



# Building a governance for interchanges

## Lessons from European city regions

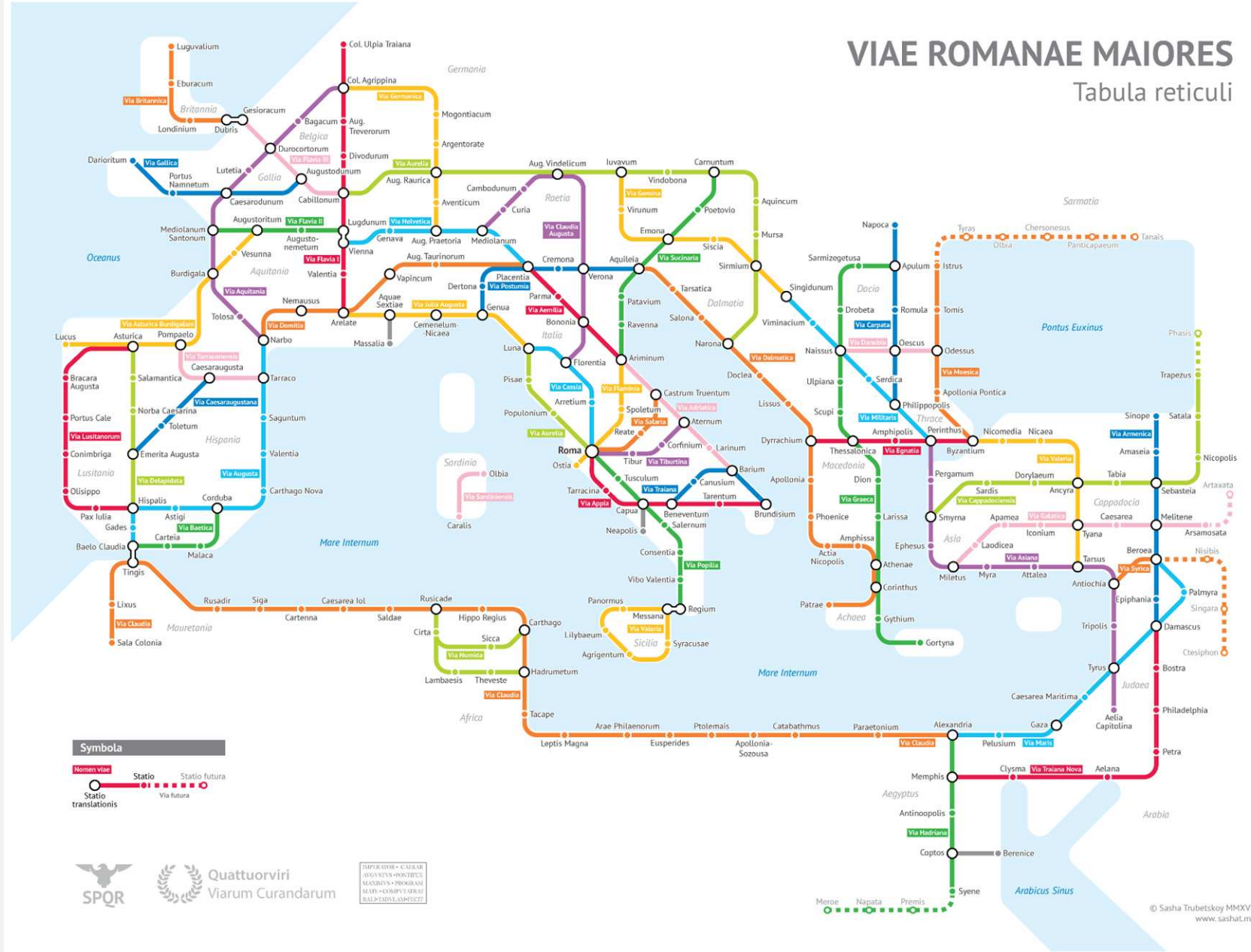
### Session 2C – Boosting Public Transport

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*Mathilde Pedro, PhD Student, RATP Group | Université Paris I*

# The Romans had already invented all

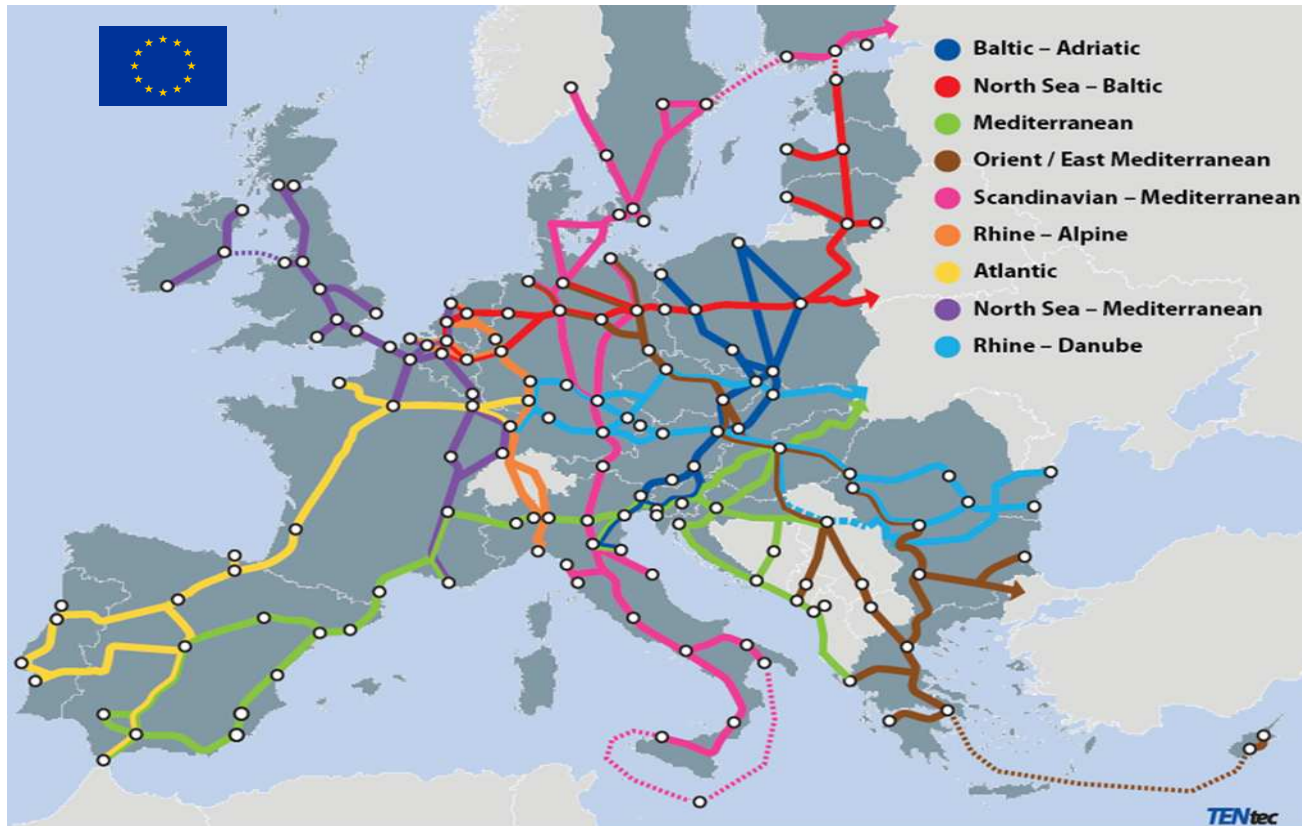
The cities were the interchanges at the crossroads of Roman roads



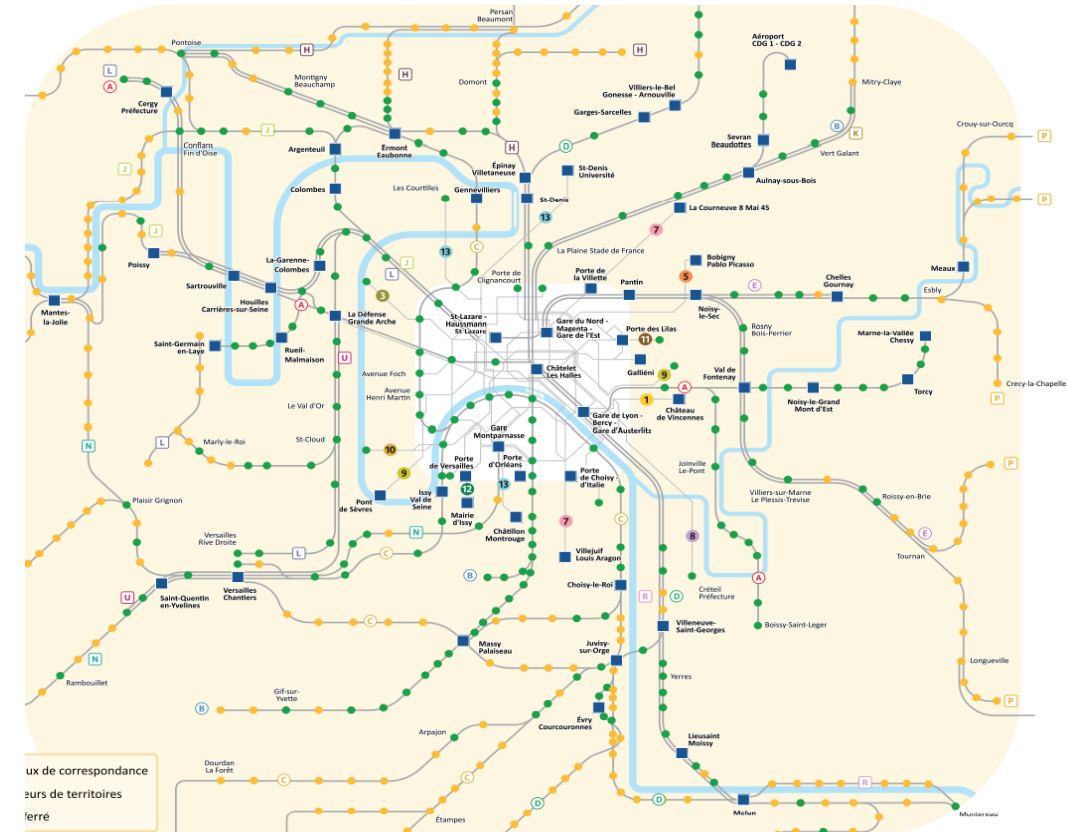
Source: Sasha Trubetzkoy

# Continental and regional scales

In the urban nodes (cities), urban hubs articulate regional modes and long distance links



Urban nodes of the Transport Trans-European Network (TEN-T 2023)



Interchanges in the Ile-de-France region

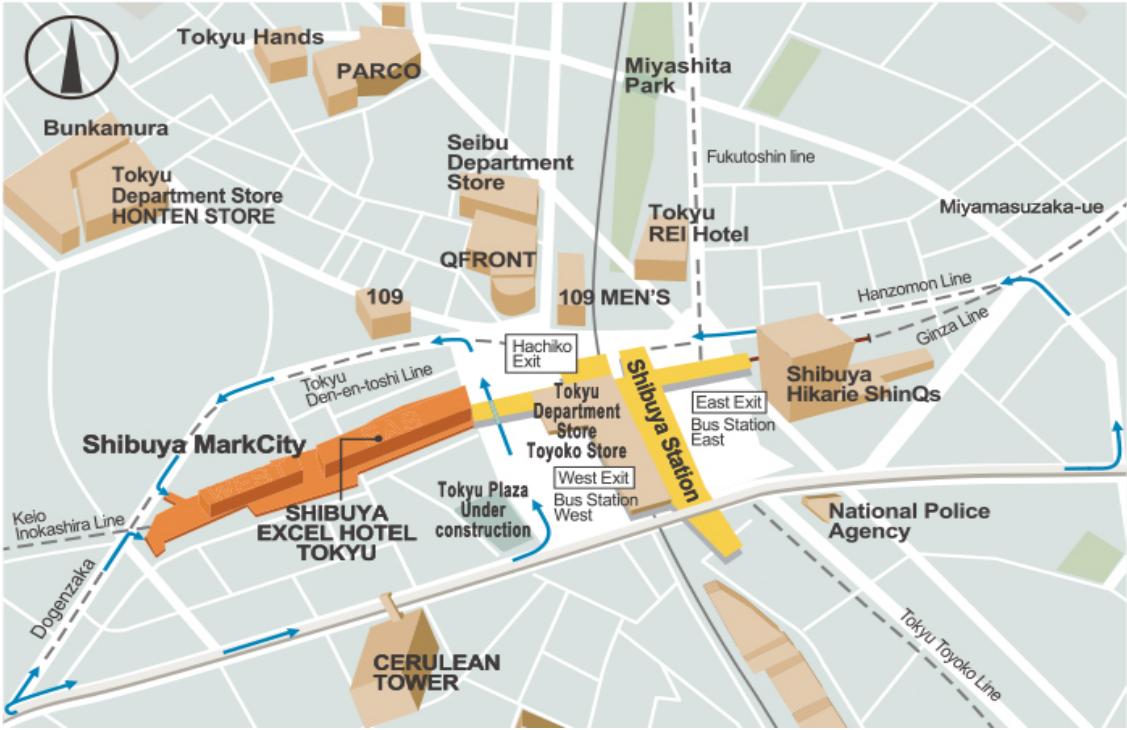
# Genesis of interchanges (Tokyo examples)

From addition and juxtaposition to coordination and integration



In Shinjuku, 6 companies are juxtaposed

JR East, Keio, Odakyu, Seibu, Tokyo Metro, Toei have their own mix-use infrastructure



In Shibuya, 3 companies have made an integrated project

Mark City, a subsidiary of Tokyo Metro, Keio and Tokyu, includes a train station, a bus station, a maintenance yard, a shopping mall and offices

# Interchanges are the customers' painpoints

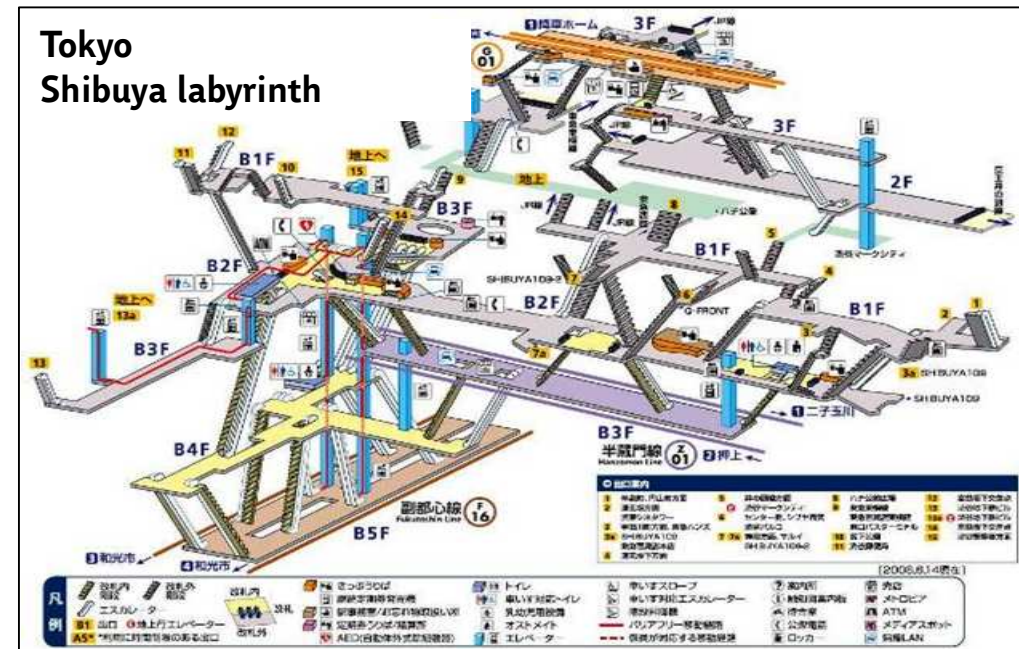
Because networks are multimodal, the customers co-produce the service at the connexions



Singapore  
Transfer connector at Serangoon

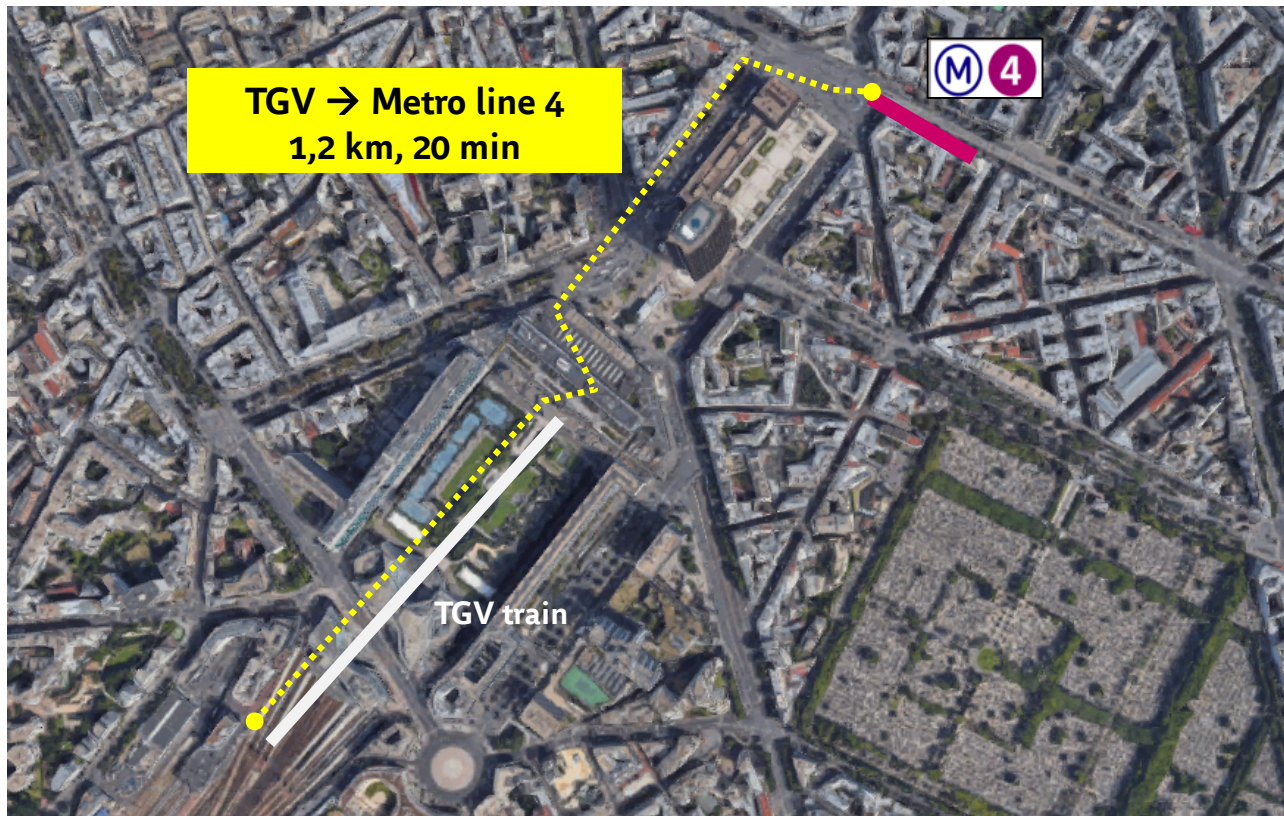


Paris  
Transfer Metro → Train at Gare de Lyon



# Interchanges are the Achilles heels of intermodal journeys

A cruel example in Paris



Le Mans → Paris : 220 km, 55 min

# The governance of interchanges

A deep dive in a world of new « objects »

- ▶ **Interchanges as interfaces** between modes and functions, but also between multiple stakeholders
- ▶ **Researching governance models for interchanges:** the subject of a Ph.D. thesis conducted in partnership with the RATP Group and the University Paris I
- ▶ **Three exploratory case studies:** Greater Paris (FR), Greater Manchester (UK), and the Rotterdam-the Hague metropolitan region (NL)



# 1. Creating a shared vision

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- ▶ **Internally:** each stakeholder defines its strategy for transport places
- ▶ **Between all stakeholders:** to agree on shared framework, agenda, and methods
- ▶ A task usually devolved to the PTA or another public stakeholder

## Actie-agenda OV-Knooppunten

>

mei 2022

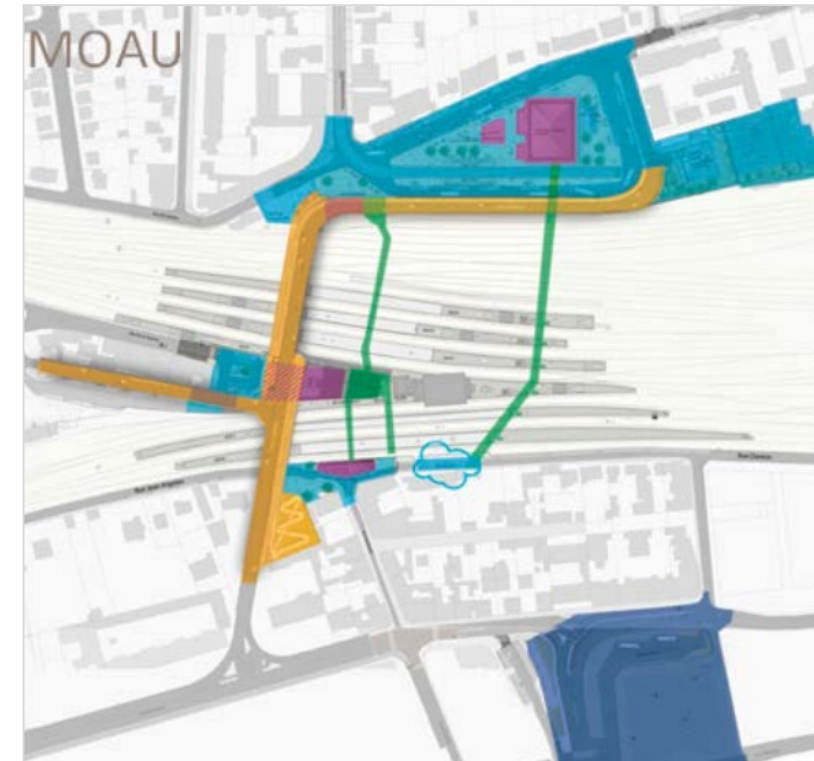
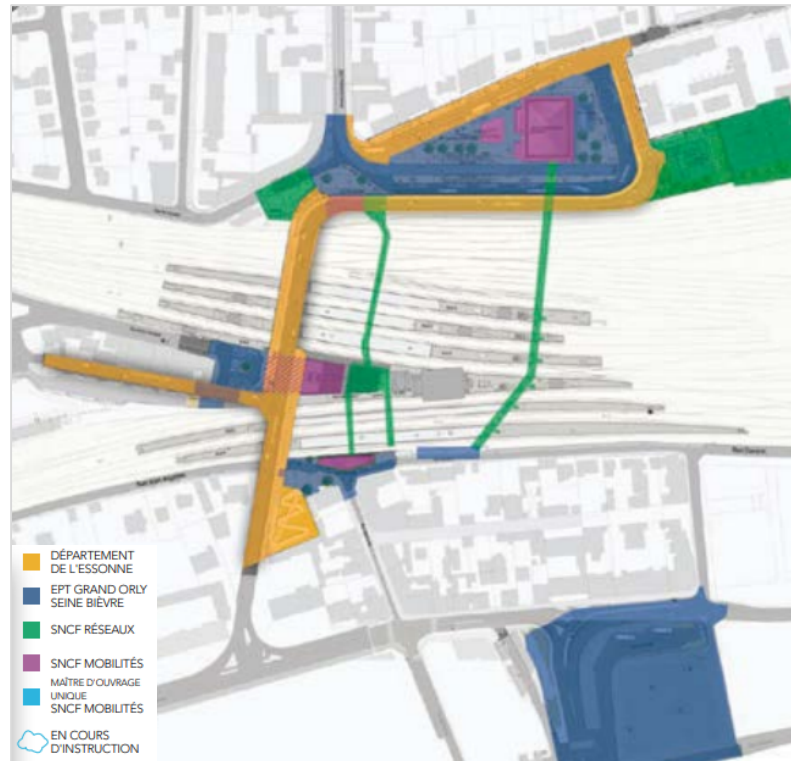


< The Dutch Agenda for public transport interchanges, signed by all regional PTAs and transport companies



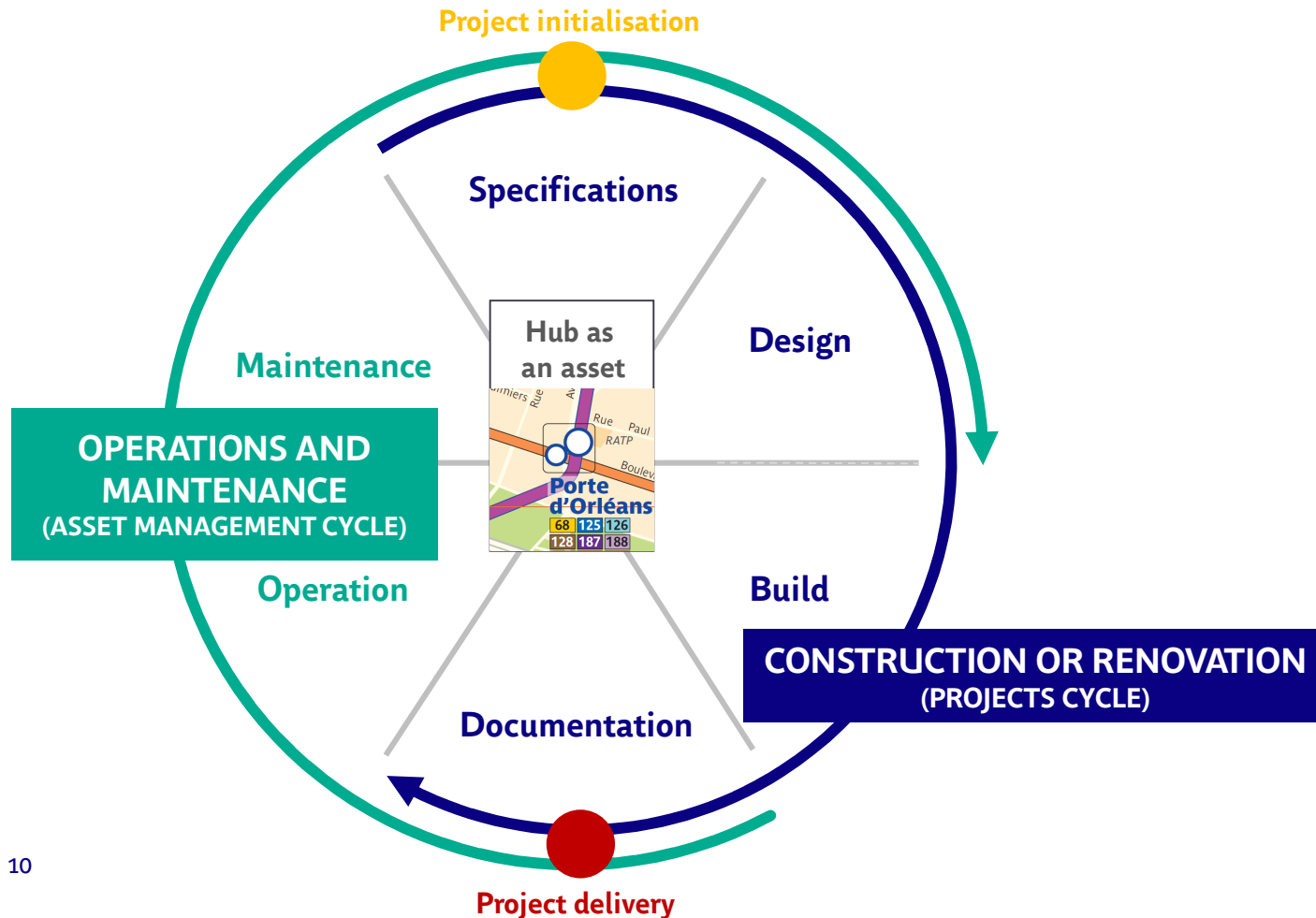
## 2. Clarifying the distribution of competencies

- ▶ Identify the operational perimeters and ownership of facilities
- ▶ Delegate responsibilities in the most logical way to create an integrated project
- ▶ The creation of new tools and responsibilities : the example of **Single Project Management Authority (MOAU)** in France



The evolution of the project management in the case of Juvisy (Press release from IDFM, SNCF, Ville de Juvisy, Grand Orly Seine Bièvre, Dpt. de l'Essonne, Région Île-de-France, 26/11/2019)

# 3. Aligning the project and operation phases



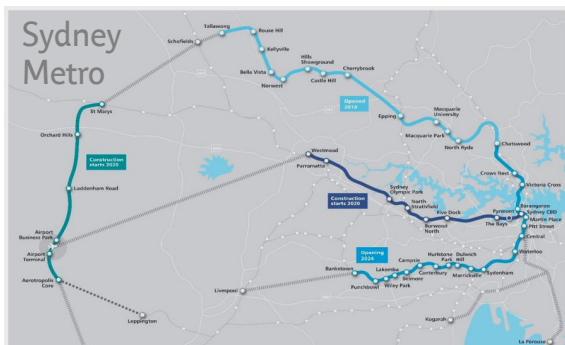
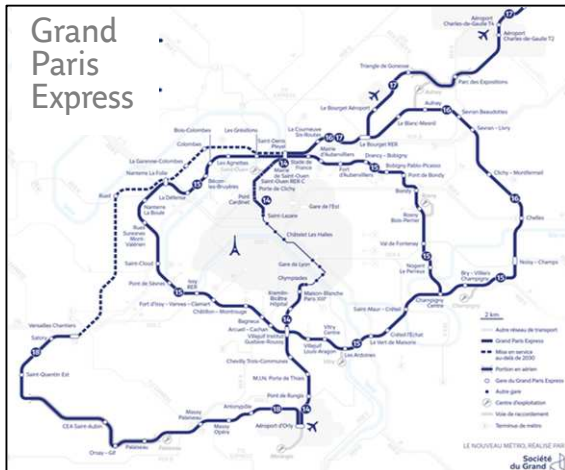
Altrincham Interchange (AHR Architects, 2015)  
Experimentation of integrated management in the Greater Manchester



# All over the world, mobility policies don't focus enough on places

Most of the transport strategies rely on lines extensions and technologies

## Major lines and networks



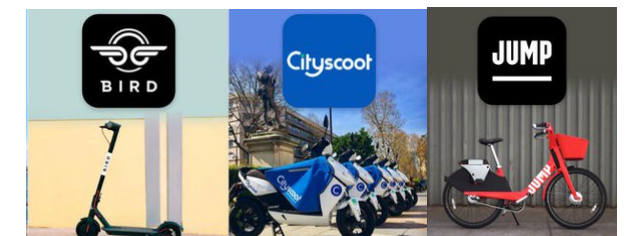
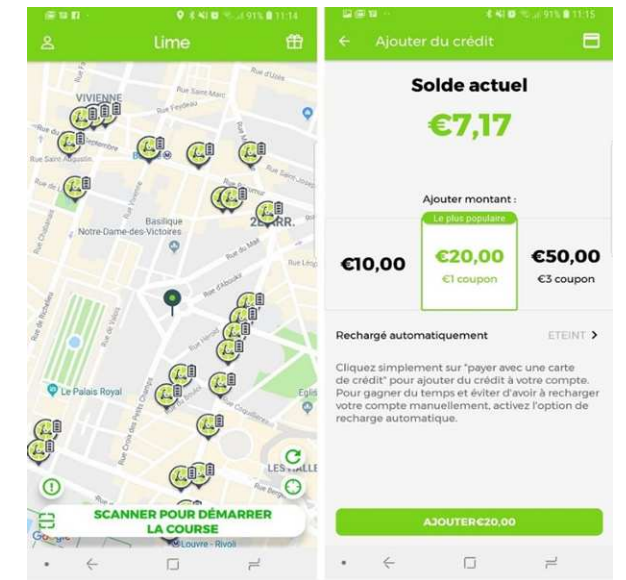
## Energetic transition



## Automatization & autonomy



## Digital world and new modes



# Let's focus on places and hubs!

Each addition of line or mode is an opportunity to improve a hub and to deliver a long-lasting positive customer experience

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## PROJECTS CYCLE (NEW CONSTRUCTIONS OR RENOVATIONS)

### Relevant perimeter governances

- including the parts not belonging to the project initiator
- Including all the connections between modes
- Including micro-mobility services and components

### Global approach

- single project management team or legible organization covering all the modes
- global funding round

## ASSET MANAGEMENT CYCLE (OPERATIONS AND MAINTENANCE)

### Customer-oriented philosophy

- Places to consider as seamless and continuous wholes
- Multidimensional assessment KPIs on extended perimeters

### Interchange management

- Clear ownership and organisation for the interchange operation and maintenance
- Unified or multi-operators contracted management
- Mix-use gathering transport, services and urban functions

# Thank you for your attention!

For questions:

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