starting from the 3<sup>rd</sup> week of Ramadan, people start to use the metro, and there is a significant rise in ridership. Habits are changing; they are working late and/or leaving earlier to work and the number of trains per hour changes to adapt the situation.



**Adel Shakeri**, RTA - RTA Budget of \$250m per year operating on 322 routes in Dubai. SIPTA (management information system) unified the set of indicators for the entire organisation, enabling staff to base decisions on accurate data. SIPTA helps in automated vehicle management, automated fare collection and many other aspects into one system.

**Peyman Sanandaji**, United Bus Company, Tehran - Operates 1,500 buses, 256 routes, with 4m trips per day, of which 2m by BRT. In the city of Tehran, 17m trips per day. BRT chosen as the best solution to solve the traffic problem based on the success stories from other areas. Lessons learned: lines should be reconfigured and more need to be added.

**Richele Cabral**, FERTRANSPOR - In 2007, Brazil started the use of biodiesel; 5% of buses are now obliged to use it. In 2009 Brazil heard that it would host the 2016 Olympics. In 2010 it started testing hybrid buses. BRT system started in Rio de Janeiro in 2013. The city is looking to increase the quality of services by reducing journey times and being more sustainable by taking into consideration the environmental effects caused by transportation. Expectation for 2016 is to have 1.5m passengers per day.

#### Session 10 – Key for public transport assets life – proper maintenance

**Masuk Mete**, IETT Istanbul – Introduced new model of maintenance due to ageing fleet and increasing maintenance costs. New buses require highly qualified personnel. New model is life cycle cost oriented including unlimited maintenance and spare parts in the contract, reducing maintenance costs by 70% and number of accidents by 38%.

**Till Oberwoerder**, Daimler Buses Germany – BRT systems help keep average fuel consumption and CO<sup>2</sup> emissions down due to higher average speed than conventional bus system. Quality incentive contracting in BRT systems is essential for reliable and effective operations. Qualified service and highly trained technical staff are also key.

**Samuel Simpson**, Serco Dubai – Smart bus maintenance includes strategy, the approach to maintenance (including local particularities) and resources (getting the staffing levels right and not relying solely on IT). Smart maintenance is based on data allowing for tailored maintenance adapted to local conditions.

#### Plenary session 4 – Marketing and innovation

**Michael Lichtenegger**, Neue Urbane Mobilitat Wien - The world's urban population is expected to increase by 72% by 2050. Public transport is the main mobility solution for cities worldwide. In 2005 there were 1.2bn trips daily. Sharing economy will cause changes in lifestyles, including mobility behaviour. Clean cars are taking off however such vehicles still occupy space inefficiently. Six main driving forces for innovation in the mobility market: 1) Multimodal; 2) New players; 3) Partnering; 4) E-motorisation; 5) Sharing economy; 6) Integration/aggregating/packaging



## Session 11 – Bringing PT to the market

**Patrick Vautier**, RATP - Transport investment is driven by technical and planning approaches which consider that ridership is directly and only connected to infrastructure and modes. If we want people to use PT, we must convince them to leave the car at home the bus. People love to talk to people not machines, for that purpose we should invest in people.

**Badreya Al Kaabi**, DoT Abu Dhabi – DoT is carrying out a study to have comprehensive ridership data. The survey covered the variation in time and days with a total of 16,000 surveys made. The study found that 84% of the riders are male, 16% are female. Only 1% of Emirati people take the bus. 16% of the riders have driving license. 5% own a car. 12% drive car. 57% of those participated in the survey are frequent bus users with more than 1 trip/day. The survey captured 27 point of interest, which allowed DoT to obtain detailed trip information from PT users.

**Francois-Joseph Van Audenhove**, ADL - Ecological footprint in 2050 will increase by 17% with the time spent in congestion increasing by 300% by 2050. The Future of Urban Mobility 2.0 indicates that the majority of cities are badly equipped to cope with the challenges ahead. Many cities in the MENA region have a lot of potential to unleash but currently lack integration between policies.

## Session 12 – Efficiency and innovation for the future

**Reinhard Birke**, SMILE Mobility Services - SMILE is a prototype project of multimodal integrated information systems connecting private and public transport. The main aim is to develop a cheap, simple and innovative transport system. Providing ticket or services with a single click is one of the key features with the open technical structure by integrating partner connector. Austria has 21 service providers in the urban area.

**Joao Rebelo**, Metro do Porto -The presentation covered two parts: transport modes and Metro do Porto- a successful light rail system, in Portugal. Modal choice depends on expectations, circumstances and local conditions. The selection today has to consider demand and capacity, funding and financing, costs, political preferences, passengers' likings, urban planning, environmental issues, security and safety.

**Obaid Rubaya Al Merharbi**, Emirates Transport - Green initiatives include use of natural gas and dry wash. This project adopted natural gas instead of gasoline to reduce carbon emissions. There are currently 14 million vehicles worldwide which use gas. The advantages are a longer lifecycle and lower pollution, less engine damage and reduced emissions.





## Day Three – (Wednesday 30 April 2014)

### Plenary session 5 – MASTER PLANS IN THE MENA REGION

**H.E. Abdulaziz Al Ohaly**, Deputy Minister of Transport, Ministry of Transport, Riyadh - A few months ago, the Government of Saudi Arabia announced several initiatives to upgrade the public transport in the major cities of the Kingdom. Those initiatives included financing the building, operation and maintenance of public transport urban network (rail and buses). The cities of Makkah, Madinah, Riyadh and Jeddah; the most populated cities, had been targeted first. Since then all these cities have made progress in their plans towards executing the initiatives set earlier. For example the city of Riyadh has awarded contracts to build and operate 6 lines of the LRT network totalling 176 km, to three international consortiums. It is as well, in the process of awarding the complementing network of about 1064 buses. Other cities may not have gone as far as Riyadh did, but they are very close to it. The presentation covered the progress made by each city in its efforts to establish a sustainable public transport network. As this was an update of progress made in public transport projects in Saudi Arabia; it also outlined the lessons learned from the experience of each city for the benefit of other cities.

### Session 13 Challenges for developing master plans in the MENA Region

**Christopher Gawronski** Abu Dhabi Department of Transport: This Presentation discussed the importance and development of well-developed policies. The experience of the Abu Dhabi Department of Transport was used to describe how policies have been introduced into an institutional culture starting with establishing the importance of policies, to creating them & finally to facing the challenges of policy implementation and monitoring.

**Riadh Haj Taieb**, Municipality of Sfax Development strategy of Great Sfax, called SDGS, is a process by which municipal persons in charge, in partnership with the private sector, the civil society, the university and national organizations concerned, could identify the principal urban problems, to stop the strategic options of the sustainable development of the town of Sfax, on the short, average & long terms (horizon 2016). The presentation revealed Why a light metro for Sfax? Results & cost of the feasibility study & The impact on the sustainable mobility of the town of Sfax.

**Ibrahim Al Hmoudi**, Abu Dhabi Urban Planning Council (UPC): This presentation showed how the application of the new Abu Dhabi Urban Street Design Manual (USDMM) is creating multi-modal streets, safer pedestrian facilities and complete sustainable communities. This paper advocated designing streets and fine-grained street networks which are safe, comfortable environments for all users, moves away from a vehicle-based society to a multi-modal one,

and introduces the concept of the pedestrian realm as an integral part of the overall street composition.

The USDM is part of the Abu Dhabi Urban Planning Council development regulations and is a key tool for the continuing the implementation of the overarching principles and objectives of Abu Dhabi Vision 2030; Abu Dhabi Government's initiative to create the leading global 21st century Arab capital. Through a balanced approach to street design, the USDM will guide Abu Dhabi's transition from a motor vehicle oriented society to a multi-modal society

### Session 14 MENA Urban Transport Major Projects

**Khalid Osra**, Umm Al-Qura University, Makkah: The presentation was on the feasibility of operating articulated buses as a shuttle service between the Kudai parking and the Holy Mosque during the last ten days of the month of Ramadan 2012 to transfer the worshipers and pilgrims. It outlined the study and results with challenges & recommendations.

**Ahmad Al-Akhras**, Abu Dhabi Department of Transport,: The presentation was about Abu Dhabi Plan 2030 which laid out an ambitious vision to develop a world class public transport system including metro, light rail transit, bus and waterborne transport. Following this vision the Department of Transport commissioned the Abu Dhabi Surface Transport Master Plan to develop the transport strategy outlined in Plan 2030 into a detailed master plan

**Mohammed Abubaker Al Hashimi**, Roads & Transport Authority: Presented Dubai's strategic transportation plan and how they have developed integrated and sustainable transportation systems and provided distinguished services to all stakeholders to support Dubai's comprehensive growth plans through preparing policies and legislations, adapting technologies and innovative approaches, and implementing world class practices and standards. The presentation outlined governance model, main components of plan & main results and success factors.

### Closing of MENA Transport Congress & Exhibition

His Excellency Mattar Al Tayer, Chairman of the Board and Executive Director of the RTA , attended the closing session of the UITP MENA Congress and Exhibition 2014, in the presence of H.E. Dr. Ali Fakhro, Ex Minister of Education, Kingdom of Bahrain; H.E. Dr. Abdul Aziz Al Ohali, Under Secretary for Transport Affairs, Ministry of Transport, Kingdom of Saudi Arabia; H.E. Alain Flausch, Secretary General of the UITP; and a host of officials from various entities from the UAE and further afield.

In his speech, Dr. Fakhro stressed the importance for all countries to invest in building and developing public transport systems that meet the needs of various community segments as public transport modes, such as trains and buses, save about five folds of the power consumed by private vehicles, besides cutting by half the air and soil pollution rates generated by private vehicles in use. He called for public transport to be integrated in future priorities of plans and projects in order to provide transit means that serve the entire public, particularly low income groups.

Mohammed Obaid Al Mulla, RTA Board Member and Chairman of the Higher Committee of the MENA Transport Congress and Exhibition, offered cordial thanks to HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council, for kindly sponsoring the event, and to HH Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, for the privilege of attending the opening ceremony.

A number of youth affiliated to the Youth for Public Transport Foundation, made a presentation about the projects currently being developed by the Foundation which include the healthy mobility, Green Path at Al Safouh linking the Dubai Metro and the Dubai Tram, Smile project, which offers rewards to public transport users, and the knowledge bus project targeting school students in a bid to foster integration between school transport buses and public transport buses. During the event, a movie was presented depicting the activities of the Y4PT Foundation during their participation in the Congress including a visit to the Mohammed bin Rashid Civilized and Cultural Communication Center, and technical visits to transportation systems in Dubai including the Dubai Metro, buses and various marine transit modes.

At the end of the ceremony, Al Tayer felicitated the sponsors of the Congress including but not limited to the Department of Transport in Abu Dhabi, and Al Naboodah, VDL, Emirates Transport, Cars Taxi, Arabia Taxi, Etihad Rail, Al-Futtaim Motors, Dutco Balfour Beatty, United Motors and Heavy Equipment, Salini, AMG, Galadari Driving Center, Emirates Airlines, National Taxi, Al Ghurair and Solaris, Zarouni International Equipment, Khansaheb, Init, Autograde and others.