

# **IMPACTS 99 (Rome July 5-7)**

## **Synthesis of work and conclusions**

### **1) Participation and city representation**

The Conference reunited the representatives of five large American metropolises (Boston, Chicago, New York, Los Angeles and Philadelphia), six European capitals (Berlin, Brussels, London, Paris, Rome and Vienna), two large member cities (Geneva, Gothenburg) and one guest city (Hanover).

The organizations and technical networks with which Impacts has established co-operations were present at well: NACTO and PTI for North America, and POLIS and ERTICO for Europe.

The evolution of the cities' representation is very positive: attendance by a large number of elected officials, and a delegation of VIPs having strategic responsibilities in the definition of the policies for transportation and mobility.

This attendance and representation clearly shows that Impacts is maturing and reaching its objectives: to interest policy makers from the largest cities on both sides of the Atlantic.

This was clearly revealed by Mr. Francesco RUTELLI, Mayor of Rome, who had counted on attending the Conference personally:

“The political class must act pragmatically and be capable of results in a short time. There can be no more sitting back and being content with what has been done. Elected officials must respond to concrete problems. By taking a less ideological position, they can better practice democracy. They must innovate, put a real citizen dialogue to work, and render technology more accessible (friendly technology). Impacts provides a decisive contribution toward this and the network must be encouraged to pursue and extend its effort to dialogue that it has successfully begun.”

## 2) The big events in the big cities: presentations

All the participants expressed a large interest in the theme of the Conference “The big events in the big cities: the ITS challenges for effective metropolitan transportation policies”.

Mr. Paolo GENTILONI, elected official for the City of Rome, responsible for tourism and big events, focused his presentation on the Jubilee 2000 that has the distinction of being a big religious event, which the Italian state and the City of Rome wish to promote. 28 million visitors are expected. The culmination will be August 24<sup>th</sup> with the arrival of over 1½ million people.

For the most part, these will be groups of pilgrims, most of who come from middle and modest classes. They will use various means of transportation but use of the tourist bus will be predominant.

The organization responds to two major objectives:

- To take advantage of the event to complete a vast operation of urban redevelopment. Very significant investments have been designated. Numerous job sites have begun public works projects.
- To co-ordinate the various administrations involved to avoid territorial conflicts by the creation of the Jubilee Agency and a specialized Commissariat.

In terms of mobility policy, the hope is to create for the Jubilee a veritable revolution going far beyond the event: today 60% of city travel is by private vehicle and 40% by public transportation. The objective is to invert these figures, notably through the use of the new technologies.

Mrs. Andrea d'AMATO, Transportation Commissioner of Boston, for the agglomeration, stressed the strategic nature of the policy for large public works known under the project name “BIG DIG”.

Boston is a city of 600,000 inhabitants but each day 1.4 million come there to work, go to school, go to medical facilities or to visit.

The number of cars in Boston has doubled since 1970 and has increased by 20% from 1995 to today. In addition to the 300,000 vehicles registered in the city, another 600,000 come from the outside daily. Neither the streets nor the parking lots are set up for such an influx.

Hence, the challenge is complex. Traffic must be managed, access to the city guaranteed, and safety ensured. The main project concerns the central artery and the port tunnel. The investments total some 11 billion dollars. The project spans a 20-year period. It's the largest road project in American history, the most complex and the most technological.

The current roadway, created in 1959 had an original capacity of 75,000 vehicles/day. Today it handles 190,000 vehicles and is one of the most congested axes in the United States. If

nothing is done, we estimate that the daily traffic jams could last from 15 to 16 hours by the year 2010.

The road project includes an unprecedented policy of urban and economic redevelopment, in particular for the lower part of the city, which is accompanied by considerable private renovation and construction investments.

Due to its size and length, BIG DIG demands rigorous organization and co-ordination in which the most innovative road information, traffic control and safety technologies have their place. The city has committed itself as well to reduce air and noise pollution and to facilitate pedestrian travel.

Mr. Derek TURNER, Director of Transportation in Greater London, explained that in London, the celebration of the second millenium will take the form of various events, which will take place throughout the year. The most consequential of these will be the grand opening of the Millenium Dome in Greenwich.

The Dome has the biggest roof in the world, which measures some 80,000 square meters. It is the size of 1,100 swimming pools and covers an area three times that of the Coliseum in Rome. Experiencing the millenium in Greenwich aims to be a stimulus to any visitor's imagination. Its central theme is based on the concept that the second millenium is "the time to make a difference".

The expositions and attractions will show the choices human beings of the 21<sup>st</sup> century will be confronted with: how we will work, learn, rest and play; what our bodies can do; how to maintain the global environment. 12 million visitors are expected (35,000 per day) over 140 days of the year.

The Dome is located on the Greenwich peninsula on the southern bank of the Thames and is bordered by water on three sides with difficult road access. It used to be one of the most polluted sites in greater London.

When the decision was made and the Greenwich site chosen for the millenium experience, it was obvious that it should be a zone prohibited to automobiles. The London government made this one of its major challenges in terms of public transportation. It also wants to prove that it is possible to welcome large numbers of visitors for a major event without providing direct access by car. The strategy consists then of limiting access by car while facilitating access by other means.

This meant extending the "Jubilee Line" and creating a station in close proximity to the Dome. It's one of the biggest projects in the history of the London subway. It called for the development of new standards in matters of safety, for the handicapped and disabled, in public architecture and in technology. The station is the largest subway station in the world. One could park 3,000 busses in it. It can handle 10,000 people and 7,000 passengers per hour.

The Greenwich station includes a bus terminal with a capacity of 76 busses and 3,000 passengers. The "new generation" vehicles will offer maximum comfort and run on less

polluting energies. They will travel in exclusive bus lanes during part of their route with an electronic guidance system.

The celebration of the millenium was also the occasion to think over the expansion of river transportation of passengers on the Thames (Thames 2000 Initiative) and the construction of bicycle lanes and of “park and ride” sites.

The management of the Dome (the new Millenium Experience Company) will also ensure the management of a small number of “park and rides” around London at which visitors can switch to public transportation. They will furnish the Dome visitors a ticket providing access to both the Dome and to the “park and ride”, thereby guaranteeing the exclusive use of the latter for the Dome’s needs.

All of these elements are part of a total strategy to take advantage of a big event to set up a long-term mobility policy.

### The Democratic and Republican Party Convention in the USA

These conventions, during which the candidate for the Office of President of the United States is chosen, are major events for which cities compete to host. Chicago hosted the Democratic Convention in 1996. Los Angeles and Philadelphia have been selected to host the Democratic and Republican Conventions respectively in the summer of 2000.

Mr. Thomas WALKER, Commissioner of Transportation in Chicago, related his 1996 experience.

The Convention took place in the stadium opened two years prior, home of the famous “Chicago Bulls” basketball team. It is located about 3.5 kilometers from downtown and has an area of 980,000 square meters with a parking capacity of 6,400 spaces. To meet the needs of the Convention, a special village was set up for the media.

After the bomb threat during the Olympic Games in Atlanta, the city was particularly committed to ensuring the effectiveness of security, notably by the vigilant training of the personnel and the set-up of an optimal system of handling emergencies.

For a city such as Chicago, the organization of the Convention created an opportunity to begin a new reflection process in the area of planning transportation systems. Thus the event is beneficial over the long term.

Mr. Joseph SYRNICK is the Chief Engineer of the Transportation Department in Philadelphia that will host the Republican Convention in August 2000.

He explains that Philadelphia presented its candidature as host to the Convention for several reasons: the fact that the media coverage allows the city and its accomplishments to be seen world-wide; the economic repercussions that result...40,000 visitors are expected daily and we estimate that the Convention generates over \$100 million in direct profits and \$300 million in indirect profits for the Philadelphia region.

The selection of the host city is based on its lodging capacity, on the various advantages given to the parties, on political motivations. Philadelphia had not hosted a Convention since 1948, the year in which it hosted both the Democratic and Republican Conventions at once.

Philadelphia was chosen, even though it isn't a Republican city, for its geographic location: over half of the American population can reach it by plane in less than two hours, 38% in under 4 hours by car. There are 1,200 flights daily at the international airport and the train station is the 2<sup>nd</sup> largest in the USA. It was also chosen because it has the 3<sup>rd</sup> most effective public transportation system in the USA. The Convention Center will be accessible by subway in less than 10 minutes. Finally, Philadelphia was chosen because the city has a history of and is used to organizing large events.

The city is currently developing a security plan and organizing its transportation planning policy for the event in order to guarantee the best possible mobility to the participants.

Mr. James OKASAKI is the Assistant Transportation Commissioner for the City of Los Angeles, which has been chosen by the Democratic Party as the site of its Convention to be held August 14-17, 2000. He explains that the last convention held in the city dates back 30 years to the nomination of John KENNEDY.

At the time of its candidature as a host, the city was informed of the importance the organizers place on security and on ease of transportation. To establish its viability, Los Angeles submitted an information file concerning its transportation network and its system of automatic traffic signal regulation as well as examples of successful organization of such events as the Olympic Games in 1984 and the Northridge earthquake of 1994.

The Convention will be held primarily in the Staples Center currently under construction. 15,000 delegates are expected and a public totaling 35,000 people including the media, family members and other accompanying personnel.

The Convention shouldn't pose a major traffic problem since most of the travel is planned by private bus, but the closure of the main highways can cause major problems for which the city is now trying to find solutions.

The World Cup of Soccer was held in Paris in 1998. Mr. Jean-Claude TERRIER, Director of Transportation and Traffic for the Police Prefecture explains the measures taken to ensure the quality of transportation and the security of the visitors.

The Stadium of France was built in an urban area 3 kilometers from the Ring Road. It has 80,000 seats and can generate traffic of 25,000 vehicles. The existing roadways and parking facilities cannot handle such a volume, and it was decided to make massive use of public transportation and to only create a limited number of parking spaces (5,000).

The most important task was to ensure the travel flow and the security.

Several measures were taken to ensure travel flow:

- The construction of a new station of the Regional Express Network (RER rail).
- The relocation and enlargement of another station.

- The modernization of a subway station.
- An improved frequency of service: on the RER a train every 5 minutes, on the subway a train every 2½ minutes.
- The construction of 17 “park and rides” linked to public transportation with a maximum access time of 35 minutes.

In terms of security, 2,000 police officers were mobilized to control pedestrians and vehicles at the stadium exits. Special measures were adopted against hooligans (surveillance and information missions), against terrorists (guard dogs trained to detect explosives), against pickpockets...

Additional measures were taken to complete the picture: keeping tourist busses at a distance, setting up a special transportation ticket with an attractive fare, information on travel time by Variable Message Boards, and the indications of alternate routes.

The equipment set up for the World Cup, of course, remains in service. The event had a very positive power of anticipation.

**Hanover** equally makes use of the major event, the Exposition of the Year 2000, to define a new mobility policy and to modernize its infrastructures. The city was invited to explain the nature and objectives of its project.

Due to its size, the Exposition of the Year 2000 is a specific challenge. It will be held from June 1<sup>st</sup> through October 31<sup>st</sup>, 2000. It deals with the sciences of man, of the environment and of technology. It will include expositions from 190 countries. 40,000 visitors are expected.

In the area of mobility, the following principles are applied: public transportation in priority, extension of infrastructures and new management modes, a system based on ecological and environmental respect.

Concretely:

- 247 kilometers of new regional railways are built.
- The municipal network is expanded.
- A new station with a capacity of 60,000 is built on the exposition site.
- 25,999 parking spaces linked by a shuttle service.
- The highways are widened to six lanes.

Innovative services are planned to optimize the operation of these infrastructures:

- The set-up of transportation tickets combined with exposition entrance tickets to encourage the use of public transportation.
- A system of advance reservation for parking spaces.
- An effective and sophisticated information system.
- A system of priority for busses.
- A traffic guidance and control system.
- A dynamic guidance system for parking.

### **3) Round Table of elected officials and strategic policy makers**

Chaired by Christian LAMBOLEY, Director of Roads and City Travel of the City of Paris, and Elliot SANDER, ex Transportation Commissioner of the City of New York, counselor for NACTO.

#### ***The big events***

Francesco RUTELLI, Mayor of Rome

The presenters have shown well that the big events have a symbolic nature. They carry with them economic growth and technological advancement. They are models that can be reproduced over a long period. They allow us to settle conflicts between politicians and administrations.

Walter TOCCI, Deputy Mayor of Rome

The Jubilee extends over an entire year. We must use the symbolic big event to anchor changes of habit that must last, to create an awareness for the future.

Thomas WALKER, Transportation Commissioner of Chicago

Organizing big events allows us to think about state-of-the-art solutions for tomorrow's everyday life. They bring about anticipation, acceleration and permit us to be daring. Therefore, they are necessarily positive.

Lisbeth BERGMAN, Deputy Mayor of Gothenburg

Gothenburg tries above all to be competitive for the long term. It is looking to be the site of big events to exist on the map and to become known by the rest of the world.

Pierre DUCREST, Parliament member, County of Geneva

Geneva is an international city, like New York or Brussels. Hence, the big events often pass it by for the most part and it must face events case by case. This poses numerous problems of co-ordination that are never easy to resolve. The impact on the local development is appreciable but the difficulties caused daily to the city's operation must be weighed.

#### ***The politician and the development of ITS***

Bernard PLASAIT, Deputy Mayor of Paris

The role of the politician is to resolve contradictions. We must proceed by successive balances. The biggest problem is to achieve the acceptance of change. The politician asks himself all the time how much of the future he should place into the present in order to render the policies acceptable for the citizens.

Francesco RUTELLI, Mayor of Rome

All political practices have included the concept of sustainable growth. The technologies can and must serve ecology through citizen participation. Technology must enable quality services capable of preserving the city's identity and its global competitiveness.

### *The role of Impacts*

Thomas WALKER, Transportation Commissioner of Chicago

Each time they are faced with a problem, the cities must not be tempted to reinvent the wheel. They should know and understand what the other cities have done and be able to adapt those experiences to their specific areas. Impacts is a natural place for this dialogue.

Richard MAITINO, State of New York

The role of Impacts is to give politicians the idea that something is happening elsewhere and incite them to action at home. Impacts gives ideas: how to form new partnerships, how to develop co-operation with the media...

Bernard PLASAIT, Deputy Mayor of Paris

Impacts must progress. The cities have shown what they know how to do. We have a proposal procedure. In the future it would be good to introduce a request procedure, to recognize one's weak points to be able to research the solution from the cities having the corresponding strong point.

## **4) The workshops**

### **4-1 : Workshop 1: Big events: traffic management and local economic growth**

**Reporter Maurizio TOMASSINI (STA, Rome)**

The participants feel it could be useful to expand upon the theme of the big events and have defined some action steps:

- Establish a classification according to the nature of the events: repetitive or exceptional, short or long in length, particular to a specific city or occurring in different cities.
- Create the criteria for specific evaluation, develop a series of indicators making use of studies of preexisting cases, in order to try to evaluate the impact of the big events on the city's economic growth, its management and its overall operation.
- Complete a case study using these criteria (analysis of cost/benefit).

## **4-2 : Workshop 2: Big Events: security, safety and managing emergencies**

### **Reporter Jo ALBANO (New York)**

The workshop analyzed several case studies: the coming celebrations in New York, the security in the London subway, the actions taken in California in 1994, the women's march in Philadelphia.

From these case studies, several themes for discussion were defined that could be further developed in the future:

- Training for emergencies
- Crowd management - police and private sector roles
- The conflict between improving security and private profit: the privacy problems posed by the development of video surveillance
- The relationships between the cities and the media: how to help the cities to better understand how transportation is viewed by the media; how to help the media to diffuse positive images
- The use of NTIC to communicate with the public

## **5) Organizing a dialogue to improve public/private sector co-operation**

### Presentation by Mr. Jean-François POUPINEL, President of ERTICO

There are three ITS models in Europe today:

- The first in which the public sector ensures all services; this is the case when the internal markets are limited and a long tradition of public service exists.
- The opposite model is the one in which the private sector ensures the services on an entirely commercial basis. This is the preferred model in France, the United Kingdom and in Germany. The partners offer a wide range of services such as road information, emergencies, accidents and road guidance. This approach will very likely be augmented by the development of Internet.
- The third model is between the two: the public/private partnership. In France, a private company sells traffic information partially based on public data. The British launched a call for offers to have their traffic control center managed by a private firm. The completed version of this model is a total partnership between the public and private sectors in which both parties make investments.

The partnerships create the atmosphere for dialogue. Other conditions are also necessary:

- A clear regulatory environment to clear the way for new opportunities for industry. A legal framework must be created on the continental level for Europe.
- Continuity of service: the users' need for mobility doesn't stop at each frontier, doesn't change from one city to another. Institutional co-operation is primordial.
- Universal access to services. The consumer needs multi-modal information.

## **Discussion**

### Mr. Törbjörn BIDDING –(Road Administration in Sweden)

Sweden began its experimentation with ITS in 1986. From the beginning, it wanted to establish co-operation between the public sector, the private sector and the research sector. It directed itself as well towards European co-operations. Concretely, an agreement was reached between the public authorities and the automobile industry. Reaching other commercial agreements is necessary, as is the development of a plan for the quality of information.

### Mr. Ural KALENDER, Transportation Director, Berlin

Berlin has set up a project based on a public/private partnership for which the call for offers was published a year ago. The private partners operate the service without recourse to subsidies. The goal of the project is to reduce automobile traffic by taking action on the demand drawing on the principle that it is possible, through information, to influence the behavior of the motorists (by allowing them to decide the best opportunity for travel, the best means to use, what time to leave and the itinerary to follow). In addition to road information, there are guidance services available in connection with public transportation.

### Denise GOREN, Deputy Mayor of Philadelphia, Co-President of Impacts

Consider that establishing a passageway to the industry is equally precious for elected officials. In the largest cities, it often takes so long to make a decision and then to proceed to its implementation, that one can never be sure of utilizing the proper technology. A well thought out and effective co-operation with the private sector should help remedy this situation and allow us to anticipate. The private entrepreneurs can convince politicians to take the risks and help them to reach the proper decisions.

### Laurence DOUVIN, Paris City Council Delegate, President of Impacts

Reciprocally, the politicians can help to proceed from the experimentation phase to the implementation and to the marketplace. But the synergy is yet to be established because there are still today few encounters between the politicians and the entrepreneurs. Politicians can help the public gain knowledge of new products and services.

Thomas WALKER, on behalf of Jo GOGLIO, President of ITS America

ITS America is the official counsel to the State Transportation Secretary in matters of planning the strategic deployment of ITS. This is a forum where the main political options are discussed. The process of standardization (in liaison with the European organizations) is handled here. We ensure an effective communication with the final user.

Mr. Bernard PLASAIT, Deputy Mayor of Paris

The politician must be informed by the entrepreneurs about the best techniques. The technology must be of service to the information, the citizen must have information on the best travel means. Hence, the question is: what part belongs to public service and to paid service? Creating paid services too quickly leads to inequalities; too many public services call for very heavy investments. We must find a balance.

Mr. Freddy WITWER, Director of OTC in Geneva

The public still doesn't have a good understanding of intelligent transportation systems, based on automated intelligence that places human intervention in the background. We must then create services where the techniques bring added value, where men are not absent. We must make the public understand this, just as we must share this reality with the industrial leaders.

## **6) Impacts projects**

### **6-1 : a campaign to increase public authorities' sensitivity to the prevention of the Year 2000 "bug"**

**Costis TOREGAS, President of PTI**

The Year 2000 "bug" (Y2K) is an event that's got exceptionally strong media coverage. It is difficult to evaluate its consequences in advance. The authorities in the United States have taken this problem seriously for a long time now. The issue is to ward off the spread of panic.

The "bug" could particularly affect transportation, which calls upon an entire chain of players. Our efforts must be made in succession. PTI in partnership with the State Transportation Secretary, has developed a specialized documentation made up of scenarios.

### **6-2 : Impacts Travel Pass**

**Mr. Pierre SCMITZ, Administration of Equipment and City Travel, Brussels Capital**

Impacts wants to participate in the building of Europe. The European Union is based on the freedom of movement for people. Impacts Europe wants to promote a concrete project that contributes to this objective.

In May of 1996, a protocol of co-operation was signed between Paris, Rome, and their transportation operators. It called for as open and interactive a consultation as possible on the means to reach a common and reciprocal arrangement concerning both public transportation networks. Thus, facility of circulation to annual or monthly pass holders could be accorded to Roman citizens visiting Paris and to Parisian citizens visiting Rome.

On this basis, since November 10, 1997, any resident of the Ile de France region and transportation pass holder visiting Rome can obtain 7 days of free travel there. Reciprocally, the Italian pass holders from the Rome region can take advantage of the same benefits when they visit Paris.

The Paris and Rome project rests primarily on a political commitment. It shows a desire for open-mindedness. It's a simple project to put into effect and it has proven successful. For these three reasons, Impacts has chosen to make it the basis for a larger project that would include most of its members. At its March 11, 1999 meeting in Vienna (Austria) the General Assembly of IMPACTS EUROPE decided to promote the expansion on the Paris/Rome agreement both geographically and technically.

The project will be that much more of a success if it can benefit from the support of the European Union.

Mr. Walter TOCCI, Deputy Mayor of Rome

The reciprocal experience Paris/Rome has been very positive. Transportation is a part of the citizens' everyday life. This project truly is a political instrument.

Mr. Brice LEPAPE, European Commission

The proposal seems interesting and it has important results for Europe. It could eventually be financed under the 5<sup>th</sup> Research and Development Program. The theme "service for citizens", with a sub-theme of transportation and tourism could be the framework of the project.

## **7) Thanks to Denise GOREN**

An ovation was given by all participants to Denise GOREN, President of Impacts America, who is approaching the end of her term as Deputy Mayor of Philadelphia, and must soon take on a new private career.

Mr. Thomas WALKER, Transportation Commissioner of Chicago was elected President of Impacts America and co-President of Impacts.

## **8) Impacts 2000 in Chicago**

The next annual Impacts Conference will be held in Chicago. Its central theme will be the methods and means of planning so as to ensure a lasting mobility that is accepted by the citizens.