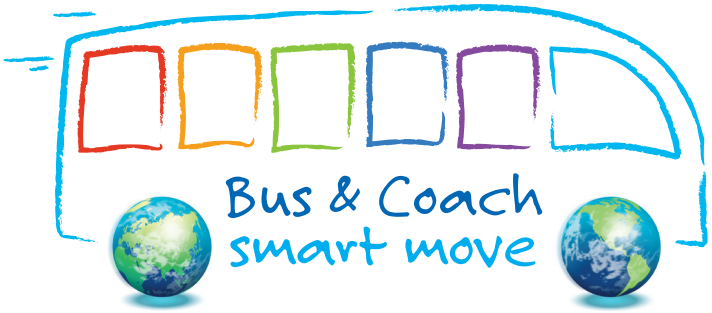
doubling the use of collective passenger transport by bus and coach



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IRU International Road Transport Union

Practical solutions

First edition

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doubling the use of collective passenger transport by bus and coach

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Table of contents

1 // Introduction

Transport policy is at a crossroads. Environmental, safety and socio-economic challenges are such that bold and innovative business and policy approaches are needed at local, national and international level.

With the launch of the Smart Move campaign to promote the use of buses and coaches worldwide, the industry set an objective for businesses, politicians and partners to meet many of those challenges: doubling the use of collective passenger transport by bus and coach in the next 10-15 years.

Doubling the use of bus and coach services is not only a realistic policy and business objective, but also a most commendable approach from a public interest point of view, since buses and coaches, together with taxis, are the only transport modes which can successfully compete with the private car in offering a sustainable door-to-door alternative to citizens, while maintaining a high level of flexibility. Drawing policy attention and inducing the right incentives to increase the use of buses and coaches are therefore the smartest ways of achieving sustainable mobility for all.

The objective of this pilot study is to provide a short list of practical solutions to businesses and policy decision-makers at all levels, in order to help them achieve the objective of doubling the use of collective transport by bus and coach.

The novelty of the approach stems from the fact that the large majority of the examples quoted in the study have already been implemented and have achieved results. They offer businesses and policy decision-makers a ready-made tool box of solutions and measures that can be applied and/or adapted immediately.

It is our wish to keep this list open, so that it can be further developed and constantly enriched with contributions from public and private stakeholders world-wide.

Yet, something else is also urgently needed from the onset, and that is the creation of a pro-bus and pro-coach societal and political framework, in which bus and coach services can thrive and deliver safe and sustainable mobility and travel to all categories of citizens.

This is not the case at the moment.

On the contrary, buses and coaches are often wrongly associated with problems commonly attributed to road transport and, in particular to private cars, such as pollution, congestion and poor safety.

This has led to a situation where buses and coaches are not only largely underperforming in terms of their service to society and market share, but are also victims of political negligence and often misguided, non-adapted and even restrictive legislation.

What a mistake and what a loss for society and citizens alike!

Changing the mindset and the perception of buses and coaches in our society, starting with policy decision-makers is, therefore, the first step.

Once the mindset has begun to change, the legislation should follow. And this is a challenging task, since it affects all aspects of bus and coach services and their ability to deliver the services customers demand.

It covers rules and regulations at international and European level, such as public service obligations, access to profession and market access, including cabotage in international regular lines, and driving and rest time rules, to name but a few.

But it also covers national rules (implementation and enforcement of EU legislation for EU Member States, national regulations, infrastructure, etc.) and rules decided at local level, such as sustainable urban plans, city traffic rules, low-emission zones, and availability of multimodal bus and coach terminals and easy access to them.

Doubling the use of buses and coaches therefore means:

- Doubling the political attention and resources devoted to buses and coaches by policy decision-makers at all levels, to offer an appropriate legislative and administrative framework that allows collective bus and coach transport and travel to thrive;
- Doubling public investment in bus and coach services, and in multimodal bus and coach infrastructure, terminals and stops, to offer an interface, where car drivers are actually "converted" into passengers;
- Doubling customer care and efforts by bus and coach managers and their drivers, to offer car drivers a credible long-term alternative to the use of their private car; and above all
- Doubling our willingness and readiness to work together – politicians, businesses, partners – to achieve this commendable objective of doubling the use of collective passenger transport.

Let us take up the challenge together and make the smart move now!

The Smart Move Team

2 // Better infrastructure for fast and convenient inter-modality

2.1 Bus and coach terminals and stops

Bus and coach terminals and stops are the genuine "workshops" where car drivers are converted into passengers. The availability of appropriate bus and coach terminals/stations (i.e. for all cities > 50 000 inhabitants) and linking them into a network throughout Europe (as part of the Trans-European Networks) can transform them into genuine mobility interfaces for both regular and tourist travellers. Coach stations with inter-modal exchange facilities allow larger numbers of passengers to be offered a high quality service and give added value to collective travel by bus and coach. A dense network of bus and coach stations encourages large numbers of potential travellers to opt for sustainable and safe common passenger transport. Typically, a large bus and coach terminal in a large European city welcomes on average 3-5 million passengers per year, thus contributing significantly to facilitating mobility and optimising the transport system.

Example: At the end of 2008, Stockholm's largest bus terminal, Cityterminalen, was re-inaugurated following considerable reconstruction aimed at optimising capacity and offering travellers and passenger transport companies enhanced service. Cityterminalen is built on two levels with 19 gates. Around 100 000 buses and coaches from 500 different destinations in Sweden and the rest of Europe arrive and depart annually. Most are for scheduled long distance travel, but a considerable number are also tourist coaches.

For more information:

Stockholm City Trophy Application 2009
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/IRU-CT2009-Stockholm-Application.pdf

Study of passenger transport by coach, Final Report, European Commission, pp.64-74
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach.pdf

Study of passenger transport by coach, Appendix C: Study of coach terminals, European Commission
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach_annexe_c.pdf

2.1.1 Central and convenient location of bus and coach terminals

The location of bus and coach terminals is of utmost importance and highly contributes to the role of a terminal as a passenger logistics hub. Being situated next to administrative, trade, cultural and educational centres, as well as close to or integrated with railway stations, sea ports, airports and easy access to urban collective/public means of transport is a tremendous advantage. Furthermore, it should be ensured that enough space for further enlargements is available. Easy and quick access to major highways and streets, serving all directions of coach routes, is essential. The location for the construction of a coach terminal should be chosen according to short and long-term forecasting demand developments.

Example: Riga International Coach Terminal is centrally located and nowadays offers sufficient capacity. The Riga International Coach Terminal provides services to regional, long-distance and international routes. On average, it offers services to 510 local and 60 international routes per day. Every year, 5–6 million passengers pass through the terminal. Nevertheless, a new coach terminal for Riga is under construction as the increasing demand for bus and coach services and insufficient space to enlarge the coach terminal would not allow the existing terminal to operate efficiently in the future.

For more information:

Riga International Coach Terminal
http://www.autoosta.lv/main.php?lng=eng

Coach terminal as important element of transport infrastructure, Vaira Gromule, Irina Yatskiv, p. 203

http://www.tede.vgtu.lt/upload/tif_zur/2007-3-gromule_yatskiv.pdf
http://www.tsi.lv/Transport&Telecommunication/v8_en2/6.pdf

Study of passenger transport by coach, Appendix C: Study of coach terminals, European Commission
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach_annexe_c.pdf

Study of passenger transport by coach, Final Report, European Commission
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach.pdf

2.1.2 Fast and easy accessibility to terminals

Passengers of coach and bus services using coach terminals for their travel want to reach their bus/coach as easy and quickly as possible. That is why coach terminals should be well planned to offer customers smooth and rapid usage of the services offered.

Easy access possibilities for buses and coaches have to be ensured through access roads, locations of boarding and disembarking platforms and possibilities of parking between routes and space for coach manoeuvring. Furthermore, pedestrians, cyclists, taxis, car users and passengers of collective/public transport need to have easy access to terminals. This can be ensured by the creation of access roads, pavements, crossings, parking spaces and the rationale organisation of boarding and disembarking procedures and areas. In addition to coaches and other users, passengers who depart or arrive at the coach terminal must have barrier-free access to the terminal: A sufficient number of entrances and exits, passenger flow management to/from and along the platforms and access to coaches in order to board and disembark are essential. Moreover, enough space for luggage loading has to be available and assistance services for people with reduced mobility must be offered.

2.1.3 Information about the coach terminal itself and services offered on-site

Information about the coach terminal itself and services offered on-site have to be made available for current and potential users. Services that nobody knows exist or that nobody knows how to use are worthless. That is why, information platforms of various types are necessary in order to increase the awareness of the existence of transport and other services amongst potential and already existing coach terminal users.

Through the publication of coach terminal plans, websites, information counters and stands, people would be informed about the possibilities for reserving travel tickets, general information on availability of services, coach routes, destinations, potential alternative solutions, schedules, duration of travel, travel costs and possible reductions. Furthermore, information on various options of payment and cost compensation in case of travel cancellation should be provided. This

should be followed by information about other services, such as luggage storage, the use of waiting lounges and rest rooms, physical assistance for people with reduced mobility. Information on passenger rights and obligations should also be made available for coach terminal users.

Example: LCD passenger information displays at Stockholm Cityterminalen inform passengers about delays, departure and arrival platforms and facilities and services available in the terminal. All departing and arriving buses report to the Cityterminalen traffic control. Traffic control makes sure that the departing buses and gate numbers are correct, and that the correct information is displayed in the terminal. By keeping close contact with bus carriers and drivers, traffic control can ensure seamless and safe bus traffic at the terminal.

2.1.4 Comfort and facility for passengers

Passengers of coaches and buses using coach terminals expect a certain level of quality from the on-site facilities. Comfortable equipment and a pleasing environment increase customer satisfaction.

The quality of air should be good and the temperature should be pleasant in the coach terminal. Therefore, air-condition and/or heating systems have to be installed. Furthermore, regular maintenance to ensure a clean environment has to be arranged. Lighting and noise isolation also play an important role. In addition to this, waiting rooms should be equipped with comfortable seating and catering possibilities. Hygiene facilities, for example toilets and showers are an absolute must. Moreover, communication possibilities, catering and shops should be part of an efficient coach terminal. Other facilities and services which increase the terminal's attractiveness are: Hotspots and Web terminals, cash machines, left luggage lockers, lost & found and post offices. Additionally, facilities for bus drivers, such as showers, toilets, lounges and resting rooms, should be on hand and available for drivers from all operators.

For more information:

Cityterminalen webpage:
http://www.cityterminalen.com/sv/Start-eng/

2.1.5 Right of access to terminals

Coach operators trying to access terminals should be granted more support and equal rights in terms of regulations. Coach operators should be able to apply for slots at regular intervals in order to give new operators an opportunity to enter the markets and to benefit from major traffic flows during peak times.

Extended facilities, including for customers and drivers as well as for ticketing, should be offered for buses and coaches at existing railway stations and airports, thus transforming them into genuine multimodal interfaces.

2.1.6 Independent management of coach terminals

At coach terminals where a vertical integration between coach and terminal operators is to be found, systems and regulations guaranteeing all operators equal rights to operate from the terminal would bring operators and their passengers additional benefits.

Example: The Brasov coach terminal in Romania is managed and organised by a public & private partnership. The Brasov municipality financed the construction of a coach terminal with a total investment of €2.5 million. This new terminal is connected to local transport services, houses a police station, a guarded parking area for 140 cars, a waiting room for passengers, ticket offices, an information office, a duty doctor and 30 commercial spaces on two floors (total surface of 2,200 square meters). Reportedly, new entrants are enthusiastic about the Brasov terminal, as the terminal management ensures independence and equal access rights for all.

2.1.7 Independent ticketing centres

Independent ticketing centres selling tickets for all operators for all routes offer remarkable advantages to customers. It is essential that ticketing centres charge the exact same amount of commission for bookings for all operators. As a result, no operator is preferred over another.

Example: Cityterminalen in Sweden has come to an agreement with all major operators to create an independently operated customer service and ticket centre, which provides tickets for all routes

For more information:

Study of Passenger Transport by Coach, Steer davies gleave, pp.64-72

Study of passenger transport by coach, Appendix C: Study of coach terminals, European Commission
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach_annexe_c.pdf

Study of passenger transport by coach, Final Report, European Commission
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach.p

2.2 Dedicated Lanes

2.2.1 Permanent bus and coach lanes

Permanent bus and coach lanes are dedicated to buses and coaches during the whole day. These lanes might be combined with special traffic signals which give buses and coaches complete priority and, as a result, make the bus/coach as efficient as a tram using a dedicated infrastructure. Other vehicles, such as taxis, might be allowed to use these dedicated lanes as well.

Example: Lille has introduced a high quality service bus route which has made collective/public transport popular amongst commuters and has reduced traffic in the city centre.

The combination of bus/coach lanes, priority at junctions for buses/coaches and park and ride facilities have made this possible.

Example: The city of Stockholm allows visiting tourist coaches to use dedicated public transport lines, whilst at the same time offering some 40 dedicated coach parking spaces close to touristic sites.

In Coventry (UK), Primelines is an impressive partnership project delivering high quality bus infrastructure and services to increase bus patronage across the city. It includes 5.3 km of bus lanes, plus 4.9 km of red routes, 13 new bus gates and bus bypasses to allow buses to overtake stationary traffic, 70 new bus shelters with seating and real-time information, 19 new bus stop flags with real-time information displays, and 80 new traffic signals equipped for bus priority, supported by clever marketing including personalised journey and travel planning.

In each of the Primelines corridors, research is undertaken as to how the bus reliability and journey times could be improved. Consideration is given as to

whether any of the following measures could be introduced onto the corridor:

- Bus Lanes & Bus Bypasses
- Bus Priority Measures (such as bus gates)
- New Bus Stops/Shelters/Boarders
- New parking facilities and restrictions (such as red routes)
- Improved traffic signals/roundabouts
- New landscaped areas
- Improved cycling facilities
- Improved pedestrian facilities
- Provision of Real-Time Passenger Information & CCTV Cameras

Early results are impressive, showing that 47% of householders have changed their travel behaviour, 39% of householders have reduced the amount they have driven, with 24% using the bus more frequently.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, pp. 16-17
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

Lille Métropole, France – Mini-Case study, presentation by Kate Theobald, Northumbria University
http://ec.europa.eu/regional_policy/conferences/urban_rural/doc/preslille.pdf

Stockholm Visitors Board
http://www.stockholmtown.com/templates/page____17793.aspx?epslanguage=EN

Coventry

http://www.ukbusawards.org.uk/content/index.php?option=com_content&view=article&id=316&Itemid=88

http://www.coventry.gov.uk/ccm/navigation/transport-and-streets/primelines/more-about-primelines/;jsessionid=a6TOiWc5iGH5

2.2.2 Flexible bus/coach lanes

Flexible bus/coach lanes exist in various forms. They may be reserved for buses/coaches only during peak traffic hours or the direction of motion could change according to the main traffic flow. Such bus/coach lanes can be dedicated only to buses/coaches, or also to taxis and vehicles with more than two occupants.

Example: In 1992, Madrid introduced a 16 km flexible bus lane "BUS VAO" on a highway connecting the suburbs to the city itself. The bus lane consists of two sections. While the first section in the suburbs is for both buses and vehicles with more than two occupants, the second part, which is 3.8 km long, is only reserved for buses and coaches. The bus lane is reversible and functions according to the

bigger traffic flow demand. (Morning: Suburbs-Madrid; After 14:00: Madrid-suburbs). More than 15 years of operation has proven "BUS VAO" to be an efficient service. With 21 routes, about 252 buses make use of the lane during peak hours. The share of people taking buses from the suburbs into the city centre increased from 17% in 1991 to 28% in 2007.

2.2.3 Bus and coach only street

In the city of Rouen in Normandy a "BHLS" (Bus of High Level of Service) system was put in operation. Three bus lines use streets which are dedicated to bus traffic only. This allows better service and higher punctuality for customers.

For more information:

Lignes Express Inter-villes et nationales, site propre autoroutier pour autobus, l'expérience espagnole
http://www.fntv.fr/IMG/pdf/LIGNES-EXPRESS_l_experience_espagnole.pdf

The intermittent bus lane system, demonstration in Lisbon
http://www.bhls.eu/IMG/pdf/intermitant_bus_lane_portugal-3.pdf

BRT in Europe: Bus of High Level of Service, Cities for Mobility World Congress, Stuttgart
http://www.cities-for-mobility.net/documents/wc08/cfm_world_congress_workshop_a_madrid.pdf
BHLS, Buses with High Level of Service
http://www.bhls.eu/

Buses with a high level of service, an opportunity for mobility in the city
http://www.bhls.eu/IMG/pdf/PlaquetteBHNS_English.pdf

2.3 Priority to buses and coaches at junctions

Through dynamic bus/coach priority systems, which give buses and coaches priority at intersections, travelling by bus and coach is getting faster. Such computer-driven systems reduce delays at traffic lights and raise the average speed.

Example: Within Trendsetter (European Environmental Project), Prague and Stockholm have introduced such systems. Experience has shown that traffic signal control needs to be an integrated part of traffic management. The city of Manchester registered an increase of 28% in bus passengers of one bus service after frequencies were doubled and bus priority measures, including at junctions, were introduced.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, pp. 16-17

http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

The way ahead, bus priority, Department for Transport UK

http://www.dft.gov.uk/pgr/regional/buses/bpf/busprioritythewayahead12/rioritythewayaheadpdfversion.pdf

Moving forward, New opportunities, new passengers, CPT, pp.16-17
www.cpt-uk.org/_uploads/attachment/255.pdf

2.4 Construction of park & ride facilities

Park & ride facilities, situated next to major bus and coach routes in the suburbs, attract more people from the countryside to leave their cars outside the city and alternatively use collective/public means of transport to reach their final destination in the city. Park & ride services offered at lower prices than inner-city parking are more likely to succeed.

Example: In 2001, Cambridgeshire, in co-operation with Stagecoach, introduced a new strategy based on park & ride facilities, a new fleet, bus priority measures, a new fare structure and marketing campaigns. As a result of these measures, Cambridgeshire was able to increase its passenger volume by 77% from 2001 to 2006.

For more information:

CIVITAS 1 Cross site evaluation, METEOR deliverable 6, p.129
http://www.civitas.eu/docs1/CIVITAS_METEOR_Final_Cross_Site_Evaluation_Report.pdf

Moving Forward, new opportunities, new passengers, cpt, pp.10-11
http://www.cpt-uk.org/_uploads/attachment/255.pdf

Park & Ride, Cambridgeshire County Council
http://www.cambridgeshire.gov.uk/transport/around/parkandride/

2.5 Creation of parking facilities for visiting tourist coaches

Parking, stopping and waiting spaces for tourist coaches must be available in order to give coach tourism groups easy access to hotels, touristic sites, shops and other tourist facilities located in the cities.

Example: Stockholm, the winner of the IRU City Trophy 2009, boasts parking areas at all city entrances, whilst at the same time offering some 40 dedicated coach parking spaces close to touristic sites.

At Leith near Edinburgh, the royal yacht Britannia has proved a hugely popular visitor attraction. Group visits are welcomed and offer scheduled tours of the ship as well as access to the visitor centre and the adjacent Ocean Terminal shopping centre. To facilitate this, a dedicated coach pick-up and drop-off point and a nearby free coach parking area have been established.

For more information:

The Coach Parking and Guidance System of the City of Dresden
http://www.iru.org/index/en_events_2005_city_trophy_dresden_tasks

Bremen, Application for the 2009 IRU City Trophy Award
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/Bremen.pdf

Stockholm, Application for the IRU City Trophy
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/IRU-CT2009-Stockholm-Application.pdf

Stockholm Visitors Board
http://www.stockholmtown.com/templates/page____17793.aspx?epslanguage=EN

Royal Yacht Britannia
http://www.ukcoachawards.co.uk/content/index.php?option=com_content&view=article&id=112&Itemid=94

2.6 Development of guidance systems for visiting tourist coaches

Guidance systems, such as in Dresden, Bremen or in Leipzig, make it easier for visiting coach drivers to find their way around the city, by using different colours for hotels, tourist attractions and public facilities. In addition, leaflets and Internet sites, which indicate access routes and coach parking areas, facilitate the coach driver's orientation.

For more information:

Leipzig, IRU City Trophy Award 2005
http://www.iru.org/index/cms-filesystem-action?file=en_events_2005/2005_IRUCityTrophyAward-Bewerbung-englisch.pdf , p.23

Dresden, IRU City Trophy Award 2005
http://www.iru.org/index/en_events_2005_city_trophy_dresden

Bremen, IRU City Trophy Award 2009
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/Bremen.pdf

2.7 Facilities for coach drivers

The creation of bus and coach drivers' facilities, such as drivers' lounges, kitchens and washing facilities, are an important step towards improving service and increasing coach tourism. Amenities of this type allow coach drivers to take a rest and prepare their own meals, i.e. while tourists explore the city.

Example: Southport (UK) has already introduced such facilities successfully, which, in combination with similar measures to welcome groups of tourists, has resulted in a record growth of coach tourism visits, including during the low tourist season, i.e. from no single coach having visited the city in January and February 1995, to more than 300 coaches in 2008.

For more information:

Southport, Application for IRU City Trophy
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/Southport.pdf

IRU – Stockholm voted most friendly coach city,
http://www.iru.org/index/en_media_press_pr/code.998/lang.en

2.8 24-hour coach service centres

24-hour coach maintenance services must be available, including cleaning and washing facilities, rubbish and toilet waste disposals, repair work and refuelling facilities, to ensure good quality service and attract more customers.

Example: Together with Bremer Strassenbahn AG (BSAG), the city of Bremen offers a 24-hour maintenance service for coaches. This includes facilities for washing the exterior, interior cleaning, disposal of rubbish and toilet waste, engine wash, re-fuelling and other repair works.

For more information:

Bremen, Application for the 2009 IRU City Trophy Award
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/Bremen.pdf

3 // Information and new technologies

3.1 Real-time information to customers

Real-time information available in terminals allows passengers to compare travel alternatives and to make the right transport choice in order to get to their destination in the most efficient way. Electronic displays, information screens and station announcements deliver this information. In case of delays, travel alternatives can be presented to passengers through these channels.

Real-time information techniques have already been introduced in many cities throughout Europe, with an average passenger acceptance and appreciation level of 77%, i.e. in cities, such as Rome, Graz, Rotterdam and Berlin.

Example: Graz provides of a real-time online presentation of the current traffic situation. Data from automatic traffic counters, taxis and traffic control optimisers are combined through a new model for data exploitation, which links data from various sources with each other. This collection of data provides essential information for operators and allows better short-term planning and ensures that faster action, including remedial action, can be taken.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, pp. 26-28
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

Traffic management, Workshop Graz, Trendsetter
http://www.trendsetter-europe.org/index.php?ID=3683

Mobitrans, l'information sur les bus et trams de Nantes en temps réel sur son mobile
http://www.altivis.fr/Mobitrans-l-information-sur-les.html

3.2 Online planning

Online planning tools help passengers make the smart choice for their mode of transport. Itineraries, best connections and other alternatives can be checked on the web. Delays and the current traffic situation can be seen as well and included in the decision-making process of the mode of transport.

Example: Graz and Stockholm have both developed websites to offer such services to their customers. In Graz, approximately 20% of customers of the Mobility Centre have changed their mobility behaviour in favour of collective/public transport. As a result, the Graz's BusBahnBim website has contributed significantly to the increase in the number of people travelling by collective/public transport.

For more information:

BusBahnBim-Auskunft, Graz AG Verkehrsbetriebe
http://www.gvb.at/

Sustainable Urban Transport, Final report from the European project Trendsetter, p.24
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

3.3 Localisation technologies & Order Bus Services

Localisation technologies, such as GPS, allow not only the development of warning and safety systems, but also provide important information to bus and coach passengers as well as to the drivers themselves.

In rural and sparsely populated areas, satellite navigation systems might be especially useful, when it comes to on-demand bus and coach services.

Such systems are also effective in urban agglomerations. The integration of localisation technologies in mobile phones is another step towards the simplification of bus and coach services.

Example: POSTBUS from Austria introduced such an 'order bus service' called BEHA-Points in rural areas of Austria. High-quality services are provided according to the actual demand of passengers. People can order the bus service either through pushing a button at BEHA-Terminals, or via SMS, Internet, phone or pre-ordering directly with the bus driver. The BEHA system has been broadly accepted by customers and a

remarkable increase in cost-efficiency has been proven.

In the city of Nantes, thanks to the MOBITrans passengers can obtain real-time information about the next two waiting times at bus and tram stations on their mobile phones. This allows passengers to better plan their time when taking public transport.

For more information:

BEHA-Points: The flexible future for bus-stops, Postbus, IRU
http://www.iru.org/index/en_events_2005_eurochallenge_award_project

Localisation par satellite et transports collectifs, Rapport de synthèse, ATEC-ITS France, pp.4-5
http://www.atec-tec.net/dossier/rencontrescongres/Rapport_Forum_100304.pdf

Mobitrans : l'information sur les bus et trams de Nantes en temps réel sur son mobile, ALTIVIS
http://www.altivis.fr/Mobitrans-l-information-sur-les.html

MOBITrans, un service innovant et gratuit d'information trafic en temps réel sur téléphone portable, Transdev
http://www.transdev.eu/Images/UploadPresse/Mobitrans.pdf

Green paper on satellite navigation applications, European Commission, pp.4-6
http://eur-lex.europa.eu/LexUriServ/site/en/com/2006/com2006_0769fr01.pdf

4 // Accessibility

4.1 Easily accessible buses and coaches for people with reduced mobility

Low-floor buses, lower ticketing machines, escalators, elevators, assistance and special training are all factors which encourage people with reduced mobility to favour the use of buses and coaches. Due to the ageing population in developed countries, the use of buses and coaches is constantly gaining in importance. Example: Stagecoach North East has introduced a "buddy scheme" program permitting people with reduced mobility or people with problems to become independent and overcome their fears by travelling independently. Stagecoach Oxfordshire boasts 170 low-floor buses which are all accessible for wheelchairs and pushchairs.

For more information:

Public transport, the green and smart solution, UITP
http://www.uitp.org/advocacy/pdf/new_pt_strategy.pdf

A sustainable future for transport, DG Energy and Transport, European Commission
http://ec.europa.eu/transport/publications/doc/2009_future_of_transport_en.pdf

Greener Smarter Together, Corporate Social Responsibility Report 2009, Stagecoach group, p.11

4.2 Information about low-floor bus schedules or accessible coaches

Information on bus routes which are served by a mixture of low-floor buses and non low-floor buses should be made available at bus stops, online, in service centres, etc., by indicating the schedules for low-floor buses. This allows people with reduced mobility to make their travel arrangements efficiently, in advance.

Example: In Hamilton, Ontario, the city council publishes bus schedules for all its routes, indicating whether a low-floor bus serves the route at a certain departure time.

For more information:

City of Hamilton, Introducing Accessible Low Floor buses
http://www.myhamilton.ca/myhamilton/CityandGovernment/CityServices/Transit/AccessibleTransportationServices/introducingalf.htm

5 // Effective and fast ticketing

5.1 Creation of an integrated ticketing system

The integration of different operators and modes of transport into the same fare system may remarkably facilitate collective travel by buses and coaches.

Example: PLUSBUS is a recently created UK nation-wide integrated ticketing scheme for bus and train travel. The passenger pays for the entire bus and train journey in one transaction. Although in its beginnings, during the financial year 2006-07, approximately 77,000 PLUSBUS tickets were sold, which represents an increase of 55% in comparison with the previous year's figures.

For more information:

IRU Eurochallenge Award 2007 – PLUSBUS
http://www.iru.org/index/cms-filesystem-action?file=events_2007_eurochallenge/IRUEurochallenge07.pdf

A sustainable future for transport, DG Energy and Transport, European Commission, p.20
http://ec.europa.eu/transport/publications/doc/2009_future_of_transport_en.pdf

Plusbus
http://www.plusbus.info/

5.2 Electronic payment and electronic tickets

Electronic payments range from payments by bank debit, by credit card over mobile phones or by the use of smart cards. They offer passengers more flexibility and a broader choice of paying for their tickets, whilst adapting to a modern "electronic purse lifestyle".

Example: In Vienna, tickets can be ordered and paid for with a mobile phone. A text message has to be sent to a certain number and the ticket will be sent as a text message back to the mobile phone. The price of the ticket is then included in the monthly mobile phone invoice.

Across the United Kingdom, Stagecoach has introduced the so called "tap and go" technology, which allows passengers to buy their tickets on-board with their bankcards.

For more information:

Handy Fahrschein, Wien
http://www.kaufenmitdemhandy.at/pdf/info_Wien(1).pdf

Greener Smarter Together, Corporate Social Responsibility Report 2009, Stagecoach group,
http://www.stagecoachgroup.com/scg/media/publications/policydocs/csr2009.pdf

UK first as Liverpudlians pay the "Tap and Go" way, Stagecoach group
http://www.stagecoachgroup.com/scg/media/press/pr2009/2009-10-26/?t=print

Sustainable Urban Transport, Final report from the European project Trendsetter, pp. 23-24

5.3 On-street ticket machines

Ticket machines located on the street allow passengers to buy their tickets in advance, therefore reducing boarding time which results in a shorter bus journey.

Example: New solar-powered ticket machines were installed in the city of Manchester by Stagecoach and Greater Manchester Passenger Transport Executive. More than 70 on-street ticket machines can also be found on the streets of Brussels.

For more information:

Greener Smarter Together, Corporate Social Responsibility Report 2009, Stagecoach group,
http://www.stagecoachgroup.com/scg/media/publications/policydocs/csr2009.pdf

Points de vente, STIB, http://www.stib.be/go.html?l=fr

5.4 Development of smart cards

The introduction of smart cards facilitates payment for passengers and aids in the management of income for operators. Additionally, smart cards generate exact information concerning the travel habits of passengers, which allows customisation of public transport service. Smart cards can also be used for advanced pricing models, where the traveller is charged the cheapest price according to the length of the trip, the time of day or the number of journeys.

Example: The usage of smart cards in Stockholm allows quicker ticket inspection on buses and facilitates the introduction of new fares and types of tickets, which, as a result, encourages new travellers. In Brussels and Bremen, museum, theatre and other service tickets can also be loaded onto smart cards.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, pp. 15-16
http://www.civitasinitiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

CIVITAS-METEOR: Final Cross Site Evaluation Report, pp.225-236
http://www.civitas.eu/docs1/CIVITAS_METEOR_Final_Cross_Site_Evaluation_Report.pdf

Votre pass MOBIB en pratique, STIB
http://www.stib.be/enpratique_indepraktijk.html?l=fr

BOB-Ticket, Ihre Vorteile mit BOB
http://www.bob-ticket.de/vorteile.php?page=2&code=0

6 // Marketing

6.1 Passenger focus groups

In-depth market research helps to find out what customers desire and can be used for the customisation of transport services. One way of doing this is with passenger focus groups.

Passenger focus groups consist of representative customers and moderators. Transport issues are jointly discussed, feedback is given, brainstorming is done, solutions are presented and examined and finally an agreement is reached on the most important measures to be taken.

Example: Passenger focus groups are used in Berlin for receiving feedback on new mobility and travel measures which have been introduced. During numerous meetings, different stakeholders have the opportunity to express their views on initiatives Berlin is planning to realise for better and cleaner transport.

For more information:

CIVITAS in Europe, A proven framework for progress in urban mobility, p.20
http://civitas.eu/docs1/CIVITAS_D8_Final.pdf

6.2 Satisfaction surveys

Satisfaction surveys are another way to get to know customers' wishes.

Example: Thanks to over 20 000 annual face-to-face interviews, Arriva receives feedback from its customers. As a result, Arriva prioritises areas where performance needs to improve. Consequently, measures focusing on punctuality, frequency and specifically, cleanliness and comfort, have been introduced. That is why Arriva has been initiating measures related to new interior bus design, new on-bus signage and heavy fleet investment. This new focus on customers has resulted in an overall satisfaction of 91%.

For more information:

Arriva: Customer Service, Feedback is important
www.route-one.net

6.3 Direct marketing campaigns

Targeting a segment directly with marketing campaigns may result in an increase in passengers. This is mostly used with new residents and within new residential areas.

Example: Through a direct marketing campaign, Stockholm targeted new inhabitants in several neighbourhood areas. The residents received printed information in their mailboxes, including information about travel possibilities, free try-out tickets and a VIP phone number for help in personal travel planning. As this campaign was successful in terms of new passengers and increased revenues, the city expanded the campaign to more than 180 000 people moving into the Stockholm region.

Metrobus, which is a company operating local bus services in Greater London, Surrey, Kent, East & West Sussex was amongst the first bus companies to create a presence for itself on Facebook and to use this social networking media to advertise and communicate with current and potential passengers. Metrobus is targeting and interacting with people that conventional bus advertising might not normally reach as well as communicating with current passengers just as effectively and efficiently as with the use of traditional formats.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, p.39
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

Evaluation Report, Public Transport, Trendsetter, p.29
http://213.131.156.10/xpo/bilagor/20060119170218.pdf

http://www.metrobus.co.uk/

http://www.ukbusawards.org.uk/content/index.php?option=com_content&view=article&id=319&Itemid=76

6.4 Market segmentation and customisation

Market segmentation aims at groups of people according to demographics, behaviour, travel patterns or other factors. In many cases the segmentation of markets is an optimal response to customers' needs. This is done through customisation of bus routes, schedules, vehicle types and much more.

For example, increasing bus frequency and modifying bus routes during peak hours may attract more commuters going to work to business districts to take the bus in the morning, while pensioners using the buses during the day require more bus stops and different routings.

Example: The bus route between Spondon and Derby was adapted to the needs of the majority of passengers in terms of routing. The frequency was also increased to every 10 minutes, which resulted in an increase from 6000 to 13 500 passengers per week.

For more information:

Knowledge base about your (potential) customers, PROCEED, Austrian Mobility Research
http://www.fgm.at/proceed/index.phtml?id=43

Busfacts, Institut für Angewandte Wirtschaftsforschung und Regionalanalyse, p.14

6.5 Mobility management

Mobility management helps convince the public to change their travel behaviour through the development of strategies and actions for fulfilling the transport needs of companies, institutions and individuals. Mobility management activities are often seen as "soft measures" and include new possibilities of managing mobility demand, such as travel plans and awareness campaigns.

Example: Through company mobility plans, Nantes is promoting the use of collective/public transport. The project involves approximately 2 200 municipal employees and 11 000 private sector employees, as well as the business community. The new travel plans are aimed at a 50% reduction of fares for the public transport of employees possessing annual passes and the removal of employee car parking spaces.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, pp. 38-40
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

CIVITAS in Europe, A proven framework for progress in urban mobility, pp.17-19
http://civitas.eu/docs1/CIVITAS_D8_Final.pdf

Greener Journeys, Make the switch to bus and coach, p.2
http://www.arrivabus.co.uk/uploadedFiles/Resources/Global/Greener%20Journeys%20pamphlet.pdf

6.6 Financial incentives for passengers through partnerships with other sectors

Insurance companies offer reduced prices for the car-insurance of annual collective/public transport subscribers.

Example: Veolia Transport, together with GMF Assurances, work together in such a partnership agreement and offer for the principal car driver a 10% reduced annual insurance rate, if he/she has an annual public transport subscription.

For more information:

GMF et Véolia sont partenaires autour du thème de l'écoresponsabilité.
http://nouvellesrives.blogspot.com/2009/10/gmf-et-veolia-sont-partenaires-autour.html

6.7 Reach more passenger loyalty

Image and branding are amongst the strongest marketing tools put to use for consumer products, luxury goods, countries and cities and should also play an important role for collective/public

transport operators. According to "Greener Journeys" there is an 89% customer satisfaction rate on buses and coaches. This high rate is why once people start using bus and coach services, they very often continue to travel by bus and coach.

Example: In Vienna, the marketing strategy of the main operator "Wiener Linien" aimed to change the association of collective/public means of transport from "one could travel" to "one desires to travel" that way. With the slogan "The city is yours" the "Wiener Linien" were even able to strengthen the image to – "one loves to travel" with them.

For more information:

Greener Smarter Together, Corporate Social Responsibility Report 2009, Stagecoach group
http://www.stagecoachgroup.com/scg/media/publications/policydocs/csr2009.pdf

7 // Quality of service and satisfaction of customer needs

7.1 Driver training

With today's increasing focus on customer service, company managers and bus/coach drivers must be equipped with the knowledge and skills to adapt to customers' needs and anticipate the use of technologies that help improve the customers' experience. In the face of these challenges, the road transport training industry needs an exemplary framework for capacity-building to enhance road safety but also its professionalism, efficiency, effectiveness and accountability.

Example: The IRU Academy, which boasts a high level advisory committee composed of representatives from the European Commission, the World Bank, the UNECE, the International Transport Forum, the European Transport Workers Federation and the European Training Foundation is the training arm of the International Road Transport Union (IRU). The IRU Academy acts as a global body that works with its partners and panels of experts to provide a training framework for the benefit of the road transport industry, its customers and society as a whole.

For more information:

Driver program and training, IRU Academy
http://www.iru.org/index/en_academy_index

7.2 Employment of service-oriented bus and coach drivers

Trent Baron, a British operator, selects bus drivers on the basis of service-orientation. The company favours employing people from the service and retail industry over bus drivers, as, in their opinion, the technical part of being a bus driver is easier to train than training employees in customer-oriented behaviour.

For more information:

The Bus Buddies project, Making Best Practice Stick, Commission for Rural Communities
http://www.ruralcommunities.gov.uk/files/ST11.pdf

Busfacts, Institut für Angewandte Wirtschaftsforschung und Regionalanalyse, p.13

7.3 Making collective/public transport by bus and coach more lively and attractive

Live music offered on buses and coaches and at stops increases the "experience" of taking collective/public means of public transport and increases the value added to commuting and travelling by bus and coach.

Example: In Graz, numerous local folk music bands play in trams, buses, trains and at stops. A programme informs the travellers about the timetable and location of live music.

TV screens showing the latest news, weather forecasts and presenting brief hints for daily life entertain passengers during their trip and waiting time in stations.

Example: In Vienna, entrance tickets to major sports events include travel by public transport to and from the event location.

Decorating buses seasonally, changing colours and creating an ambiance in the vehicles increases comfort and makes the bus trip a more pleasant experience. Art exhibitions might also take place in collective/public transport.

Example: Bus Oceane, Le Havre's public transport operator has been, in the frame of the "Dell Arte" campaign, commissioning artwork from local artists to decorate buses and illustrate bus tickets.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, p.39
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

Dell Arte, Bus Océane
http://www.bus-oceane.com/presentation/index.asp?rub_code=52&thm_id=284&gpl_id

"With Wiener Linien to sports", Wiener Linien
http://www.wienerlinien.at/wl/ep/contentView.do?contentTypeId=1001&channelId=-25929&programId=11054&pageTypeId=9424&contentId=15463

7.4 Development of night bus services

Night bus services allow people who go out at night to leave their car at home and return home safely during night. Furthermore, employees who work late or early shifts can also make use of this offer.

Example: In 2003, the Belgian city of Ghent introduced night bus services on six routes at 45 minute intervals between 23:30 and 2:30 on Friday and Saturday nights. This service was used by more than twice as many passengers as had been forecast.

For more information:

IRU Eurochallenge awarded to Ghent night bus
http://www.iru.org/index/fr_media_press_pr/code.719/lang.en

7.5 Including taxis in the collective transport system

Integrating taxis in the collective transport chain, including in small towns and suburbs, may increase the total number of passengers making use of collective transport, in particular during evening hours. That is why the introduction of on-demand hail-shared taxis, which can be used with the normal ticket for collective means of transport at a reduced price, may motivate more people to use collective transport.

Example: Austria has introduced, in various cities and towns, hail-shared taxis. In Vienna, such taxis operate on a couple of bus lines. The taxis serve the bus stations which are marked by a special sticker. The on-demand taxis mostly operate in the evening and during the night, and on some lines also during the day. The public transport ticket in Vienna can be used and the taxi operators are paid an agreed tariff on a kilometre basis by the Vienna operator "Wiener Linien". The number of passengers using hail-shared taxis ranges from approximately 800 to 13 000 passengers yearly per line, depending on the bus route. This new system allows Vienna citizens to have direct access to collective means of transport, whilst improving cost-efficiency for operators.

In the Limburg province in the Netherlands, the multimodal contract (Veolia Transport Nederland) includes urban services in Maastricht and Heerlen, trains, buses and taxis, fixed routes and on-demand services. 240 buses, 24 operator-owned trains and 300 taxis, owned or chartered by the operator, carry some 53 million passengers per year. The taxi option is important and divided into three specific types: taxis on fixed routes or "VKB" (maximum of 8 passengers), "Regiotaxi" with door-to-door services for people who don't have access to regular public transport (all types of customers) and "Bellbus" which offers on-demand lines from bus stop to bus stop along virtual lines and pre-planned routes.

For more information:

Das Taxi im ÖPNV. Richtig eingesetzt. Rund gelöst, Wirtschaftskammer Österreich
http://wko.at/taxi/Broschuere.pdf

Veolia Transport Nederland
http://www.veolia-transport.nl/veolia-transport-netherland/limburg/

7.6 Promotion of school transport by buses and coaches

The number of children transported every weekday from home to school is steadily increasing. A study in the UK found that one out of five cars on the streets during morning peak traffic hours is taking children to their educational institutions. As road traffic is the main cause of mortality for children under 15 years old, the awareness of the higher level of flexibility, safety and security of buses and coaches should be resolutely increased, in particular amongst teachers, school children and their parents.

Co-operation between schools, governments and local authorities may introduce school bus routes in order to decrease private car transport during peak hours. School transport should also be provided to children who live further away from their school, or in case of special needs/circumstances.

Example: In Denmark school transport is provided according to a maximum distance limit. This increases stepwise from 2.5 km for the youngest classes to up to 9 km for older pupils.

For more information:

Road safety in school transport, Final report, DG Energy and Transport, EC
http://ec.europa.eu/transport/roadsafety_library/publications/rsst_final_report_v1.3.pdf

The BDO BUSSTOP campaign
http://www.busstop.de/

7.7 Co-operation of city tourism authorities and the local tourism industry

The co-operation of the tourism boards and local tourism industry, such as hotels, tourism sites, catering and public facilities, allows marketing activities of bigger, wider and more intense scope. Participation of tourism authorities together with their local partners, in major travel fairs, conferences and workshops, constitutes not only an important activity to attract new operators, but also fosters already existing partnerships.

For more information:

Stockholm, Application for the IRU City Trophy
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/IRU-CT2009-Stockholm-Application.pdf

Leipzig, IRU City Trophy Award 2005
http://www.iru.org/index/cms-filesystem-action?file=en_events_2005/2005_IRUCityTrophyAward-Bewerbung-englisch.pdf

7.8 Branding and improving the transparency of the coach product

An internationally harmonised star classification system with uniform standards is of benefit to all stakeholders: passengers, travel agents and tour organisers, manufacturers, authorities and, indeed, bus and coach operators, since it increases the transparency of the bus/coach product.

Establishing a global industry brand to condense the industry offer into a recognisable product across the board has the potential of attracting additional consumers to coach and bus services, since customers tend to base their choice predominantly on price and brand.

Example: The International Road Transport Union introduced an international classification system for tourist coaches, ranging from one star coaches to four star luxury touring coaches. In Belgium, where the system has been in application since the 1980s, the fleet of Belgian tourist coaches has improved considerably over the years.

- The number of 4-star coaches has increased from 0.5% to 12-13% today.
- The number of 3-star coaches has increased from 10% to 55-60%.

For more information:

IRU Coach Star Rating,
http://www.iru.org/index/en_services_coach_sta

8 // Security

Making passengers feel safe and secure in buses, coaches, stations and terminals is essential to keeping existing customers and to gaining new ones.

8.1 Provide Security and protection

Coach terminals often operate 24-hours a day and are placed where people congregate, especially during peak hours. That is why terminal operators together with the local police, should offer security and protection to terminal users to fight violence and to reduce criminality.

Some of the measures to increase security in terminals are video surveillance, the presence of security officers, first aid offices, fire security and other preventive measures.

For more information:

Coach terminal as important element of transport infrastructure, Vaira Gromule, Irina Yatskiv, p. 4

Study of passenger transport by coach, Appendix C: Study of coach terminals, European Commission
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach_annexe_c.pdf

Study of passenger transport by coach, Final Report, European Commission
http://ec.europa.eu/transport/road/studies/doc/2009_06_passenger_transport_by_coach.pdf

8.2 Security cameras

Permanently installed security cameras in buses, coaches and stations allows for rapid intervention in case of emergency and increases the number of passengers who feel safe when travelling by collective means of transport.

8.3 Joint programmes and policy initiatives

Close co-operation between operators and the police, together with more human presence lead to a decrease in vandalism and violence in collective/public transport.

8.4 Lighting stops to make passengers feel secure

The instalment of bright lights at bus and coach stops, in combination with security cameras, increases passengers' comfort and makes them feel more secure.

Example: At the "Park Lane" bus & coach station in Sunderland, which is used 19-hours a day, new lights were installed and their functionality is controlled on a regular basis.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, pp.16-17
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

Get on Board: An agenda for improving personal security – case studies, Department for Transport
http://www.dft.gov.uk/pgr/crime/personalsecurity/getonboardpscasestudies?page=4

Coach terminal as important element of transport infrastructure, Vaira Gromule, Irina Yatskiv, p. 203

What European framework for a sustainable urban transport, Green paper on urban transport, Position paper, UITP, p.6 www.uitp.org/mos/positionspapers/31-en.pdf

9 // Proactive framework promoting the use of collective transport

9.1 Car-free zones

Car-free zones within cities reduce emissions, noise and improve road safety on streets. Residents are allowed to enter, while the entry of non-residents is strictly prohibited. Furthermore, people would be attracted to take buses and coaches, which are not subject to such restrictions, to reach destinations within those zones.

Example: Since 1 January 2009, the city of Bremen has established a low-emission zone to reduce harmful emissions from vehicles and particulate pollution. Access to the zone, which covers seven square kilometres in Bremen's city centre and Neustadt district, is only permitted for low-emission vehicles that carry a red, yellow or green disc. Two subsequent phases will reduce access to the LEZ still further: phase 2 of the LEZ begins on 1 January 2010, when only vehicles with a yellow or green disc will be permitted entry. 1 July 2011 marks the start of phase 3, at which time only vehicles that have a green disc can enter the LEZ. However, coaches do not require a disc and are therefore welcome in Bremen's low-emission zone.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, pp.32-33

Bremen application the IRU City Trophy Award 2009
http://www.iru.org/index/cms-filesystem-action?file=event_2009_citytrophy/Bremen.pdf

9.2 Parking Management

As the availability of parking spaces may substantially influence private vehicle travel, parking management is of utmost importance within cities. Traffic policies can influence the amount and cost of parking spaces on offer in a city and might decrease traffic due to a reduction of the use of cars for urban travel. Such policies should give a clear priority to bus and coach transport.

Example: In order to decrease traffic in the city centre, the city of Utrecht implemented several policies. This included the reformation and reallocation of parking spaces, an increase of parking

charges and new circulation patterns. This resulted in the rise of the use of mass public transport from 42% to 52% and the reduction of car traffic in the city centre by 15%.

Stockholm features parking areas at all city entrances, whilst offering some 40 dedicated coach parking spaces close to touristic sites inside the city.

The city of Bremen welcomes visiting coaches and guarantees a coach-friendly city with a well-designed bus parking scheme. Most parking for coaches is centrally located, right by the main attractions, and is normally free of charge.

For more information:

Transport, Energy and CO_2 – Moving Towards Sustainability, International Energy Agency, pp.250-55 http://www.iea.org/w/bookshop/add.aspx?id=365

Bremen and Stockholm applications for the IRU City Trophy Award 2009
http://www.iru.org/index/en_event2009_citytrophy

9.3 Congestion charging & road pricing

Congestion charging was introduced into central London in February 2003. In July 2005 the basic charge was raised from GBP 5 to GBP 8 per day. In February 2007, the original central London congestion charging zone was extended westwards, creating a single enlarged congestion charging zone. This congestion charging contributes directly to radical improvements that have been made to bus services. Bus services in and around the western area were increased in advance of the last extension of the scheme. This was intended to provide additional public transport capacity for road users who opted to travel by bus in preference to continuing to use the car. Surveys of bus patronage indicate that the additional bus capacity has catered for the additional demand.

The Stockholm City Council implemented a full-scale congestion charging trial in 2006. A prerequisite was an extended collective/public transport service. Through additional departures, new vehicles and more Park & Ride facilities collective/public transport was made more attractive. Disability and social services transport, emergency vehicles, taxis, etc. were exempted from the congestion charging trial. In addition, Stockholm boasts parking areas at all city entrances, whilst at the same time offering some 40 dedicated coach parking spaces close to touristic sites inside the city.

For more information:

Sustainable Urban Transport, Final report from the European project Trendsetter, p.36
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

CIVITAS in Europe, A proven framework for progress in urban mobility, p.10
http://civitas.eu/docs1/CIVITAS_D8_Final.pdf

What European framework for a sustainable urban transport, Green paper on urban transport, Position paper, UITP, p.4 www.uitp.org/mos/positionspapers/31-en.pdf

London congestion charging
http://www.tfl.gov.uk/assets/downloads/sixth-annual-impacts-monitoring-report-2008-07.pdf

9.4 Implementation of access control zones & creation of environmental zones

Access restrictions allowing only certain vehicles, such as collective transport by bus and coach, to enter the city centre substantially improve the use of collective passenger traffic, in particular when accompanied by regulated parking management and the promotion of alternatives to cars.

However, a harmonised EU framework is needed to contribute to eliminating the current patchwork of city access rules across Europe.

Example: The largest operational access control zone is to be found in Rome, where various measures aim at improving the traffic conditions and quality of life within the city. In Stockholm, a regulation prohibiting heavy-duty diesel vehicles older than eight years to enter the city centre was introduced in 1996.

In March 2009, the Berlin administration in charge of environment matters decided that both German and foreign registered EURO III coaches will no longer need to register for a special exemption as from 1 January 2010. As a result, all EURO III coaches will enjoy free entry into the Berlin low-emission zone until 2012.

For more information:

CIVITAS in Europe, A proven framework for progress in urban mobility, p.20
http://civitas.eu/docs1/CIVITAS_D8_Final.pdf

Environmental zones in European city centres, European Parliament
http://www.europarl.europa.eu/sides/getDoc.do?type=WQ&reference=E-2007-6016&format=XML&language=EN

10 // Raising awareness of green transport

10.1 Fuel efficient driving

Teaching bus and coach drivers fuel efficient driving helps operators cut emissions. Nevertheless, the essential basis for efficient driving is a constant speed, and that is why bus priority measures have to be introduced beforehand.

Example: All 13 500 of Stagecoach's bus and coach drivers will complete a course in fuel efficient driving.

For more information:

Greener Journeys, Make the switch to bus and coach, p.2
http://www.arrivabus.co.uk/uploadedFiles/Resources/Global/Greener%20Journeys%20pamphlet.pdf
Greener Smarter Together, Corporate Social Responsibility Report 2009, Stagecoach group, p.11
http://www.stagecoachgroup.com/scg/media/publications/policydocs/csr2009.pdf

Eco-Driving checklist for bus and coach drivers
http://www.iru.org/index/bookshop-display-action?id=246

10.2 Low-carbon vehicles

The introduction of low-carbon vehicles supports the decrease of fuel consumption. Various low-carbon technologies include hybrid buses, lighter vehicles, hydrogen and electric buses and coaches.

Example: In the UK, the Green Bus Fund is a new GBP 30 million fund from which bus and coach companies and local authorities can compete for funds to help them purchase new low-carbon buses. Its main purpose is to support and hasten the introduction of hundreds of low-carbon buses across England.

For more information:

Greener Journeys, Make the switch to bus and coach, p.2
http://www.arrivabus.co.uk/uploadedFiles/Resources/Global/Greener%20Journeys%20pamphlet.pdf

CIVITAS in Europe, A proven framework for progress in urban mobility, p.6
http://civitas.eu/docs1/CIVITAS_D8_Final.pdf

Green Bus Fund,
http://www.dft.gov.uk/pgr/regional/buses/greenbusfund/

10.3 Usage of renewable energy and alternative fuels

Biodiesel, ethanol and biogas represent the main bio-fuels which are currently available. All three bio-fuels produce less CO_2 emissions than traditional fuels.

Example: In the city of Graz the majority of biodiesel is produced by rapeseed oil, but nevertheless a considerable amount of used cooking oil is converted into biodiesel. Used cooking oil is collected from about 250 restaurants in Graz, benefiting the restaurants as well, through not paying the disposal fee. Furthermore, used cooking oil is also collected from households. The cooking oil is filtered and injected in the ordinary production line of biodiesel. Graz was able to collect 260 tonnes of used cooking oil in 2006, which was converted into enough biodiesel for the operation of 26 buses for the entire year.

The city of Lille produces biogas from household waste, which is used to power 128 of the city's bus fleet.

For more information:
Sustainable Urban Transport, Final report from the European project Trendsetter, pp.50-54
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf
CIVITAS in Europe, A proven framework for progress in urban mobility, p.8
http://civitas.eu/docs1/CIVITAS_D8_Final.pdf

10.4 Raising awareness of climate change

Raising the awareness of the impact of private car use on climate change, through advertising campaigns, green-travel events and education in schools, makes people understand the importance of switching from cars to collective means of transport.

According to YouGov surveys, an overwhelming majority of people support greater investment in collective/public transport and would mention taking collective means of transport second after recycling as a realistic measure to help the environment.

Example: The Greener Journey campaign in the United Kingdom is promoting a shift in the behaviour of British people to making at least one in 25 of their car journeys by bus instead, which would result in a 4% shift from car to bus and consequently saving two million tonnes of CO_2 emissions annually.

European operator, Eurolines, provides on its website a CO_2 calculator that compares a passenger's carbon footprint when travelling by coach, private car or plane. As an example, one person travelling by

coach from Paris to Copenhagen would be responsible for 7 times less the emissions than with a private car and 6 times less than with a plane.

For more information:
Greener Journeys, Make the switch to bus and coach, p.2
http://www.arrivabus.co.uk/uploadedFiles/Resources/Global/Greener%20Journeys%20pamphlet.pdf

Eurolines CO_2 calculator, http://www.ecogreen.eurolines.fr/Default.aspx?lang=EN

10.5 Teaching sustainable transport in schools

As lessons learnt during childhood often affect future habits, children taught and informed about sustainable transport at school are likely to use collective/public transport now and during their entire lives.

For more information:
Sustainable Urban Transport, Final report from the European project Trendsetter, p.40-41
http://www.civitas-initiative.org/docs1/CIVITAS_TRENDSETTER_Final_Policy_Report.pdf

BDO BUSSTOP Campaign
http://www.busstop.de/index.php?id=18

11 // Contracting and operators' added value

11.1 Public service contracts leaving more risks and competences to operators in order to permit them to be innovative and develop entrepreneurship

The new EU Regulation 1370/07 which entered into force on 3 December 2009 makes public service contracts the main tool for the organisation of urban, suburban or regional transport (except for typical deregulated systems which remain out of the scope of the new regulation). In the frame of the public service contract, authorities and operators will be free to establish the arrangements for the allocation of costs and revenues. It is then possible to favour public service contracts leaving more risks and competences to operators in order to boost efficient innovative solutions and develop entrepreneurship.

Example: In 2003, the city of Helsingborg set a very strong political target, which was to double the number of public transport travellers in Helsingborg by 2014 in order to reach a necessary modal shift from individual to public transport. In 2004, the city organised for the bus network a public tender which provided opportunities for innovation and commercial thinking. Arriva won the tendered traffic by, amongst other things, proposing passenger incentive agreements with bonus payments to the operator for fulfilment of quality targets and passenger growth. Today 75% of the Arriva bottom line is generated by the incentive agreement. In 2004, the number of passenger journeys was 7 703 231. It reached 10 900 000 in 2008 which represents a growth of more than 40%.

Another good example of the influence of operators' added value is to be found in Valence (France) where, in 2006, CTAV (Veolia Transport Group) won, by competitive tendering, a delegated management contract. It is a net cost contract with fixed subsidy where:

- Investments are made by the transport authority with an advisory role of the operator ;
- Fares are set by the authority
- Incentive system is implemented based on punctuality, cleanliness, staff attitude, information and costumer satisfaction

The selected operator was asked to redesign the network which was previously not adapted to the agglomeration and to customers' expectations. A first phase has been implemented in 2007 and a totally restructured network opened in September 2009 with positive results in terms of

ridership: +3% in September, +4,5% in October, +8% in November (+5% revenues in November). The objective is more than 1 million journeys in 2012.

In the Province of Limburg in the Netherlands, a multimodal public service contract, awarded to a unique operator for 10 years, gives autonomy to the operator (Veolia Transport Nederland) through clear sharing of responsibilities:

- Veolia Transport is responsible for: generating revenue turnover with full commercial risk, for network design, and with freedom concerning the transport modes to be operated;
- Limburg Province (PTA) stipulates fares, sets contractual minimum service levels and approves decisions taken by the operator.

The system has been designed to evolve to lower subsidies and more passenger revenue:

- 2008: PTA subsidies 46 million euros/Passenger revenue 58 million euros
- 2013 : PTA subsidies 50 million euros/Passenger revenue 65 million euros

A bonus-penalty mechanism is based on four criteria: on-time performance of services, yearly customer satisfaction increase, continuity of service and passenger revenue to cost coverage ratio.

In terms of optimisation of the use of public funds, i.e. for the same amount of subsidies, 2007 shows a 30% increase in timetable hours on buses. As for ridership, increases of 29% have been registered on buses.

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11.2 Creation of partnership agreements

On deregulated markets, such as in the UK except for London, partnership agreements made between operators and local authorities, which involve substantial investment by the operators and the adoption of legal framework and policies to make bus and coach travel easier for people by the local authorities, lead to an essential shift from cars to buses and coaches.

Examples: In Cambridge, working in partnership with Stagecoach, the Council has restricted traffic access to the historic core, developed park & ride sites and introduced parking restrictions on the key access route to the station. Stagecoach has introduced a fleet of new low-floor buses (costing GBP 7.8m) branded as the Citi network. The result is a doubling of bus passengers in 8 years.

In Peterborough, Town Bridge is a critical link in the local traffic network. The Council and Stagecoach forged a new partnership providing bus priorities on the approaches to the bridge and automatic number plate recognition to prevent abuse by motorists. The Council also upgraded its bus stops and Stagecoach has introduced a branded Citi network with a fleet of new low-floor buses (costing GBP 4.3m). The result has been a 40% increase in bus passengers in 4 years.

Another good partnership example can be found in Brighton. For many years, Brighton & Hove bus company and Brighton & Hove unitary authority have done a lot of work together. Basically, the council gives the buses lots of bus priority and in return the bus company continually invests in services, infrastructure and marketing. This long-standing, award winning relationship was crowned the 2009 Bus Operator of the Year at the UK Bus Awards.

North of Brighton, West Sussex County Council started developing a Bus Rapid Transit project, some years ago, known as Fastway, mainly to give airport workers better public transport links to and from Gatwick Airport. The scheme opened in 2003 and the council provided all the infrastructure, including some guided busway sections. Metrobus (a Go Ahead subsidiary) provides the buses, sets the fares, determines the frequencies and does all the marketing. This entire relationship is underpinned by a simple two-page agreement where it is agreed to meet some very broad quality thresholds. This relationship works mainly because the authority provides the infrastructure, and the operator, which takes all the revenue risk, is incentivized to keep improving the service.

Fastrack, the award-winning bus rapid transit system in North Kent in the UK, operated by Arriva on behalf of Kent County Council and Kent Thameside, is being delivered through one of the best examples of a public/private sector partnership. Since its launch, the system has carried more than three million passengers and is one of the leading UK examples of an innovative bus rapid transit system that can attract people away from the car.

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