



**Innovative design and operation of new or upgraded
efficient urban transport interchanges [Theme: SST.2012.3.1-2.]**

City-HUB Project



City-HUB Fact Sheet N° 3:

**Policy and management
Good and bad practices revealed by the City-HUB pilot case studies**

Introduction

Within the City-HUB project, five pilot case studies have been used to assess good and bad practices and improvement potential: Moncloa interchange in Spain, Ilford railway station in the United Kingdom, New railway station of Thessaloniki in Greece, Kamppi terminal in Finland and Kőbánya-Kispest interchange in Hungary. An overview of the pilot case studies is presented in the 2nd City-HUB Fact Sheet, entitled: “The City-HUB pilot case studies: An overview”.

For the data collection, a reporting template was designed and developed, enabling comparable answers across cases, but also ensuring that additional topics could be addressed. In order to complete the template, information was gathered using different approaches, such as semi-structured interviews with relevant stakeholders (i.e. terminal owners, transport operators, etc.) and site visits/audits for the calculation of transfer and waiting time between modes and the illustration of good and bad practices (Christiansen et al., 2013).

The scope of this fact sheet is to present good and bad practices, under the topic “*Policy and Management*”, as they were revealed by the investigation of the five pilot case studies.

Good practices revealed by the City-HUB pilot case studies

Policy and management was investigated under the topics: “policy and governance”, “station operation, management and maintenance”, “safety and security” and “finance and revenue streams”. A good practice for each of these topics was selected and is now presented in Table 1.

Table 1: Selected examples of good practices (Christiansen et al., 2013)

Practice	Case study/studies that the practice was revealed by	Why is it a good practice?
<i>Interchange plan</i>	Public administrations in Madrid have developed a plan for transport interchanges in order to promote functionality across modes and improve efficiency. Agreements have been made between the regional government, the city council and the Madrid transport authority, which have allowed the development of interchanges for every access corridor to Madrid.	A comprehensive strategy analysing public transport, interchanges and land use in a wider context can be an important tool for improving the region's planning regarding land-use, accessibility for public transport and developing a well-functioning transport.
<i>Monitoring and feedback</i>	Moncloa interchange has developed an Integrated Management System, which reports the monitoring of indicators specified in a User Service Plan. The indicators are related to information, customer services, accessibility and comfort. Thessaloniki interchange also monitors the level of service provided to travellers and they have introduced punishments to services which fail to meet set standards.	Indicators are a tool that enables monitoring and feedback. Indicators can alert and reveal the key areas where policies and measures need to be put in place to make improvements. Such a system can also highlight status, performance, progress and efficiency.
<i>Separating passengers from buses</i>	Kamppi has established a system where the doors to the bus platforms only open when the buses are about to depart. They also have monitors for drivers in order to provide good vision of activities behind the bus. A similar system is used in the Moncloa terminal as well.	Doors hinder passengers moving in traffic, increasing safety. On the other hand, monitors provide bus drivers with vision in blind spots. This can prevent accidents caused by inattentive passengers or drivers.

Practice	Case study/studies that the practice was revealed by	Why is it a good practice?
<i>Private financing for infrastructure investments</i>	In Köbánya-Kispest, there was a need for private funding of the interchange's improvements. A private investor was, therefore, found who wanted to locate a shopping mall in the interchange. The private investor covered the full cost of the refurbishment of the metro and bus terminals, connecting facilities and the surrounding road network, which amounted to about 10% of the total cost of the complex including the shopping mall. In Moncloa, the concessionaire had to cover the construction cost, so the local authorities did not have to invest their own resources into improving the interchange.	Upgrades or re-developments of interchanges can be costly and those responsible for them might have challenges securing financing for necessary developments. In such cases the private sector can sometimes provide the additional investment which is needed to undertake projects. Interchanges can be attractive for private investors.

Bad practices revealed by the City-HUB pilot case studies

Table 2 presents examples of bad practices related to **policy and management** that were observed when investigating the pilot case studies. In this case, representative bad practices for “policy and governance”, “station operation, management and maintenance” and “finance and revenue streams” have been selected and are presented below.

Table 2: Selected examples of bad practices (Christiansen et al., 2013)

Practice	Case study/studies that the practice was revealed by	Why is it a bad practice?
<i>Lack of cooperation between stakeholders</i>	When there are many stakeholders involved it is generally more difficult to co-ordinate processes. For example, one issue during the re-development at Köbánya-Kispest was related to difficulties coordinating the planning activities due to the lack of a main contact person at the key stakeholder.	Different decision making frameworks and a lack of cooperation can raise the levels of conflict level and reduce the possibility of implementation. Inter- and intra-organizational networks can build trust and mutual understanding between actors. It might be necessary to set mandatory requirements and provide guidelines to ensure systematic cooperation between the stakeholders.
<i>Lack of integrated management</i>	Köbánya-Kispest has a large number of stakeholders who are responsible for small parts of the interchange. For instance, R-CO Zrt. is the owner and developer of shopping mall and owner of a new pedestrian bridge to the metro station. The Budapest Transport Company (BKV) is the owner and operator of the metro terminal, the owner of the old pedestrian overpass to the train and metro terminal and the operator of the bus terminal. The Municipality of Budapest owns all roads around the interchange, while the Centre for Budapest Transport (BKK) is the operator of ticket offices, the park and ride and the ticket vending machines. This illustrates the complexity issue when it comes to the number of stakeholders and the potential for lack of integrated management.	Some of the challenges connected to management models might be the number of stakeholders involved in the process. There might be several stakeholders involved at an interchange, and the lack of a Coordination Plan can cause management problems.

Practice	Case study/studies that the practice was revealed by	Why is it a bad practice?
<i>Lack of adequate funding for maintenance</i>	Interchanges need constant (funding for) maintenance. Without funding, the interchange will deteriorate, resulting potentially in a poorer level of service and reduced attractiveness. For example, Kőbánya-Kispest has problems due to neglected maintenance. The money squeeze can be a major challenge hindering the ability of the interchange to reach its objectives for being successful.	The lack of adequate funding for maintenance leads to deterioration of interchanges and might ultimately reduce the attractiveness for passengers of using the interchange. Studies of interchange users have concluded that general appearance is an important feature. In addition, lack of maintenance might lead to higher costs when upgrading, to catch up with previously neglected measures.

Conclusion

A set of pilot case studies has been used to assess good and bad practices regarding crucial issues at urban transport interchanges, including policy and management. One key conclusion is that policy and organisation have a major influence on all aspects of the successfulness of interchanges, including finance, operation, maintenance, coordination, design and accessibility.

Several practices from the Moncloa interchange in Madrid can be highlighted as particularly good, including, for example the existence of an interchange plan, which is the unification process between the exchange points for bus and metro, and a special definition plan. From the planning stage, great care has been put into considering the ownership, financing, standards and design (Christiansen et al., 2013).

References

Christiansen, P. , Andersen, J., Hernández, S., Di Ciommo, F., Monzon, A., Sánchez, N., Su, T., Sanchez, X., Harmer, H., Millard, K., Jones, J., Nathanail, E., Adamos, G., Tsami, M., Kostianen, J., Järvi, T., Vilkmán, A., Keserű, I., Pusztai, A., Vörös, A., 2013. City-HUB project, Deliverable D2.3 Lessons from descriptive case studies – recommendations for City-HUB model.