



公路及公路运输行政管理效能国际研讨会  
International Seminar on Achieving Successful Road Transportation  
through Effective Management and Organization

会议记录  
Seminar Proceedings

第一册 / Volume 1

Technical Committee TC A.1  
Performance of Transport Administrations



2018年4月25-26日  
Beijing, China



*Transport Administrations need to stop defining themselves by the assets that they own, but rather by the service they deliver, the customer's needs and expectations, and how the Transportation Administration's actions could positively impact the quality of life of their customers.*

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## ACKNOWLEDGEMENTS



The China Academy of Transportation Sciences (CATS) and the World Road Association's (PIARC) Technical Committee TC A.1, Performance of Transport Administrations, extend their thanks and appreciation to the PR China Ministry of Transportation (MOT) for their support in the organization of the International Seminar on "Achieving Successful Road Transportation through Effective Management and Organization".

The Organizing Committee is grateful to the members of CATS and TC A.1 who worked tirelessly to ensure that the Seminar provided outstanding value to all participants and their organizations and that it was a successful world-class event.

TC A.1 would like to recognize the efforts of the following individuals from the China Academy of Transportation Sciences for their exceptional efforts and contributions before, during and after the Seminar: Ms. LIU Si, Research Assistant with CATS, Associate Professor LIU Leilei, and the Director of the Research Management Division at CATS Prof. LI Zhongkui.

CATS and TC A.1 are particularly grateful to all the international and domestic experts that shared their knowledge and to all the attendees for actively participating, sharing their ideas and contributing to the discussion. Even though the theme of the Seminar was road transportation and effective management the exceptional presentations and panel discussion went beyond roads and transportation into the whole transportation industry and all its elements in both urban and rural environments, including the impact of roads and transportation into our communities and citizens.

Last but not least, CATS and TC A.1 would like to thank PIARC's General Secretariat for their support of the Seminar.



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**Seminar Conclusions**

José Manuel BLANCO SEGARRA, Chair of TC A.1 Performance of Transport Administrations



**INTERNATIONAL SEMINAR ON ACHIEVING  
SUCCESSFUL ROAD TRANSPORTATION  
TROUGH EFFECTIVE MANAGEMENT  
AND ORGANISATION**

**CONCLUSIONS AND TAKE-AWAYS**

José Manuel BLANCO SEGARRA  
Chair of WRA/PIARC TC A1  
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Échanger connaissances et techniques sur les routes et le transport routier / Exchange knowledge and techniques on roads and road transportation



**Disrupting the Transport Sector through Technology and Innovation**

Anne-Séverine POUPELEER, Head of division Planning and Coordination, Agency for Roads and Traffic – Flemish Government – Belgium / TC A1

Exchange knowledges and techniques on roads and road transportation



**WORLD ROAD ASSOCIATION**



[www.piarc.org](http://www.piarc.org)

*Disrupting the Transport Sector through Technology and Innovation*  
Beijing, 26<sup>th</sup> April, 2018

*dr. ir. Anne-Séverine Poupeleer*

Échanger connaissances et techniques sur les routes et le transport routier / Exchange knowledge and techniques on roads and road transportation

**ITS for Transport Safety and Sustainability**

Jason CHANG, Professor of Taiwan University

Beijing China, April 26, 2018

**ITS for Safety and Sustainability**  
应用智能交通技术提升安全和可持续发展

S.K. Jason Chang  
张学孔 台湾大学 教授  
Professor, National Taiwan University  
Vice President, ITS Taiwan  
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## EXECUTIVE SUMMARY

***Transport Administrations need to stop defining themselves by the assets that they own, but rather by the service they deliver, the customer's needs and expectations, and how the Transportation Administration's actions could positively impact the quality of life of their customers.***

That was one key conclusion of a successful seminar hosted by the China Academy of Transportation Sciences (CATS) in cooperation with Technical Committee TCA.1 "Performance of Transport Administrations" and support of the People's Republic of China Ministry of Transport (MOT). The seminar was held in Beijing, April 25-26, 2018 and brought together over 100 attendees from government, universities, research institutes and private sector representing 14 countries and 20 regions of China.



CATS President SHI Baolin opened the seminar, highlighting transportation achievements in China in recent years. He stressed the seminar's purpose was to exchange ideas and experiences and to promote the healthy and steady development of the transport sector in what many are calling the "golden age of transport."

Deputy Director General KONG Qingxue, Highway Department of MOT, provided the keynote address. He stated Chinese experience shows that construction of transport infrastructure creates economic development opportunities at all levels. He also emphasized the need to work together to strengthen mutual learning and information sharing in order to improve global transport performance.

The TCA.1 Chair, Mr. BLANCO SEGARRA José Manuel, gave an overview of the activities of PIARC including the outputs of TCA.1 and current work program.

The Seminar included three Plenary Sessions, two focusing on the development of transportation in China and internationally, namely "The Transport Challenge in China – Current State and Future Prospects" and "Achieving Successful Outcomes through Transport Planning and Reform". The third Session, "International Perspectives on Transport Governance" was focused on the international experience on transport governance.

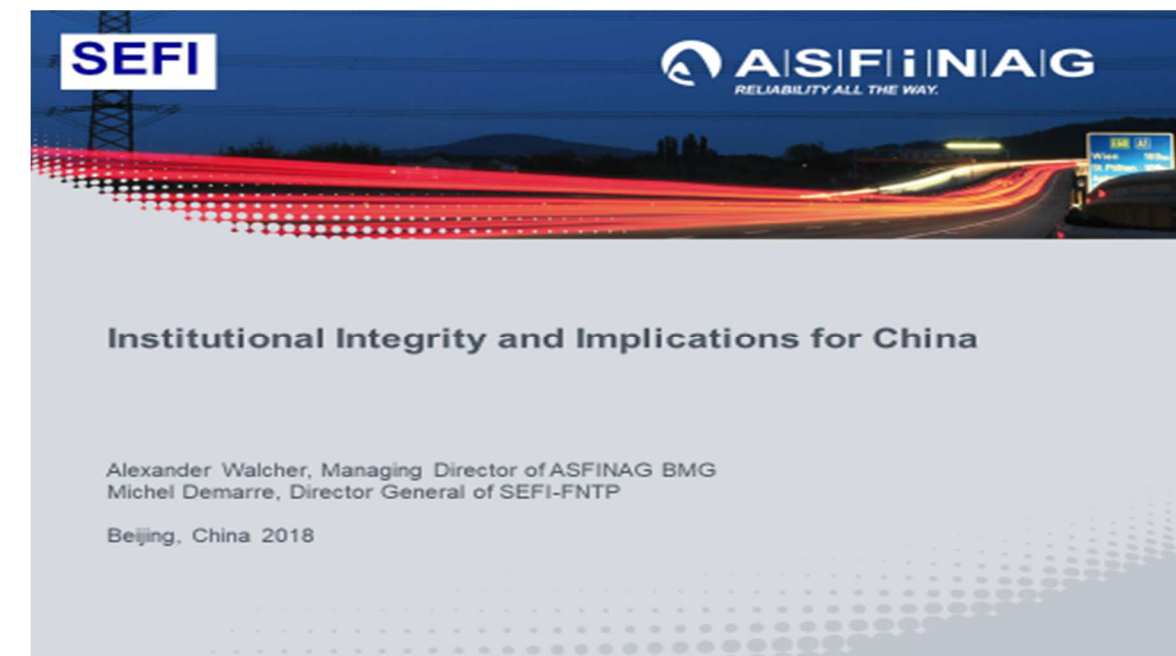
## The Role of Performance Management in Tracking and Improving Transport Delivery

Alan COLEGATE, Manager Strategy of Main Roads Western Australia / TC A.1



## Institutional Integrity and Implications for China

Alexander WALCHER, Managing Director of ASFINAG BAU MANAGEMENT GmbH / TC A.1 & Michel DÉMARRE, Director General of SEFI-FNTP / TC A.1



## Reforming Transport Governance Structures to Deliver Better Outcomes

Jonathan SPEAR, Director of Transport Policy and Planning, Atkins Acuity / TC A.1



## The National Experience of Multi-Modal Transport Authorities – The Case of Sweden

Anna WILDT-PERSSON, Chief Strategist of Strategic Development, Swedish Transport Administration (Trafikverket) / TC A.1



The Plenary Sessions provided the opportunity to set up and conclude with the “China–International Rolling Panels on Joint Transport Sector Experience” that featured two different panels, one on “Institutional Reform and Innovation” and one on “Technology and Innovation Driving New Business Models and Value Chains in the Transport Sector”.

Over 20 speakers shared views on issues such as good planning, institutional integrity, integrated multimodal transportation, disruptive technologies, CAVs, smart mobility, the shared economy, and customer-centric business models. The speakers shared the latest ideas, practical experiences and technological innovations in various countries and engaged in Q&A on hot topics.

In closing Mr. BLANCO highlighted the following:

- Roads are not just a physical asset (infrastructure) but also a part of the Mobility as a Service (MaaS) equation and we must start looking at them as a service, Road as a Service (RaaS). The road network is an economic and social asset.
- Communication, collaboration and good planning between agencies, across modes, and harmonizing central government directives and local actions are essential.
- Doing more of the same is no longer acceptable. New ideas, disruptive trends and business models should be embraced.
- The opportunities and challenges that the sharing economy is bringing to transport must be addressed.

In closing, all agreed that much progress has been made in transport in China and globally, but more remains to be done, with “the outcomes of tomorrow determined by the choices we make today.”

The Seminar concluded on April 27, 2018 with a technical visit to the Beijing Transportation Operations Coordination Center, the Jin'anqiao station of the Maglev S1 rapid transit rail line, and ofo’s electronic fence around the Chongwenmen station.



## INTRODUCTION

### BACKGROUND



The World Road Association's (PIARC) Technical Committee TC A.1, Performance of Transport Administrations, in conjunction with the China Academy of Transportation Sciences (CATS), made a joint decision during the TC A.1 meetings held in Madrid, SPAIN, in November of 2016 and in Rhode Island, USA, in April of 2017 to organize and host an International Seminar on Achieving Successful Road Transportation through Effective Management and Organization in Beijing, CHINA. The Seminar would be organized and held in the first part of 2018.

The primary objective of the seminar was to exchange information on the establishment of tools to measure the performance of transport administrations and best practice for good governance.

The seminar was open to members of the international road and transport community who are interested in gaining and sharing knowledge on Performance measurement and best practices in governance.

### ORGANIZATION OF THE SEMINAR

#### ORGANIZING COMMITTEE

The Organizing Committee for the Seminar comprised of the following individuals:

#### CHINA ACADEMY OF TRANSPORTATION SCIENCES (CATS)

- SHI Baolin, President
- LI Zhongkui, Director
- WANG Yutian, Director
- LIU Leilei, Associate Professor
- LIU Si, Research Assistant



#### TECHNICAL COMMITTEE A.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS

- BLANCO SEGARRA José Manuel, Chair
- XENOPHONTOS Christos Savvas, English-speaking Secretary
- DEMARRE Michel, French-speaking Secretary
- SPEAR Jonathan, TC A.1.2 Workgroup Co-Leader

#### SEMINAR SECRETARIAT

- LIU Si, Research Assistant, China Academy of Transportation Sciences (CATS)

### A Rhode TRIP—Planning for the Future of Mobility in Rhode Island

Christos Savvas XENOPHONTOS, Assistant Director, Rhode Island Department of Transportation (RIDOT), USA / TC A.1



### One-stop Smart Travel Service

LIU Meiyin, Vice-President, DiDi





Asset Management of World Bank's Investment and Financing Projects

ZHAI Xiaoke, Senior Transport Expert, World Bank

# Asset Management of World Bank's Investment and Financing Projects

ZHAI Xiaoke, Senior Transport Expert, World Bank

**PRESENTATION NOT AVAILABLE FOR PUBLICATION**

Information Resource Integration and Sharing & Practice of Big Data Application

Cao Jiandong, Director of the Key Laboratory of Transport Industry of Big Data Application Technologies for Comprehensive Transport



## VENUE



The seminar took place from April 25-26, 2018, at the Beijing Friendship Hotel in the capital of China, Beijing. Beijing Friendship Hotel, is a world-class facility, renowned for its traditional Chinese garden style, features classic Chinese architectural elegance and presents most pleasurable views, has successfully staged some the world's most prestigious and complex events.

A Technical Visit was held on April 27, 2018 that included visits to the Beijing Transportation Operations Coordination Center (TOCC), the Jin'anqiao station of the Maglev S1 rapid transit rail line, and ofo's

electronic fence around the Chongwenmen station.

## PARTICIPATION

The Seminar brought together over 100 attendees from different parts of the World and China. Participants included representatives from the Asian Infrastructure Investment Bank, CATS, the MOT, TC A.1, the World Bank, and other organizations. They came from 14 countries (Australia, Austria, Belgium, Chile, China, Denmark, France, Mongolia, Singapore, Spain, South Africa, Sweden, Ukraine and the United States) and 20 different regions of China, of which 9 were from governmental organizations, 14 from universities, 22 from the private sector and the remaining 56 participants from research institutes and associations related to transport.



The Seminar featured speakers from CATS, the MOT, TC A.1, the Asian Infrastructure Investment Bank, the World Bank, as well as academics, other governmental agencies and the private sector. Including the moderators and keynote speakers, there were a total of 21 different presenters and a total of 12 different panelists. Details on the different Plenary Sessions and Panels, including presenters' short bios may be found on the Final Program and Seminar Guidebook prepared by CATS.

The high caliber of participants with such diverse background was an integral part of the overall success of the seminar program.

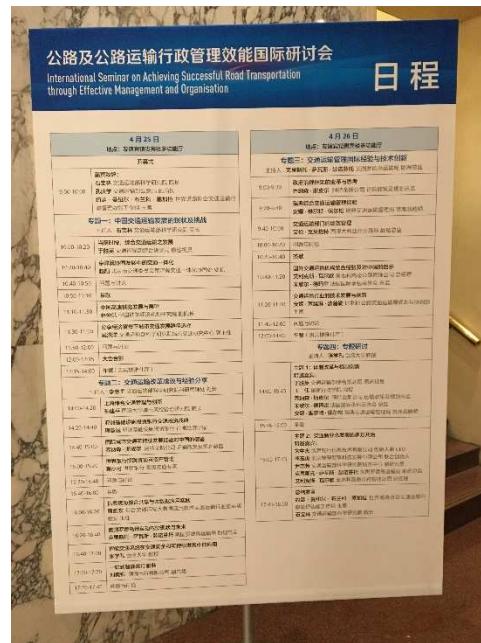
## SEMINAR OBJECTIVES

The primary objective of the seminar was to exchange information on the establishment of tools to measure the performance of transport administrations and best practices for good governance. The seminar provided an opportunity for speakers to address both technical and management issues broadly based around but not limited to the following:

- Performance management frameworks
- Evolution and transformation of transport administrations
- Developing a culture of transparency and accountability
- Performance of road and transport administrations: Lessons learnt and shared
- Joint transport sector experience
- Change and disruption in urban transport challenges and solutions
- Sharing economy and its implications to transport administrations

## THEME AND TOPICS

The main theme of the International Seminar was “Achieving Successful Road Transportation through Effective Management and Organization”.



The Seminar was organized into three different Plenary Sessions with the first two Sessions focusing on the macro level development of transportation both in China and internationally, namely “The Transport Challenge in China – Current State and Future Prospects” and “Achieving Successful Outcomes through Transport Planning and Reform”. The third Session, “International Perspectives on Transport Governance” in the morning of day two was focused on the international experience on transport governance.

The Plenary Sessions provided the opportunity to set up and conclude with the “China–International Rolling Panels on Joint Transport Sector Experience” that featured two different panels, one on “Institutional Reform and Innovation” and one on “Technology and Innovation Driving New Business Models and Value Chains in the Transport Sector”.

Both panel discussions were moderated by Dr. Jason CHANG, Professor of Department of Civil Engineering and Director of Advanced Public Transport Research Center in National Taiwan University and a visiting Professor at CATS and featured a blend of international and domestic experts.

The Seminar concluded on April 27, 2018 with a technical visit to the Beijing Transportation Operations Coordination Center, the Jin'anqiao station of the Maglev S1 rapid transit rail line, and ofo’s electronic fence around the Chongwenmen station.

The detailed program of the Seminar is included in Appendix 1 and of the Technical Visit in Appendix 2.

## Asian Infrastructure Investment Bank Transport Investment Strategy

THIA Jang Ping, Principal Economist, Policy and Strategy Department of Asian Infrastructure and Investment Bank



## Transport Infrastructure (draft strategy)

*Sustainable and Integrated Transport for Trade and Economic Growth in Asia*

Policy and Strategy, Asian Infrastructure Investment Bank  
April 2018

## Sustainable Urban Transport in China-Lessons from International Experience

Jonathan SPEAR, Director of Transport Policy and Planning, Atkins Acuity / TC A.1



## Path Selection of Urban Transport Development Under the Sharing Economy

WU Hongyang, Deputy Director of China Urban Sustainable Transport Research Centre (CUSTReC), CATS



## Comprehensive Transport Management and Innovation in Shanghai Municipality

SUN Jianping, Former Director General, Shanghai Municipal Transportation Commission/Professor, Tongji University



## SEMINAR PROGRAM DETAILS

### OPENING SESSION

#### WELCOMING REMARKS BY PROF. SHI BAOLIN, PRESIDENT OF CATS



The Seminar was opened by Prof. SHI Baolin, President of CATS, who welcomed the attendees and participating members of TC A.1. Prof. SHI highlighted the achievements of China in the transport sector over the last few years and stressed the important role of promoting transportation. China is now implementing the 13th Five-Year Plan for Economic and Social Development and is now in the golden age of transportation. The country has been continuously looking to improve the effectiveness and capacity of the transport system and to promote modernization and reform of the national

government transport agency.

The Seminar was organized to provide a platform to discuss and share developments in transport administration and highway management keeping in mind the need for a healthy and sustainable development. More than 20 experts from China and other countries will share the current status and explore the challenges of China's transportation development, share the results and experience of transport reform so far and share the international experience and technological innovation in industry management, reform of institutional mechanisms, and development of new modes of transportation. Prof. SHI said it is an opportunity for all of you to share the latest ideas and your practical experiences in the transportation industry, and use this opportunity to strengthen the exchange of information and cooperation.

We have seen from the work of TC A.1 that administrative methods of road and road transport in various countries are unique and that each one has its own experience and we need everyone to exchange and discuss the development experience of various countries. Through seminars and exchanges like this we hope to promote the healthy and steady development of road and road transportation businesses in all countries of the world.



KEYNOTE ADDRESS BY MR. KONG QINGXUE, DEPUTY DIRECTOR GENERAL OF THE HIGHWAY DEPARTMENT OF THE MOT



Mr. KONG Qingxue, Deputy Director General of the Highway Department of the MOT provided the keynote address and welcomed the attendees on behalf of MOT and China's First Delegate to PIARC who was not able to attend. Mr. KONG described how the World Road Association is composed of outstanding members selected by various countries in the world and that each technical committee has made great achievements in the field of transportation. He said that he believes this seminar will help further improve the administrative management of China's highway and road transport and that members will exchange results with each other, share experiences and wisdom, seek common development, and lay a solid foundation for the report on the work of the TC A.1 in 2019.

International learning and learning from each other is beneficial to the promotion of the efficiency of road transport administrative management in various

countries. Mr. KONG stressed that all the countries should work together to promote joint connections and stronger integration development for the countries to prosper in the future in a peaceful world enhanced by transport. Chinese and global experience shows that infrastructure construction not only helps with the road network but it also provides economic development opportunities and plays an important role in the development of all areas. He highlighted the continued progress in the modernization of the MOT and the administration of roads and that MOT has established an integrated construction management system and continues to rise to meet its responsibility at all levels through providing easier market access and promoting inspections and penalties when necessary.

The work of the infrastructure sector gives benefits not only to the economy but also to the life quality of people and the industrialization and restructuring of the economy. He stated that the World Road Association has built a good platform for us and that as the government member of the World Road Association, the Ministry of Transport of P.R. China has been actively participating in the work and activities of the association for many years. His hope is that through this seminar, PIARC will work more closely with China to build a more efficient and smarter highway and road transport administrative management system.

Mr. KONG completed his remarks by thanking and congratulating CATS for organizing the seminar and asked all present to leverage the expertise and knowledge of the people participating in the seminar as part of the mutual exchange of knowledge that is cultivated through these types of seminars.

Integrated Transport Development in Beijing-Tianjin-Hebei Region

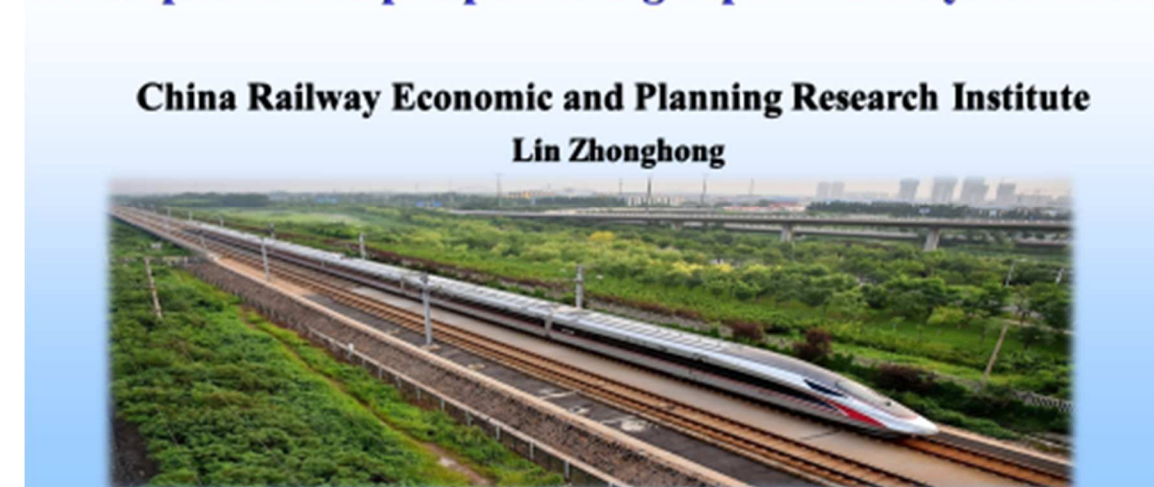
ZHAO Yang, Director of Beijing-Tianjin-Hebei Transport Integration and Coordination Division, Beijing Municipal Commission of Transport



China High Speed Railway (CHSR) - Current State and Future Prospects

LIN Zhonghong, Vice President, China Railway Economic and Planning Research Institute

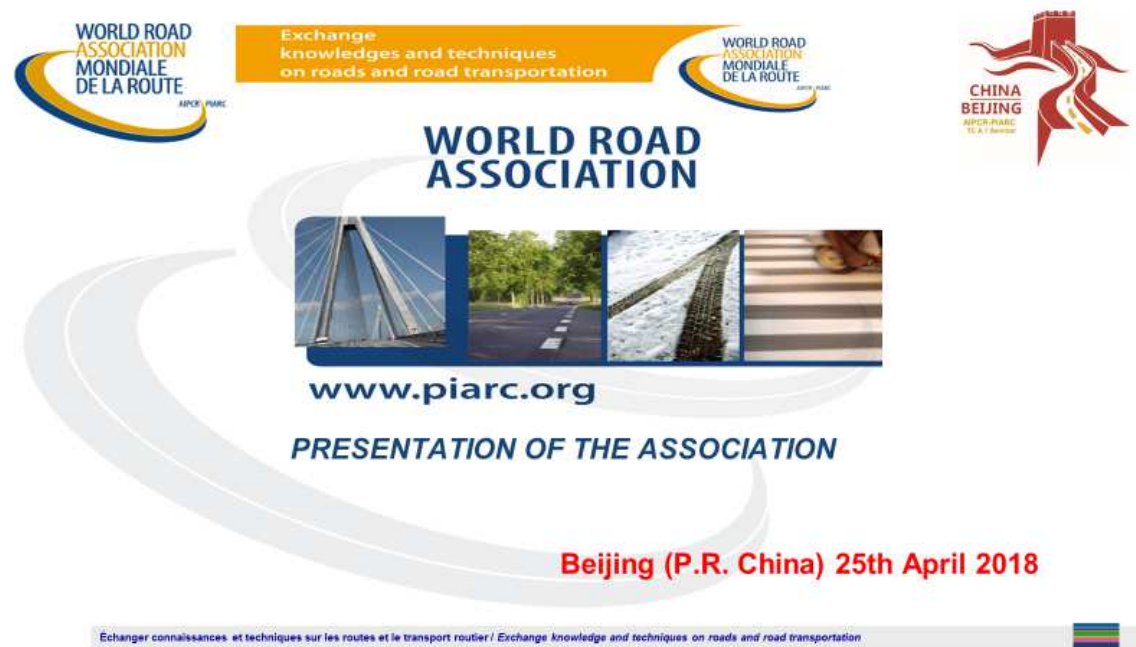
Development and prospect of high-speed railways in China<sup>1</sup>



APPENDIX 9: TITLE SLIDES OF PRESENTATIONS

Presentation of the Association and TC A.1

José Manuel BLANCO SEGARRA, Chair of TC A.1 Performance of Transport Administrations



Integrated Transport Development in China

YU Shengying, Former Counselor of Comprehensive Planning Department, MOT, P. R. China



PRESENTATION OF THE WORLD ROAD ASSOCIATION (PIARC) & TC A.1 PERFORMANCE OF TRANSPORT ADMINISTRATIONS BY JOSÉ MANUEL BLANCO SEGARRA, TC A.1 CHAIR

TC A.1 Chair BLANCO SEGARRA José Manuel, thanked Prof. SHI and the staff of CATS for hosting the seminar and their hospitality and said that he hoped the wisdom of the members from China, like Prof. SHI Baolin will continue to be present in the next cycles. He added that it is his hope and expectation that the seminar will indeed strengthen the bond between China and PIARC. Mr. BLANCO SEGARRA gave a brief presentation on PIARC on behalf of the Strategic Theme Coordinator, Mr. BARRERA GAJARDO Ernesto, who could not attend due to the concurrent meeting of PIARC’s Executive Committee in Mexico.



He also provided a brief synopsis on the key missions, accessible deliverables, services available and current Strategic Plan for 2016-2019 for PIARC. He also provided the history of the Technical Committee since its creation in 1996 and the issues that the current TC A.1 is working on, namely, “Framework on measuring effectiveness and efficiency of transport administrations”, “Evaluating the transformation of transport administrations”, and “Promotion of a culture of transparency and accountability”. He also introduced all of the active and present members of TC A.1. In introducing the mission of TC A.1, he stressed the importance of performance management, establishing a performance measurement hierarchy and a clear line of sight to the “overall outcome”, and that what we measure shapes what we collectively strive to pursue.



Mr. BLANCO SEGARRA highlighted some of the products produced during previous cycles by TC A.1 and its predecessors, such as reports, practical toolkits, and recommendations. These outputs include the reports on “Trends and Outcomes of Multimodal Governance in the Road and Transport Administrations”, which includes a “Toolkit for Multimodal

Collaboration”; “Guide to Good Practice Performance Frameworks” which also includes a Best Practice Toolkit and the development of the concept of “Public Value Chain”; “Best Practices for Good Governance” which includes the “Integrity Toolkit” and a conceptual model on the “Cycle of Integrity”; and finally “Good Governance and Anti-Corruption Measures” which showcased the “Well Prepared Project” and the influence of the media in creating perceptions relating to institutional integrity.

## PLENARY SESSIONS

### PLENARY SESSION I “THE TRANSPORT CHALLENGE IN CHINA – CURRENT STATE AND FUTURE PROSPECTS”

**Plenary Session I, “The Transport Challenge in China – Current State and Future Prospects”** was moderated by Prof. SHI and provided a solid background on the current state of transport development within China. The common theme among the four presentations was what Deputy Director General KONG highlighted in his keynote remarks, that infrastructure construction not only helps with the road network but it also provides economic development opportunities and that infrastructure plays a very important role in the development of all areas of society. The presenters also touched on good planning across the modes and between agencies, collaboration between agencies, Central Government directives and local actions and communication, being open for new ideas, and how essential it is to have long term views of the business.



The Plenary Session highlighted the need to develop a convenient integrated service for the users of the system and that transportation development is the foundation for all political, economic and cultural development. It also laid the foundation for one of the Panel Discussions on how traditional transport can develop and co-exist, or be replaced, by the new sharing economy. It raised the Government vs. Enterprise vs. Users and Society issue when it comes to the new transportation models of sharing economy and how the sharing of travel is moving towards intellectualization, orderliness, and internationalization.

#### ABSTRACTS FROM PLENARY SESSION I:



Mr. YU Shengying, Former Counselor of Comprehensive Planning Department, MOT, PRC presented on the development phase and demand of transportation in China and the initial achievements in integrated transportation infrastructure construction, multimodal passenger and freight transportation, new transportation mode innovation, etc. China is now moving to establish a safe and convenient, economical and efficient, green and intelligent, open and integrated transportation system through completing 9 main tasks including institution reform, infrastructure network and integrated transportation

hub layout optimization, longitudinal and transverse transport channels construction, improvement and integration of transport service, promotion of intelligent, green and safe transportation, and exploration of the new transportation mode.

## SEMINAR PRESENTATIONS & PRESENTERS

### A Rhode TRIP–Planning for the future of mobility in Rhode Island

Christos Savvas XENOPHONTOS, Assistant Director, Rhode Island Department of Transportation (RIDOT), USA / TC A.1

### One-stop Smart Travel Service

LIU Meiyin, Vice-President, DiDi

### Reforming Transport Governance Structures to Deliver Better Outcomes

Jonathan SPEAR, Director of Transport Policy and Planning, Atkins Acuity / TC A.1

### The National Experience of Multi-Modal Transport Authorities – The Case of Sweden

Anna WILDT-PERSSON, Chief Strategist of Strategic Development, Swedish Transport Administration (Trafikverket)/ TC A.1

### The Role of Performance Management in Tracking and Improving Transport Delivery

Alan COLEGATE, Manager Strategy of Main Roads Western Australia/ TC A.1

### Institutional Integrity and Implications for China

Alexander WALCHER, Managing Director of ASFINAG BAU MANAGEMENT GRBH/ TC A.1

Michel DÉMARRE, Director General of SEFI-FNTP/ TC A.1

### Disrupting the Transport Sector through Technology and Innovation

Anne-Severine POUPELEER, Head of division Planning and Coordination, Agency for Roads and Traffic – Flemish Government – Belgium / TC A1

### ITS for Transport Safety and Sustainability

Jason CHANG, Professor of Taiwan University

### Seminar Conclusions

José Manuel BLANCO SEGARRA, Chair of TC A.1 Performance of Transport Administrations

APPENDIX 8: LIST OF SEMINAR PRESENTATIONS & PRESENTERS

SEMINAR PRESENTATIONS & PRESENTERS	
<b>Presentation of the Association and TC A.1</b>	José Manuel BLANCO SEGARRA, Chair of TC A.1 Performance of Transport Administrations
<b>Integrated Transport Development in China</b>	YU Shengying, Former Counselor of Comprehensive Planning Department, MOT, P. R. China
<b>Integrated Transport Development in Beijing-Tianjin-Hebei Region</b>	ZHAO Yang, Director of Beijing-Tianjin-Hebei Transport Integration and Coordination Division, Beijing Municipal Commission of Transport
<b>China High Speed Railway(CHSR)- Current State and Future Prospects</b>	LIN Zhonghong, Vice President, China Railway Economic and Planning Research Institute
<b>Path Selection of Urban Transport Development Under the Sharing Economy</b>	WU Hongyang, Deputy Director of China Urban Sustainable Transport Research Centre (CUSTReC), CATS
<b>Comprehensive Transport Management and Innovation in Shanghai Municipality</b>	SUN Jianping, Former Director General, Shanghai Municipal Transportation Commission/ Professor, Tongji University
<b>Asian Infrastructure Investment Bank Transport Investment Strategy</b>	THIA Jang Ping, Principal Economist, Policy and Strategy Department of Asian Infrastructure and Investment Bank
<b>Sustainable Urban Transport in China-Lessons from International Experience</b>	Jonathan SPEAR, Director of Transport Policy and Planning, Atkins Acuity / TC A.1
<b>Asset Management of World Bank's Investment and Financing Projects</b>	ZHAI Xiaoke, Senior Transport Expert, World Bank
<b>Information Resource Integration and Sharing &amp; Practice of Big Data Application</b>	CAO Jiandong, Director of the Key Laboratory of Transport Industry of Big Data Application Technologies for Comprehensive Transport



The presentation by Ms. ZHAO Yang, Director of Beijing-Tianjin-Hebei Transport Integration and Coordination Division, Beijing Municipal Commission of Transport provided the status of transport integration in Beijing-Tianjin-Hebei region, including the main achievements of transport integration and the development prospects in Beijing city. The aim of transport integration is to build a multimodal, network, and region-wide transportation network with rail transport as the backbone and to construct a unified and open regional transportation market structure. In the next step, the government will handle the relationships with market, focus on function decentralization, both at the system and individual level.

Mr. LIN Zhonghong Vice President, China Railway Economic and Planning Research Institute presented on the “Development and Prospect of High-Speed Railways in China”. The high-speed railways in China have achieved great progress in the past, having constructed large scale and high standard high-speed rail. He highlighted the construction of great passageways, intercity railways, and comprehensive transport hubs that strengthened connection between regions. Looking forward, the government will build a high-speed railway network, develop high-speed train technology with even higher speeds, and build intelligent high-speed railways.



The last presentation of the first Plenary Session, “Path Options of Urban Transport Development under the Sharing Economy”, was given by Mr. WU Hongyang, Deputy Director of China Urban Sustainable Transport Research Centre (CUSTReC) at CATS. Mr. WU pointed out that with mobile internet rapid development in China, the traditional forms of urban transportation such as bus, public bike, taxi, parking, are being replaced by new business models such as online car hailing, bike sharing, time sharing, customized shuttle bus, parking sharing, etc. While the new business models bring more convenience and efficiency to the users, it has also created new problems that we must face as decision makers. Should decision makers have an open mind and positive attitude towards the new sharing economy models? How should we regulate and deal with the new challenges? We need to promote the new and traditional modes in cooperation to find win-win paths. He also said that social multi-component governance covering government, enterprise, users and society should be encouraged.

The first Plenary Session concluded with a Q&A Session that provided the attendees with the opportunity to engage directly with the presenters relative to the topics presented.

PLENARY SESSION II “ACHIEVING SUCCESSFUL OUTCOMES THROUGH TRANSPORT PLANNING AND REFORM”

Plenary Session II, “Achieving Successful Outcomes through Transport Planning and Reform” was moderated by Prof. LI Zhongkui, Director of the Research Management Division at CATS, who moderated a strong theme focusing on smart transport, ITS, Autonomous Vehicles, bicycle hire, ride hailing, green transport, integrated transport and revitalized rural areas through transport. As current developments in China are entering a new phase, the focus of this Session was on reform and the need to start removing the barriers of the institutions and free up institutions to gain further efficiencies and productivity. With reform we are going to actively establish a governance system with mixed participation so that we can encourage participation. This can only be achieved through an open mind and through research and innovation while at the same time ensuring that is done in a fair market environment and with institutional integrity, reporting and focused towards the customers’ needs and service quality for passengers.



ABSTRACTS FROM PLENARY SESSION II:



Mr. SUN Jianping, kicked off the afternoon Plenary Session with a presentation that introduced the development in the comprehensive management of urban transportation, including infrastructural construction, service level and social financial support in Shanghai. To build the city as the “Four Centers” and an international city by 2020, the “Intelligent, Low-carbon and Sharing” development concept should be involved in the improvement of comprehensive transportation management, and the “Management-oriented, Systematized,

Weakness-supplementary” theory should be implemented in the development of transportation management and innovation. Finally, three effective development suggestions are discussed in the presentation, including improving the construction of urban transportation infrastructure, optimizing the quality of public transport service and innovative comprehensive transportation management model.

APPENDIX 7: SECOND ANNOUNCEMENT



WORLD ROAD ASSOCIATION  
PIARC



CHINA ACADEMY OF TRANSPORTATION SCIENCES  
MINISTRY OF TRANSPORT  
OF THE PEOPLE'S REPUBLIC OF CHINA

Second Announcement

**International Seminar on  
Achieving Successful Road  
Transportation through  
Effective Management  
and Organisation**

Beijing Friendship Hotel

Beijing, China

Wednesday 25 – Thursday 26 April 2018

Technical visit on Friday 27 April 2018

*\* The entire second announcement is included as part of Volume II – Seminar Presentations*





WORLD ROAD ASSOCIATION  
PIARC



CHINA ACADEMY OF TRANSPORTATION SCIENCES  
MINISTRY OF TRANSPORT  
OF THE PEOPLE'S REPUBLIC OF CHINA

## First Announcement

# International Seminar on Achieving Successful Road Transportation through Effective Management and Organisation

Beijing, China

Wednesday 25 – Thursday 26 April 2018

Technical visit on Friday 27 April 2018

*\* The entire first announcement is included as part of Volume II – Seminar Presentations*

The presentation by Mr. THIA Jang Ping, Principal Economist, Policy and Strategy Department of Asian Infrastructure and Investment Bank gave an overview of AIIB's draft strategy on supporting a sustainable and integrated transport system for trade and economic growth in Asia. He highlighted areas of growth in different countries and sub-regions of the continent and the demand for different modes of transport in the different areas. The implications for AIIB's strategy is that it must put more emphasis on "middle-range" projects with large economic impact, to crowd-in private capital and make projects "bankable" with AIIB's presence and to prioritize strategic connections.



Mr. SPEAR Jonathan, Director of Transport Policy and Planning, Atkins Acuity / TC A.1 Workgroup Leader presented next on "Sustainable Urban Transport in China – Lessons from International Experience". The presentation reviewed developments in urban transport planning and delivery in China over the past 15 years. In the face of massive urbanization, demographic increase and economic development, many cities have evolved complex, multimodal and increasingly integrated transport networks. However, despite major progress in infrastructure and services, including mass transit, significant challenges of

congestion, pollution and road safety remain for policy makers. However, future success will require not only doing more of the same, but new reforms to policy, planning processes, regulation and governance, as well as appropriate and proportionate responses to emerging disruptive technologies and business models.

The presentation "Asset Management of World Bank's Investment and Financing Projects" by Mr. ZHAI Xiaoke, Senior Transport Expert at the World Bank reviewed the role of road transportation, the overall development and management of road assets, and the key issues faced in road asset management in China. China invested heavily in road infrastructures development and accumulated a huge amount of road assets, which supported and contributed to economic growth in past decades. However, with the aging of the road assets and the growing demands on quality services, China faces challenges to efficiently manage its road assets and provide better service in a sustainable way, including change of road asset management approach and policies, provision of sufficient maintenance funds, and improvement of road asset management decision and performance. The World Bank supports China to address these challenges through sharing international good practices and knowledge.



Mr. CAO Jiandong, Director of the Key Laboratory of Transport Industry of Big Data Application Technologies for Comprehensive Transport, provided a presentation on Information Resource Integration and Sharing & Practice of Big Data Application. Director CAO's presentation introduced the work of the Laboratory on the integration of



information resources and application of big data. The presentation covered the development background, including the National Strategy provided in 2015 by the State Council and the important instruction of General Secretary Xi Jinping for the implementation of the national big data strategy, particularly to "Accelerate the improvement of digital infrastructure", the recognition that "big data is a new stage of information development" and the six requirements to promote the innovation and development of big data technology industry.

He provided details on the work foundation of the Laboratory and its responsibilities for the research of comprehensive transportation policy data standards, the preparation and maintenance of data resources catalogs, the exchange and sharing of ministerial data resources, and the development of open application systems, big data analysis and management, etc. The presentation included details on data integration and sharing, including the Laboratory's efforts on Policy Documentation, creating a Work Program and more importantly a Data Exchange and Sharing Application Platform. Lastly, he presented the work of the Laboratory in data analysis and particularly in the analysis and application of highway toll collection data, urban traffic data analysis and application, and logistics data analysis and application.

The next presentation by Mr. XENOPHONTOS Christos Savvas, Assistant Director for the Rhode Island Department of Transportation / TC A.1 English Secretary described the journey (Rhode TRIP) that the Rhode Island Department of Transportation has undertaken in the Autonomous Vehicle arena from the Mini Summit on Connected and Autonomous Vehicles held in Rhode Island as part of the TC A.1 meeting in April of 2017 to the current seminar in Beijing. From Providence to Beijing in one year highlights the action plan implemented by RIDOT from framing an RFI around major questions on CAVs to the establishment of a state-wide partnership (RI Transportation Innovation Partnership – TRIP) to the issuance of an RFP under a PPP for an Autonomous Vehicle Mobility Challenge to test automated multi-passenger vehicles in Providence's urban core. The goals of the TRIP are to introduce safe innovative technology, improve transportation networks in underserved neighborhoods and integrated cutting-edge technology.



**Niels TØRSLØV**, Director of Operations at the Danish Road Directorate. He is a member of the Executive Board of Directors at Danish Road Directorate where he is responsible for Traffic Management, Incident management, ITS and C-ITS activities, Traffic data and statistics, Winter operations and Traffic management and road works. He is an active member of PIARC TC A.1 Performance of Transport Administrations. He has previously served as Deputy Director at City of Copenhagen, Technical and Environmental Administration



**Natalia FORSYUK**, Director of the National Secretariat Construction Sector Transparency Initiative (CoST)

Natalia Forsyuk is the Director of the National Secretariat Construction Sector Transparency Initiative (CoST) Ukraine. CoST is a voluntary multi-stakeholder initiative designed to promote transparency and accountability in publicly financed construction. The initiative brings together representatives of government, private sector and civil society organizations. Natalia has a law degree, and before her election as the National Secretariat has worked more than 10 years as head of production enterprise with 100% foreign capital (Denmark) in the woodworking industry



**LIU Si**, Seminar Secretariat, Research Assistant, China Academy of Transportation Sciences (CATS), Associate Member of PIARC's Technical Committee TC A.1, Performance of Transport Administrations.

LIU Si, is a Research Assistant with the Research Center of Scientific Resources and Technological Exchanges at the China Academy of Transportation Sciences (CATS). Her main research areas focus on the advancements of transportation in major developed and developing countries across the world, including the transformation and reform of transportation management systems, the development of integrated transportation systems, and the evolution of policies on transportation planning. Ms. LIU is also the Secretariat of the CATS-PIARC Technology Transfer Center in China, a position that she has held since 2016. In May of 2018 she was appointed an Associate Member of the World Road Association's (PIARC) Technical Committee TC A.1 Performance of Transport Administrations.



**WANG Wei** is a professor and PhD supervisor at the Chinese Academy of Governance. He has presided over and participated in studies raised by the leaders of the State Council. He has participated in the discussion, drafting and revision of a number of documents issued by the Central Government, such as the Implementation Outline for Civic Morality and the Civil Service Law. The literature as listed, Strengthening the Legal Construction of Administrative Ethics, Harmonious Culture: People-Oriented Cultural Development Strategy, etc. Other publications include Administrative Ethics and Clean Government Construction.



**SONG Zhongjie**, the founder and CEO of Dida Chuxing, which was founded in 2014. As China's second largest professional internet travel platform, upholding the concept of Making Trip Fun, Dida made explorations in traffic supply side structural reform and cruised taxi industry change to reduce energy consumption and traffic congestion.



**LI Yuhu**, co-founder of ZX bike, which was founded in 2016. He is one of the entrepreneurs for devoting to the Shared bicycles industry. He is committed to innovating in the research and development of the bicycle industry standardization and proposed the idea of shared bicycle system for urban traffic microcirculation and standardized bicycle operation management.



**Dr. YIN Zhifang**, Associate Professor, China Urban Sustainable Transport Research Center, CATS. Her main research field focus on urban sustainable transportation and sharing trip including sharing bicycle, car sharing and shared parking. She is one of the most important specialist supporting policies decision for the national Government. She had been in charge of the "Guideline on sharing bicycle" leading by Ministry of Transport of the People's Republic of China. Now She is researching the standards system for sharing bicycle, standard operation pilot and large data analysis of riding.



Mr. LIU Meiyin, Vice-President, DiDi wrapped up the presentations for Plenary Session II with a presentation on "One-stop Smart Travel Service". Mr. LIU first introduced the challenges in urban transportation, such as population urbanization aggregation, restrictions of traffic resources and environment protection, and pointed out the limitations of the two traditional modes, public-service and self-service transportation systems, in transportation development. He then highlighted the new technological

trends that can be applied in the furtherment of transportation, including artificial intelligence, automation, digitization and sharing. Finally, based on the development of new technologies and traffic demand, he presented the "All in One" traveling service mode of transport, which integrates the advantages of traditional modes and future traffic development trends.

The second Plenary Session also concluded with a Q&A Session that provided the attendees with the opportunity to engage directly with the presenters relative to the topics presented.

#### PLENARY SESSION III "INTERNATIONAL PERSPECTIVES ON TRANSPORT GOVERNANCE"

**Plenary Session III, "International Perspectives on Transport Governance"** was moderated by Mr. XENOPHONTOS Christos Savvas, Assistant Director for RIDOT and TC A.1 English Secretary. The Session provided the attendees with a great perspective on the outcomes out of TC A.1 from previous cycles focusing on the "Reformation of Transport Governance Structures to Deliver Better Outcomes", "The Role of Performance Management in Tracking and Improving Transport Delivery", Sweden's "National Experience of Multimodal Transport Authorities", "Disrupting the Transport Sector through Technology and Innovation" and "Institutional Integrity and Implications for China". The Plenary session highlighted what happens when same minded transportation professionals share knowledge and ideas so that we can learn from each other and advance the state of the practice in cutting-edge technology instead of reinventing the wheel.



ABSTRACTS FROM PLENARY SESSION III:



Mr. SPEAR Jonathan, Director of Transport Policy and Planning, Atkins Acuity / TC A.1 Workgroup Leader kicked the Plenary Session with a presentation on “Reforming Transport Governance Structures to Deliver Better Outcomes”. The presentation set out the work done by the previous Technical Committee between 2011 and 2015 to examine trends and responses by transport administrations toward multimodal planning and delivery. While this included a focus on the emergence of the so-called Integrated Transport

Authorities at different spatial tiers, it also demonstrated that structural reform may not be the only way to achieve integration. Changes to planning and programming processes, inter-agency collaboration and a customer-focused culture may be equally important for successful outcomes. Following the presentation of the main findings of the research, some of the lessons were also applied to China as major cities seek to reform their transport governance arrangements to effectively and efficiently operate and manage increasing complex, integrated and multimodal urban transport networks.

The next presentation by Ms. WILDT-PERSSON Anna, Chief Strategist of Strategic Development, Swedish Transport Administration (Traffkverket) / TC A.1 Member on “The National Experience of Multimodal Transport Authorities – The Case of Sweden” described the major changes in the Swedish transport sector during recent years and the reasoning behind the changes made by the Swedish Government. The reform culminated with the formation of a multimodal transport agency when the previous single-mode agencies merged into a single organization. The presentation also highlighted some of the strengths and weaknesses of a multimodal administration as well as the challenges faced during the change process and lessons learned. She ended the presentation with the current focus on a new multimodal long-term plan for the transport system from 2018-2029.



**Alexander WALCHER**, Managing Director, ASFINAG Bau Management GmbH Managing Director of ASFINAG Bau Management GmbH since March 2008. Previous Head of Planning Department of ASFINAG Bau Management GMBH (2003 – 2008), before that Project Manager of major Motorway Projects (1997 – 2003). Occupational skills and competences focus on: environmental protection law& policy, corporate-social-responsibility, public participation within infrastructure-planning processes, institutional integrity in the road infrastructure sector, cost-benefit-analyses, environmental impact assessment (EIA) in European context; Participant in many international/national working groups, committees and symposia on infrastructure-planning related disciplines as well as guest lector at several Universities in Austria. Austrian Representative and Subgroup leader in PIARC (World Road Association).

Presentation Title: Institutional Integrity and Implications for China



**Michel DEMARRE**, Director General of SEFI (Association of French International Contractors). After he graduated as a civil engineer, he held various positions with the French government, from 1973 to 1990, including a 1-year secondment with the World Bank in 1986-1987. From 1990, he held various positions in the international departments of road construction companies; his last assignment was with Colas, as International Advisor to the CEO, from 1997 to 2012. He joined SEFI in September 2012. From 2008 to 2012, Michel was President of EIC (European International Contractors), Vice-President of FIEC (European Construction Industry Federation) and President of the French National Committee of PIARC (World Road Association).

Presentation Title: Institutional Integrity and Implications for China



Anne-Séverine Poupeleer prof. Dr. IR. in Civil ENGINEERING. Head of Division of planning and coordination at the agency of roads and traffic in Flanders Belgium. Member of TC.A1 technical committee Performance of Transport Administrations, PIARC. Worked as Project engineer (2007-2008), as policy engineer (2008-2011) and head of division (2011-2018) at the agency of roads and traffic in Flanders - coordinator of Public Private Projects (PPP) for main roads in Flanders - teaching prof. Dr. IR, Civil ENGINEER at the faculty of engineering of the catholic university of leuven in Sint-Katelijne-Waver (2011-2018)

Presentation Title: Disrupting the Transport Sector through Technology and Innovation



**S.K. Jason CHANG**, Ph.D. is a Professor of Department of Civil Engineering and Director of Advanced Public Transport Research Center in National Taiwan University. He is also a visiting professor in the China Academy of Transport Sciences, Ministry of Transport, China. Prof. Chang’s research areas focus on active mobility, public transport, transport economics and intelligent transport. His green mobility and health city theory “BMW: Integration of Bike, Bus, Metro, and Walk” has been recognized as one of his contributions to international society. Prof. Chang has 5 patents and published more than 140 academic papers, 160 conference papers and 200 technical reports.

Presentation Title: ITS for Transport Safety and Sustainability



**Christos Savvas XENOPHONTOS**, has over 32 years of experience in the Transportation field as an Engineer, Project Manager and Administrator. He has been serving as RIDOT's Assistant Director since 2010 and was responsible for directing RIDOT's initiatives in Asset Management, Asset Information Systems, Performance Management and Professional Development and Training and more recently in Innovation and Connected and Autonomous Vehicles. He has previously managed the Contract Administration, Civil Rights, Highway Safety, and Performance Management sections of the Department under the Administrative Services Division. He serves as Vice-Chair on AASHTO's Committee on Performance Based Management and is the English Secretary of the World Road Association's Technical Committee on the Performance of Transport Administrations (TC A.1). Additionally, he is a full member of TRB's ABC20 Management and Productivity and ABC30 Performance Management Committees.

Presentation Title: A Rhode TRIP—Planning for the future of mobility in Rhode Island



**Anna WILDT-PERSSON** Chief Strategist, Strategic Development Swedish Transport Administration / Trafikverket is a Chief Strategist at the Swedish Transport Administration working in areas such as urban and regional planning, long term infrastructure planning and strategic management. She has served as Head of Unit for Investigation as well as Head of Department of Societal Needs in the Southern Region of the Swedish Transport Administration until 2015. Before joining the multi-modal Administration, formed in 2010, she served as Head of Department of Planning in the South Region of the Swedish Road Administration, from 2005 to 2010.

Presentation Title: The National Experience of Multi-Modal Transport Authorities—The Case of

Sweden



**Alan Robert COLEGATE**, has been with the Western Australian Government State road agency for 28 years and is currently Manager Strategy. He is responsible for corporate strategic planning, innovation and research, sustainability, governance and customer research and performance reporting. Through Austroads he represents Australia and New Zealand on the World Road Association Technical Committee on Performance of Road and Transport Administrations and is a corresponding member of the United States Transportation Research Board Committee on Performance Management. Alan is also an independent judge and member of the Awards Committee of the Australasian Reporting Awards, a not for profit organization aimed at improving accountability and transparency in Annual Reporting of companies from across Australasia.

Presentation Title: The Role of Performance Management in Tracking and Improving



Mr. COLEGATE Alan, Manager Strategy of Main Roads Western Australia / TC A.1 Member presented next on the "Role of Performance Management in improving transport objectives". The presentation shared the activities of the Working Group exploring the role of performance management in delivering better transport outcomes. Mr. COLEGATE outlined current approaches and understanding in terms of the relationship between strategic planning and performance measurement and how that can assist transport agencies in explaining and understanding how they deliver value. This included looking at countries who have adopted common agreed societal outcomes and what that means for transport through to the more focused transport outcome based

approaches at national and provincial agency level. The results of findings from an international survey of more than 30 organizations looked at how they approached the relationship between strategic planning and performance outcomes and value creation as described by the International Integrated Reporting Council and how that might be applied in a transport context. The presentation concluded with a look at a Case Study on Main Roads Western Australia and how they have applied some of the learnings from this approach.

Mr. WALCHER Alexander, Managing Director of ASFINAG BAU MAAGEMENT GmbH / TC A.1 Workgroup Leader and Mr. DÉMARRE Michel, Director General of SEFI-FNTP/ TC A.1 French Secretary and Workgroup Leader jointly presented next on "Institutional Integrity and Implications for China". With increasing global integration and the resulting need for greater levels of comparability, accountability and transparency within the public domain, the need to take targeted action to promote institutional integrity in corporate governance and to act decisively against corruption is increasingly recognized as a priority for all sectors worldwide. This counts even more so for the road sector which has proven to be particularly vulnerable for corruption.



The function and operations of road administrations involve the planning, construction, operation, maintenance, financing and, in some cases, toll collection, of road infrastructure and associated services. The diversity and complexity of these activities requires extensive processes, structures and projects involving a multitude of stakeholders, often with different and, in some cases, conflicting economic, environmental and political interests. These conditions and the proximity and direct involvement of public administrations, high contract values, complex contractual arrangements and multiple interfaces provide opportunities for collusion and corrupt behavior and practices at a number of levels.



In the first part, the presentation set out the work done by the previous WRA Technical Committees since the issue of fight against corruption was put on WRA's agenda: namely the toolkit of integrity and associated recommended measures of prevention, identification and enforcement. The second part described the laws, regulations, standards and good practices that were published after 2011 by a number of international organizations (such as G20, OECD, Multilateral Development Banks, ISO), in which China's involvement has been steadily growing.

The next presentation by Ms. **POUPELEER Anne-Severine**, Head of division Planning and Coordination, Agency for Roads and Traffic – Flemish Government – Belgium / TC A.1 Member on “Disrupting the Transport Sector Through Technology and Innovation” provided the attendees with the opportunity to think out of the box when it comes to innovation. The presentation challenged the audience to recognize the importance of communication to any innovation or change management initiative. And even though it is very hard to get engineers to change, you must make the case and bring them along on the journey. She made the case about the need to recognize new trends and stay ahead of the innovation curve through examples such as Kodak, Nokia, and BlaBlaCar. She ended by stressing that you have to be open to new ideas and that to change, you need someone at the top to lead the change and to remember that new does not mean the end of the old.



The last presentation for this Plenary Session was by Dr. **CHANG Jason**, Professor of Taiwan University on “ITS for Transport Safety and Sustainability” who provided an overview of ITS development in Taiwan, including adoption of smart mobility for livable cities on the quest for improved quality of life and economic growth. Dr. CHANG highlighted the need for future mobility, particularly implementation of **ITS<sup>2+1</sup>**, Integrated Intelligent Transport Safety and Sustainability System and the need for institutional reform and innovative governance together with international and multi-disciplinary collaborations to achieve the desired outcomes of providing customers with smart mobility options.

The Plenary Session concluded with a Q&A Session that provided the attendees with the opportunity to engage directly with the presenters relative to the topics presented.



**Jonathan SPEAR** is a Director with Atkins Acuity with over 23 years' experience in transport policy, planning and strategy. Currently based in Singapore, he has led or supported projects in UK, Europe, Middle East, Africa and Asia. He has increasingly specialized in issues of governance and institutional effectiveness and a number of his commissions since 2004 have been focused on urban transport in China, including Beijing, Tianjin, Nanjing, Wuhan and the Pearl River Delta. Jonathan has been an active member of World Road Association Technical Committees since 2008 and has co-chaired Working Groups on Institutional Integrity, Multi-Modal Governance and, in the current 2016 – 2019, Change Management.

Presentation Title: Sustainable Urban Transport in China-Lessons from international Experience

Presentation Title 2: Reforming Transport Governance Structures to Deliver Better Outcomes



**ZHAI Xiaoke** is a senior transport specialist and the focal point of road safety and asset management at the World Bank Beijing Office. He is responsible for several transport projects financed by the World Bank in China, including road maintenance and asset management projects, urban transport projects, and inland water project. He also provides technical supports to other transport projects financed by the World Bank in Mongolia and Central Asia.

Presentation Title: Asset Management of World Bank's Investment and Financing Projects



**CAO Jiandong**, Ph. D, Researcher, graduated from Tsinghua University in July 2008. Dr. Cao is the chief engineer of Transportation Information Center of China Academy of Transportation Sciences and the director of the Key Laboratory of Transport Industry of Big Data Application Technologies for Comprehensive Transport of the Chinese Ministry of Transport. Dr. Cao is mainly engaged in intelligent transport and big data research. Since 2014, he has hosted or participated in 13 provincial level research projects, with 25 academic papers published, and 4 provincial Science and Technology Progress Awards

Presentation Title: Information Resource Integration and Sharing & Practice of Big Data Application



**LIU Meiyin** Vice president of Didi Chuxing. Graduated from Chang'an University and got the Master's degree in transportation planning and management. Mainly engaged in passenger transportation research.

Presentation Title: One-stop Smart Travel Service



**LIN Zhonghong**, Vice president of China Railway Economic and Planning Research Institute, Member of consultative committee for Beijing-Tianjin-Hebei coordination development, and part-time Professor of China Central South University. He is mainly engaged in railway construction and development planning for years. Mr. Lin participated in proposal work and feasibility study of many significant railway construction projects including Beijing-Shanghai highspeed railway. He took part in a series of “Five-year Railway planning” research projects and obtained numerous scientific and technological awards in the provincial and ministerial level

Presentation Title: China High Speed Railway- Current State and Future Prospects



**Dr. WU Hongyang** is deputy director and professor of China Urban Sustainable Transport Research Center (CUSTReC), China Academy of Transportation Sciences (CATS). He got his doctoral degree of transport planning and management from Tongji University in 2004 and worked in Institute of Transport of Tsinghua University as post-doctor from 2004 to 2006. He was appointed as assistant mayor of Panzihua city in Sichuan Province from Nov. 2014 to Jun.2016. His study fields of interest include urban transport policy and planning, urban sharing mobility, etc. Dr. Wu is an author of over 50 research publications including 10 books and 13 national standards. He is the recipient of 5 Science and Technology Progress Awards.

Presentation Title: Path Selection of Urban Transport Development Under the Sharing Economy



**SUN Jianping**, Member of Professional Transportation Committee, Expert Advisory Committee of the State Council Security Production Committee, P.R.C., Director and Professor of Urban Risk Management Institute of Tongji University. Former Secretary-General of Shanghai Construction Committee, Former Deputy Director of Shanghai Construction and Transportation Committee and Former Director General of Shanghai Transportation Committee. Long-term dedication in the administration of urban construction, operation and transportation. Acting as chief editor and published Construction Project Quality and Safety Risk Management, Transportation Risk Management and Insurance and other monographs

Presentation Title: Comprehensive Transport Management and Innovation in Shanghai Municipality



**THIA Jang Ping** is the Principal Economist in the Policy and Strategy Department of the Asian Infrastructure Investment Bank (AIIB). He is responsible for economic analysis, including macroeconomics monitoring, review of project economics, as well as supporting sector and investment strategies at the Bank. Prior to joining the Bank, Jang Ping was the Director responsible for national security and community budgets in the Ministry of Finance (Singapore), overseeing spending on security, sports, community and telecommunication infrastructure. Having graduated with an Economics PhD degree from London School of Economics, he was also previously the Director for Economics at the Ministry of Trade and Industry.

Presentation Title: Asian Infrastructure Investment Bank Transport Investment Strategy

## PANEL DISCUSSION: CHINA – INTERNATIONAL ROLLING PANELS ON JOINT TRANSPORT SECTOR EXPERIENCE

The Plenary Sessions provided the opportunity to set up and conclude with the “China–International Rolling Panels on Joint Transport Sector Experience” that featured two different panels, one on “Institutional Reform and Innovation” and one on “Technology and Innovation Driving New Business Models and Value Chains in the Transport Sector”. Both panel discussions were moderated by Dr. CHANG Jason, Professor of Department of Civil Engineering and Director of Advanced Public Transport Research Center in National Taiwan University and a visiting Professor at CATS and featured a blend of international and domestic experts.

### PANEL SESSION 1 – INSTITUTIONAL REFORM AND INNOVATION

The panel discussion centered on important key problems, not just for China but for most countries, especially in the economic transformation of a country. The growth of transportation and institutional reform and innovation goes far beyond China. What kind of reforms are necessary to enhance the continuous improvement and innovation in the transport sector?

The following experts participated in the discussion for Topic 1 (shown left to right):

- Dr. CHANG Jason, Professor of Taiwan University (moderator)
- SPEAR Jonathan, Director of Transport Policy and Planning, Atkins Acuity / TC A.1
- YU Shengying, Former Counselor of Comprehensive Planning Department, MOT, P. R. China
- WANG Wei, Professor of Chinese Academy of Governance
- WILDT-PERSSON Anna, Chief Strategist of Strategic Development, Swedish Transport Administration (Trafikverket) / TC A.1
- DÉMARRE Michel, Director General of SEFI-FNTP / TC A.1
- FORSYUK Natalie, National Secretariat Director of CoST (Construction Sector Transparency Initiative) in Ukraine / TC A.1

The first Panel Discussion was centered on three main issues:

- Comparative importance of institutional reforms vs development of technical solutions for achieving effective transportation operations and services
- International experience and local model of creating effective institutional structures for mega cities and for those small/medium cities
- Transport demand management vs increase in supply/capacity



Following below are some of the main take-aways from the discussion and the Q&A session that followed:

The people-centered multimodal approach, like what we saw in Sweden is spreading. Multimodal integration needs another mindset. In Sweden it was done through organizational and institutional change. Infrastructure is a tool to achieve social development – the goal is not infrastructure development in itself but to create something for the citizens that live there. And this means all modes are needed and sometimes they complement each other and other times they are in conflict.



There is a need to balance the different policy areas and the complexity that comes with running very large organizations which varies in different parts of the world due to culture and approach. At the same time, we need to be careful not to become so generic that we lose focus and do not deliver anything at all.

The process of reform is important in eliminating blocks for innovation and to provide a better response for our citizens. China has more than 40 years of reform and opening up opportunities in the transport sector. For all of this to work we need to have a coordinated mechanism so that when you look at institutional reform you look at the entire picture. We need to embrace consistent organizations for innovation and research in the road and transport sector. It should be national and encompassing of all road authorities and not be constrained within silos. Institutional reform in transport will bring about new changes to everything.

## APPENDIX 5: SPEAKER DIRECTORY



**SHI Baolin**, President of China Academy of Transportation Sciences, Professor, PhD, member of the Expert Committee of the Ministry of Transport, P.R. China. He was awarded as the young and middle-aged expert with outstanding contributions at national level, and enjoys the government special allowance issued by the State Council. His research interests mainly focus on transport development strategy and planning.



**Jose Manuel BLANCO SEGARRA**, for the current cycle 2016-2019 has been appointed by the World Road Association (PIARC) as Chair of the TC A.1 “Performance of the Transport Administrations”. Chief of the National Road Administration in Extremadura since 2006. Has participated fully at all stages of the service delivery process: planning, project drafting, construction, maintenance, operations, road defense and the cooperation with Towns and Land-use Planning. He is member of the National Selection Board of Road Safety Auditors and has participated in many national Task Groups on different grounds, including the one which has drafted the new National Road Act (2015). Currently is member of the Task Group which is drafting the future new Road Regulations developing the National Roads Act.



**YU Shengying**, former Counselor of Integrated Planning Department of MOT, P. R. China. He was in charge of formulation on “The 13th Five-Year Plan for the China Modern Integrated Transportation Systems Development”, “Integration Transportation Plan for Beijing-Tianjin-Hebei Coordinated Development”, and “Transportation Construction Plan for the Concentrated Contiguous Poverty Areas”. He organized several national research projects on modern logistics, transport development index system on building moderately prosperous society, investment and financing policy of transport construction, etc.

Presentation Title: Integrated Transport Development in China



**ZHAO Yang**, Chief of Beijing-Tianjin-Hebei Transportation Integration and Coordination Division of Beijing Municipal Commission of Transport and deputy director of Beijing-Tianjin-Hebei Transportation Integration and Coordination Leading Group Office. Mainly in charge of integration and coordination work of Beijing-Tianjin-Hebei transportation development.

Presentation Title: Integrated Transport Development in Beijing-Tianjin-Hebei Region



## APPENDIX 4: SEMINAR EVALUATION RESULTS

SEMINAR EVALUATION FORM	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The seminar provided useful information/knowledge.	44	22				66
The content of the seminar was current and relevant.	47	18	1			66
The methodology of the seminar was productive.	39	25	2			66
The seminar responded to my expectations.	41	22	2	1		66
The content of the seminar met its terms of reference.	41	23	2			66
The quality of the presentations was high.	40	24	2			66
The quality of the discussions was high.	33	29	4			66
Time for discussions was adequate.	30	29	6	1		66

SEMINAR EVALUATION FORM	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
The seminar provided useful information/knowledge.	67%	33%				100%
The content of the seminar was current and relevant.	71%	27%	2%			100%
The methodology of the seminar was productive.	59%	38%	3%			100%
The seminar responded to my expectations.	62%	33%	3%	2%		100%
The content of the seminar met its terms of reference.	62%	35%	3%			100%
The quality of the presentations was high.	61%	36%	3%			100%
The quality of the discussions was high.	50%	44%	6%			100%
Time for discussions was adequate.	45%	44%	9%	2%		100%

## PANEL SESSION 2 – TECHNOLOGY AND INNOVATION DRIVING NEW BUSINESS MODELS AND VALUE CHAINS IN THE TRANSPORT SECTOR

The second panel discussion centered on how new technologies and innovation are driving new business models in the transport sector. The rapid introduction of mobile internet is upending the traditional approaches with new customer-centric business models based on the sharing economy such as online car hailing, bike sharing, time sharing, customized shuttle bus, parking sharing, etc. And while the new business models bring more convenience and efficiency to the users, they have also created new problems that we must face as decision makers. Should decision makers have an open mind and positive attitude towards the new sharing economy models? How should we regulate and deal with the new challenges?



The following experts participated in the discussion for Topic 2 (shown left to right):

- Dr. CHANG Jason, Professor of Taiwan University (moderator)
- YIN Zhifang, Research Associate, CATS
- POUPELEER Anne-Séverine, Head of Division of planning and coordination, Roads and Traffic in Flanders (MOW – AWW), Belgium / TCA.1
- XENOPHONTOS Christos Savvas, Assistant Director, Rhode Island Department of Transportation (RIDOT), USA / TC A.1
- SONG Zhongjie, Founder and CEO, Dida Chuxing
- TØRSLEV Niels, Operation Director, Danish Road Directorate / TC A.1
- WANG Zeqiong, Vice president of ZX Bike

The second Panel Discussion was therefore centered on the following issues:

- Innovative services and new business models and their impacts on social and economic development
- Critical issues on old and new services
- International and local experience of policy supervision schemes on interest and new business
- Boundary of the supervision and market
- Role of service providers and their self-discipline

Following are some of the main take-aways from the discussion and the Q&A session that followed:

There is a need to set up strong management methods and apply appropriate technology solutions so that we can provide good customer service at an early stage. There is also a need to understand the role that Government needs to play in the evolution of these new economy models. Government is by definition risk averse and could stifle innovation and new business models before they have a chance to be proven. There is a need to provide a balance between regulations and encouraging private sector development and innovation. Our role should be to facilitate and help expedite the adoption of new technologies that can better serve our citizens and stakeholders.



Many people think that innovation and the new business models are helpful to society and economic development but we need to be careful so that we are not leaving people behind. While the digital divide between nations is rapidly closing, the digital divide between the haves and have nots at the personal level is getting wider. To ensure that people are not left behind in this digital divide the government must play a bigger role, particularly in the transport sector.

Data governance is one of the major issues that we will have to deal with and we need to look at how to create value from that. Governments need good and reliable data to design public policies and to provide quality public services. Data needs to be integrated at a large scale, but lack of data standards and varying degrees of data quality are hindering data integration. Coordination between governmental agencies relative to the management and implementation of data governance procedures is lagging the needs of the private sector and the new sharing economy. This is further exasperated by the lack of knowledge and skills in many governmental agencies to manage and interact with digital data particularly on the program management side and technology side, and the lack of a good understanding of the value of the available data.

At higher levels we need to compete for the market not in the market – for example in the case of shared bicycles we need to see them as one component of the Public Transport System and that together they can provide a better service to our customers.

LIST OF PARTICIPANTS			
No	Name	Title	Organization
90	José Manuel BLANCO SEGARRA	Chief Engineer / Chairman	The National Road Administration in the Region Extremadura/ PIARC, TC A.1
91	Zhongying Ma	Vice Mayor	The People's Government of Jinzhou, Liaoning
92	Aiming Mao	Dean	The Xinjiang Uygur Autonomous Region Traffic Planning, Investigation, Design and Research Institute
93	Jiangang Chen	Deputy Dean	The Xinjiang Uygur Autonomous Region Traffic Planning, Investigation, Design and Research Institute
94	Xiaojun Li	Engineer	Tianjin Institute of Water Transportation Science
95	Yixuan Zhang	Associate Professor	Tongji University
96	Yubo Luan	Journalist	Transportation Press
97	Husong Xing	Doctor / Associate Research Fellow	Water Transport Science Research Institute of the Ministry of Transport
98	Xiaoke ZHAI	Senior Transport Expert	World Bank
99	Han Zhu	Staff	Xiangxi State Traffic and Transportation Bureau
100	Xi Luo	Staff	Xiangxi State Traffic and Transportation Bureau
101	Haiping Yang	Business Manager	ZX bike
102	Zeqiong Wang	Vice CEO	ZX bike

LIST OF PARTICIPANTS			
No	Name	Title	Organization
72	Christos Savvas XENOPHONTOS	Assistant Director / English Secretary	Rhode Island Department of Transportation, USA/ PIARC, TC A.1
73	Lu Zhao	Engineer	Road Network Center of the Ministry of Transport
74	Weixin Hou	Engineer	Road Network Center of the Ministry of Transport
75	Qingcang Zhang	Engineer	Road Network Center of the Ministry of Transport
76	Michel DEMARRE	Secretary General / French Secretary	SEFI-FNTP/ PIARC, TC A.1
77	Xiuling Chen	Engineer	Shandong Academy of transportation science and research
78	Xiaoli Gao	Engineer	Shandong Academy of transportation science and research
79	Fujin Hou		Shandong Tai'an Expressway to Beijing Zaozhuang highway reconstruction and expansion project office
80	Hua Cai	Associate Professor	Shandong Transportation Research Institute
81	Zhiwen Zhang	Professor	Shandong Transportation University
82	Xiaoru Meng		Shandong Transportation University
83	Hu Jiang		Shandong Transportation University
84	Jianping Sun	Former Director General	Shanghai Municipal Transportation Commission/Professor, Tongji University
85	Logashri SEWNARAIN	Regional Manager	South African National Roads Agency SOC Ltd
86	Yijun Chen	Deputy Director	Southwest Jiao Tong University
87	Yugang Liu	Professor	Southwest Transportation University
88	Anna WILDT- PERSSON	Chief Strategist	Swedish Transport Administration
89	Jason Chang	Professor	Taiwan University

## CLOSING SESSION

### TECHNICAL CONCLUSIONS & TAKE-AWAYS

TC A.1 Chair, BLANCO SEGARRA José Manuel, provided the seminar attendees with the conclusions and take-aways from the two days of the seminar.



Mr. BLANCO SEGARRA closed the Seminar by recognizing that even though the foreign members of PIARC TC A.1 came to PRC as experts, they leave with more knowledge and very impressed with the continued progress of the PRC regarding infrastructure and network transformation and the will to continue improving the organizations and performance in the countryside, mega cities and small/medium cities all over China.

The exchange and sharing of knowledge and information benefits all of us and has direct impact on our customers as we all become better professionals through the sharing of this knowledge. The Chair of TC A.1 provided the attendees with a summary of the major conclusions and take-aways of the Seminar:

- Roads are not just a physical asset (infrastructure) but also a part of the Mobility as a Service (MaaS) equation and we must start looking at them as a service, Road as a Service (RaaS). The road network is an economic and social asset.
- Communication, collaboration and good planning between agencies, across modes, and harmonizing central government directives and local actions are essential.
- Doing more of the same is no longer acceptable. Do not fear new ideas and disruptive trends and embrace innovation and new business models.
- The sharing economy is coming and we need to address the new issues and opportunities that it will create.
- Much remains to be done – the outcomes of tomorrow are determined by the choices we make today.
- Bringing professionals around a table for sharing ideas builds lasting goodwill and friendships that transcends boundaries and nationalities and that we have a lot to learn from each other.

Mr. BLANCO SEGARRA concluded by acknowledging all of the Chinese and international experts who shared their knowledge with everyone and thanked the Ministry of Transport of PRC and the China Academy of Transportation Sciences for their support and organization of the Seminar and TC A.1 meeting.

CLOSING REMARKS BY PROF. SHI BAOLIN, PRESIDENT OF CATS

The President of CATS, Prof. SHI Baolin closed the Seminar by thanking Mr. BLANCO SEGARRA for providing the conclusions to the Seminar, the international and domestic experts that shared their knowledge and the attendees for actively participating. He highlighted that even though the theme of the Seminar was road transportation and effective management that we have gone beyond roads and transportation and we have talked about the whole transportation industry and all its elements in both urban and rural environments, and even though our discussions were based on roads, they went far beyond them into the impact to our communities and citizens.



He closed his remarks by thanking his colleagues at CATS for the hard work that they put into the preparing and hosting the Seminar and in particular he acknowledged Associate Professor LIU Leilei of the Research Management Division and Ms. LIU Si, Research Assistant for their exceptional efforts.



LIST OF PARTICIPANTS			
No	Name	Title	Organization
54	Qingxue Kong	Deputy Director General	Highway Department, MOT, P.R .China
55	Pinpin Gu		Ji'nan Urban and Rural Transportation Committee
56	Dongxian Yang	Deputy Director	Ji'nan Urban and Rural Transportation Committee
57	Jiandong Cao	Director	Key Laboratory of Transport Industry of Big Data Application Technologies for Comprehensive Transport
58	Alan COLEGATE	Manager Strategy	Main Roads Western Australia
59	Oleksandr GUSTIELEV	General Director	City of Kiev Road Agency "KYIVAVTODOR"
60	Jin Yu	Engineer	Ningbo Modern Logistics Planning Research Institute
61	Xiangyang He	Office Director	Ningbo Modern Logistics Planning Research Institute
62	Shijun Chang	Deputy Director	Ningbo Transportation Committee
63	Tao Wang	Vice General Manager	OFO Bike
64	Chunyi Yuan	Deputy Director	Planning and Research Institute of the Ministry of Transport
65	Kun Chen	Director	Planning and Research Institute of the Ministry of Transport
66	Thia Jang Ping	Principal Economist	Policy and Strategy Department of Asian Infrastructure and Investment Bank
67	Ruwei Xu	Director	Post Science Research Institute
68	Jiefei Xiong	Director	Post Science Research Institute
69	Jianfei Shen	General Manager	Qingdao Changsheng orient Low Carbon Technology Co., Ltd.
70	Xiao Peng	General Manager	Qingdao Changsheng orient Low Carbon Technology Co., Ltd.
71	Guanghui Zhao	Deputy Director	Qinzhou traffic and Transportation Bureau

LIST OF PARTICIPANTS			
No	Name	Title	Organization
36	Zhonghong Lin	Vice President	China Railway Economic and Planning Research Institute
37	Shengying Yu	Former Counselor	Comprehensive Planning Department, MOT, P. R. China
38	Natalie FORSYUK	National Secretariat Director	CoST Ukraine (Construction Sector Transparency Initiative)
39	Dapeng Wang	Associate Professor	Dalian Maritime University
40	Dapeng Wang	Associate Professor	Dalian Maritime University
41	Niels TØRSLEV	Director Operations	Danish Road Directorate
42	Zhongjie Song	CEO	Dida Chuxing
43	Wenzhi LIU	CVO	DiDi
44	Meiyin LIU	Vice-President	DiDi
45	Bud Rentsen	Director	Director of the “Roads and Transportation Development Center” SOE
46	Agiimaa Erdenetsogt	Specialist	Foreign relation and innovation specialist at “Roads and Transportation Development Center” SOE, Mongolia.
47	Yuefeng Chen	General Manager	Fujian Province Expressway Company
48	Shengyang Sun	Project Manager	German International Cooperation Company
49	Yu Zhong	Department Head	Guiyang Municipal Transportation Committee
50	Hao Wa	Deputy Director	Guiyang Municipal Transportation Committee
51	Pingjiang Long	Chief Planner	Guizhou Provincial Transportation and Transportation Department
52	Liang Dong	Department Head	Guizhou Provincial Transportation and Transportation Department
53	Liming Fu	Business Manager	Hello Bike

RECOMMENDATIONS FOR CONSIDERATION BY THE TECHNICAL COMMITTEE OR BY PIARC



Roads are not just a physical asset (infrastructure) but also a part of the Mobility as a Service (MaaS) equation and we must start looking at them as a service, Road as a Service (RaaS). The road network is an economic and social asset:

- There has been a great leap forward in infrastructure and modernization and reform of government agencies and the focus on transportation, MaaS, and the sharing economy. There is also a recognition that Transport Administrations need to take a customer-centric approach to providing transport services and consider the entire journey not just one aspect of it.
- This has included recognition of the need to adapt to social needs and improving the quality of life of citizens through the built environment and promoting environmentally friendly modes of transport including cycling and walking.

Communication, collaboration and good planning between agencies, across modes, and harmonizing central government directives and local actions are essential:

- There is a common desire around improving freight and logistics and enhancing the movement of freight to get better efficiencies. There is also a need to redefine the role of Intelligent Transportation Systems to include Safety, Sustainability and an Integrated Transport Solution and move to “ITS2+1”.
- There is a strong focus on reform for the future with metro or urban areas focused around looking for a seamless transport network, creating better urban economies and smart and livable cities. The big building program of high-speed rail in RPC would be a dream come true, creating the “fast” future of transportation.

Doing more of the same is no longer acceptable. Do not fear new ideas and disruptive trends and embrace innovation and new business models:

- We must innovate in order to stay relevant to our customers and provide them with world-class service. There is a strong need to focus on smart transport, ITS, CAV, cycle hire, ride hailing, green transport, integrated transport and revitalized rural areas through transport.
- All of this must be done in a fair market environment and with institutional integrity, reporting and focused towards the customers' needs and service quality for passengers. All of this is based on research and innovation and being open minded.

The sharing economy is coming and we need to address the new issues and opportunities that it will create:

- There is a great desire to achieve positive outcomes with “open data” but it’s a difficult task. We are all at the beginning of that process, to share so much data from so many different systems and sources and achieve harmonization.
- Significant difficulties to bringing together the public and private or self-service sectors for outcomes as “one stop service” and “one stop platform” still remain in place.



Much remains to be done – the outcomes of tomorrow are determined by the choices we make today:

- Evolving from construction to complex operations, regulation and management. Institutional reform and innovation with clear objectives.
- Reforms to transport governance, regulatory environment, financing and engagement of private sector, creating value chain, and embracing disruptive technology with appropriate standards and regulations.

The near future:

- Be part of the global logistics network and the interest in having China being more involved in influencing the transport solutions for the world in a strong and positive way.
- Bringing professionals around a table for sharing ideas builds lasting goodwill and friendships that transcends boundaries and nationalities.
- We have a lot to learn from each other. As a collective, we have the opportunity to do great things. Let us build on the good work we have seen today in a positive manner. There is no need to reinvent the wheel.

LIST OF PARTICIPANTS			
No	Name	Title	Organization
18	Yang ZHAO	Director	Beijing-Tianjin-Hebei Integrated Transport Coordination Department, Beijing Municipal Commission of Transport
19	Jimei Xu	Doctor	Chang'an University
20	Lei Wang	Chief Engineer	Changsha Traffic and Transportation Bureau
21	Xiaojun Wu	Deputy Director	Changsha Traffic and Transportation Bureau
22	Sergio VARGAS BUSTAMANTE	Road Maintenance Management Engineer	Chile Roads Department
23	Wei Wang	Professor	China Academy of Governance
24	Baolin SHI	President	China Academy of Transportation Sciences
25	Si LIU	Research Associate	China Academy of Transportation Sciences
26	Zhifang Yin	Associate Professor	China Academy of Transportation Sciences, China Urban Sustainable Transport Research Centre (CUSTReC)
27	Hongyang WU	Deputy Director	China Academy of Transportation Sciences, China Urban Sustainable Transport Research Centre (CUSTReC)
28	Cailiang Jiang	Deputy Director	China Academy of Transportation Sciences, Comprehensive Transport Research Center
29	Xianguang Wang	Deputy Director	China Academy of Transportation Sciences, Comprehensive Transport Research Center
30	Geng Xiao	Director	China Academy of Transportation Sciences, Freight Transport Research Center
31	Zhongkui LI	Director	China Academy of Transportation Sciences, Research Management Division
32	Yutian Wang	Director	China Academy of Transportation Sciences, Technology Exchange and Information Resource Center
33	Muzi Li	Project Manager	China Communications Construction Co
34	Bo Yu	Vice General Manager	China Communications Construction Co
35	Mei He	Engineer	China Highway and Transportation Society

## APPENDIX 3: LIST OF PARTICIPANTS

LIST OF PARTICIPANTS			
No	Name	Title	Organization
1	Anne-Séverine POUPELEER	Head of Division Planning and Coordination	Agency for Roads and Traffic-Flemish Government-Belgium
2	Alexander WALCHER	Managing Director	ASFINAG BAU MANAGEMENT GMBH
3	Andreas FROMM	Managing Director	ASFINAG BAU MANAGEMENT GMBH
4	Runze YU	Specialist	Asian Infrastructure Investment Bank
5	Jonathan SPEAR	Director, Transport Policy and Planning	Atkins Acuity
6	Jinhong YU	Regional Sales Director	Beijing Bei hang Tianhua Technology Co., Ltd
7	Yi Sun	Senior Engineer	Beijing Bei hang Tianhua Technology Co., Ltd
8	Xiang Mao	Chairman	Beijing Epoch Micropower Microgrid Co., Ltd.
9	Dandan Li	Industry Director	Beijing Hypergraph Software Limited Co.
10	Lin Lin	Vice President	Beijing Hypergraph Software Limited Co.
11	Hao Wu	Associate Professor	Beijing Jiaotong University (Beijing Transportation University)
12	Ling Li	Doctor	Beijing Jiaotong University (Beijing Transportation University)
13	Ting Wang	Engineer	Beijing Transport Development Research Institute
14	Naiwen Hu	Engineer	Beijing Transport Development Research Institute
15	Yu Liu	Engineer	Beijing Transport Development Research Institute
16	Luxi Peng	Doctor	Beijing Transportation University
17	Jun Luo	Senior President	Beijing Unimpeded Information Technology & Technology Co., Ltd.

## TECHNICAL VISIT – APRIL 27, 2018

A Technical Visit was organized by the China Academy of Transportation Sciences (CATS) for Friday April 27, 2018. Members of TC A.1 and other seminar attendees visited and toured the Beijing Municipal Transportation Operations Coordination Center, the Jin'anqiao station of the Maglev S1 rapid transit rail line and ofo's electronic fence in the Chongwenmen station area. The Technical Visit finished with a tour of the Temple of Heaven and a walk along Tiyuguan Road and Longtan Road for some needed tea purchases before finishing the day back at the Beijing Friendship Hotel. The detailed schedule for the Technical Visit is included in Appendix No.2.

### BEIJING MUNICIPAL TRANSPORTATION OPERATIONS COORDINATION CENTER (TOCC)

First stop of the Technical Visit was the Beijing Municipal Transportation Operations Coordination Center.



The Beijing Municipal TOCC is China's first provincial urban-rural integrated transportation operations coordination center. The goal of TOCC is to promote the shift of transportation operation management from independent operation of each industry to comprehensive coordination throughout Beijing.

It brings together 27 systems from different industries within a unified monitoring environment and data center. It provides a comprehensive and dynamic monitoring and

operational analysis of transportation in Beijing.

The creation of the TOCC provides MOT and the Municipality of Beijing with the following functions:

- Monitoring and operational analysis of all transportation in the Beijing area based on abundant data resources;
- Coordinating and dispatching of emergency personnel;
- Providing comprehensive information-based services on all modes of transport to better serve the public;
- Coordinating the linkage between different systems;
- Monitoring of all comprehensive transportation across Beijing.



JIN'ANQIAO STATION OF THE MAGLEV S1 RAPID TRANSIT RAIL LINE

The Jin'anqiao station is located along the S1 Line of the Beijing Subway. It opened on at the end of 2017. It serves the first middle-to-low speed magnetic levitation (maglev) rail line. The line, called Beijing's Line S1, will run from the Shimenyang Station in the city's western district of Mentougou to the Pingguoyuan station in Shijingshan district, which is a transfer station for subway Line 1.



Eventually the train will be operating at a maximum speed of 100 kilometers per hour and the whole journey will take about 20 minutes, including the time for passengers getting on and off the train. During the current testing and acceptance phase of the project, the trains are limited to 30-40 kilometers per hour.

The train is manufactured by CRRC Tangshan Co Ltd in neighboring Hebei province and has six cars that can hold 1,032 passengers at a time. A total of 10 trains will eventually be put into use in the first stage of its operation. Compared to the current metro and light rail trains, the greatest advantage of the maglev train is that it doesn't have wheels, which makes it more comfortable and safer, according to the company (CRRC Tangshan Co Ltd).



With electromagnetic force, the trains will be suspended above tracks about 10 mm, thus avoiding friction noise between wheels and rails and causing very little vibration.

The specially designed tracks can prevent the trains from overturning or derailling, the company said.

APPENDIX 2: TECHNICAL VISIT PROGRAM

TECHNICAL VISIT SCHEDULE ON APRIL 27 <sup>TH</sup> , 2018	
Time	Arrangement
8:30	Departure from the Beijing Friendship hotel
9:00	Arrive at Transportation Operations Coordination Center (TOCC) Visit time is about 1h
10:00	Leave from TOCC
10:40	Arrive at the JinAn-Bridge station of the Rail Transit S1 line Visit time is about 1h20min
12:00	Leave from the JinAn-Bridge station of S1
13:00	Arrive at ofo's electronic fence at the Chongwenmen station area. Visit time is about 20min
13:20	Leave from the Chongwenmen area
13:30	Arrive at the area near the Temple of Heaven, Lunch
14:30	Arrive at the Temple of Heaven Park
17:30	Leave from the Temple of Heaven Park
18:30	Arrive at the Beijing Friendship hotel



SEMINAR PROGRAM	
<p><b>Panel Discussion: China–International Rolling Panels on Joint Transport Sector Experience</b></p> <p>Moderator: <b>Jason CHANG</b>, Professor of Taiwan University</p>	
14:00-15:45	<p><b>Panel discussion 1: Institutional Reform and Innovation</b></p> <p><b>Panel experts:</b></p> <p><b>YU Shengying</b>, Former Counselor of Comprehensive Planning Department, MOT, P. R. China</p> <p><b>WANG Wei</b>, Professor of Chinese Academy of Governance</p> <p><b>Jonathan SPEAR</b>, Director of Transport Policy and Planning, Atkins Acuity / TC A.1</p> <p><b>Michel DÉMARRE</b>, Director General of SEFI-FNTP / TC A.1</p> <p><b>Anna WILDT-PERSSON</b>, Chief Strategist of Strategic Development, Swedish Transport Administration (Trafikverket) / TC A.1</p> <p><b>Natalie FORSYUK</b>, National Secretariat director of CoST (Construction Sector Transparency Initiative) in Ukraine /TC A.1</p> <p>Q &amp; A (15 minutes)</p>
15:45-16:00	<b>Coffee Break</b>
16:00-17:45	<p><b>Panel discussion 2: Technology and Innovation Driving New Business Models and Value Chains in the Transport Sector</b></p> <p><b>Panel experts:</b></p> <p><b>SONG Zhongjie</b>, Founder and CEO, Dida Chuxing</p> <p><b>WANG Zeqiong</b>, Vice president of ZX Bike</p> <p><b>YIN Zhifang</b>, Research Associate, CATS</p> <p><b>Christos Savvas XENOPHONTOS</b>, Assistant Director, Rhode Island Department of Transportation (RIDOT), USA / TC A.1</p> <p><b>Anne-Séverine POUPELEER</b>, Head of Division of planning and coordination, Roads and Traffic in Flanders (MOW – AWV), Belgium / TCA.1</p> <p><b>Niels TØRSLEV</b>, Operation Director, the Danish Road Directorate / TC A.1</p> <p>Q &amp; A (15minutes)</p>
17:45-18:00	<p><b>Closing Ceremony:</b></p> <p><b>José Manuel BLANCO SEGARRA</b>, Chair of TC A.1 Performance of Transport Administrations</p> <p><b>SHI Baolin</b>, President of China Academy of Transportation Sciences (CATS)</p>
18:00-20:00	<b>Buffet Dinner ( The Café, Friendship Palace )</b>

OFO'S ELECTRONIC FENCE AROUND THE CHONGWENMEN STATION AREA



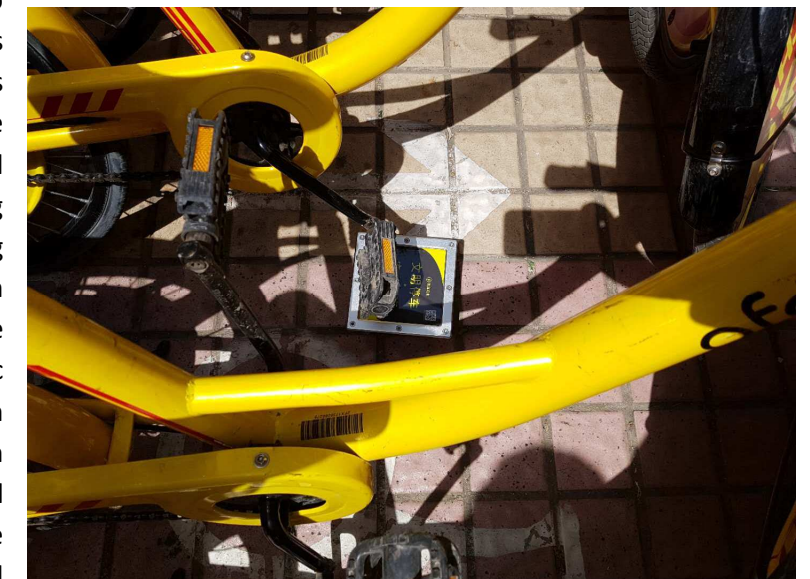
ofo is the world's first and largest station-free bike sharing platform. It was founded in Beijing in 2014 and was officially launched in June of 2015 as a bicycle sharing company.

Bicycle sharing allows customers to use a company's mobile app on their smartphones to locate nearby bicycles and rent them. Each bike has a QR code on the frame, which the customer scans to unlock the bike. Within China, ofo also allows their bikes to be unlocked through other collaborative apps such as WeChat and Alipay. Each yellow bicycle has GPS satellite positioning which allows the users to see which bikes are available nearby. Users pay within the app, with their credit cards. After customers are finished, *they can leave the bike anywhere and lock it.*

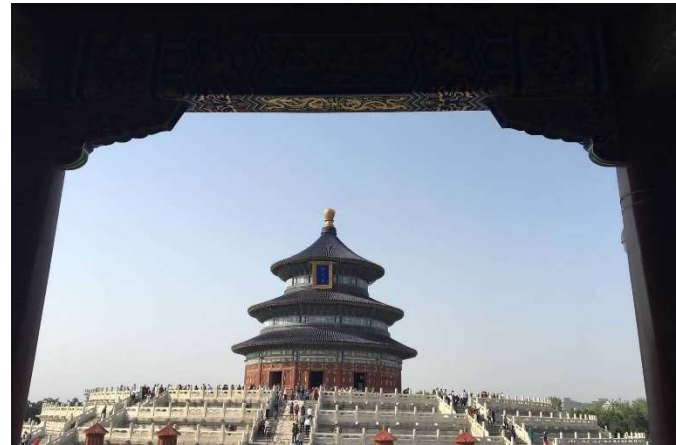
Leaving the bike anywhere however has led to many problems not only with ofo's bikes, but also with many other dockless bike sharing companies. This is because the bike companies do not ensure the bikes are parked properly and they can clutter sidewalks, blocking

pedestrian and handicapped access, particularly in cities where bicycling is a major transportation option. The problem is even more severe in China, where most of the major bike-sharing companies reside. To curb the problem of too many parked bikes blocking the sidewalks, many cities around the world with bike sharing programs have begun implementing designated parking zones.

Beijing officially implemented a new plan to tame the city's oversaturation of share bikes by limiting their parking to designated zones that will be policed by an "electric fence." Bike sharing companies like ofo are now required to have their bikes within designated parking zones which will prevent bike users parking haphazardly. The system works as an electronic fence using signal controls. The digital technology behind ofo's electronic fence parking combines GPS and Bluetooth technologies into a "black box" that creates an electronic fence around the designated parking area. Users who park bikes outside the allowed areas cannot lock them and will continue to be charged. Bike riders are also guided through their app or navigation voices where to park properly.



TEMPLE OF HEAVEN (天坛)



The Temple of Heaven (Chinese: 天坛; pinyin: Tiāntán) is an imperial complex of religious buildings in the southeastern part of central Beijing. It was the place where the emperors of the Ming and Qing dynasties would worship the god of heaven and pray for good harvest. It covers an area of 273 hectares and is the largest architectural complex in the world for rituals to pay homage to heaven. It was first constructed in 1420, the 18th year of the reign of Ming emperor Yongle and was extended and renovated during the reigns of Ming emperor Jiajing and Qing emperor Qianlon.

It was turned into a park in 1918 and it immediately started to attract masses of visitors from home and abroad who were fascinated by the grand scale of the unique buildings and profound connotation of historic culture of offering sacrifices to Heaven. The government of the PRC China has invested large amounts of capital in the protection and maintenance of the historical and cultural sites inside the temple. In 1998, the Temple of Heaven was inscribed on the World Heritage List by the UNESCO. The profound cultural connotations and imposing architectural styles of the Temple of Heaven are considered a reflection of the ancient civilization of the Orient.

The five architecture groups in the Temple are given respective features, while the magnificent Hall of Prayer for Good Harvests is the major symbol. The temple is divided by two enclosed walls into inner altar and outer altar. To better symbolize heaven and earth, the northern part of the temple is circular while the southern part is square, which reflect the ancient Chinese belief that Heaven is round and Earth is square.



Located in the northern part of the temple is the Altar of Prayer for Good Harvests, where the emperors sacrificed animals and burned incense sticks to pray for good weather for the crops; while in the southern part is the Circular Mound Altar where emperors held ceremonies for worshipping the Heaven. Two principle clusters of worshipping buildings are connected by the Red Stairway Bridge. Additionally, in the temple are the Hall of Abstinence where emperors held fasts before the ceremony and the Divine Music Hall, an imperial organization in charge of performing during the ceremonies. The Temple of Heaven is a cultural museum of offering sacrifices to Heaven, which merges architecture, aesthetics, acoustics, astronomy, calendar, music, and dancing into an integral whole. It is an important window through which we can learn the history of China.

SEMINAR PROGRAM

April 26, 2018

Venue: Multifunctional Hall, 2nd floor, Grand Building, Friendship Hotel

Plenary session III:

International Perspectives on Transport Governance

Moderator: **Christos Savvas XENOPHONTOS**,

Assistant Director, Rhode Island Department of Transportation (RIDOT), USA / TC A.1

9:00-9:20	<b>Reforming Transport Governance Structures to Deliver Better Outcomes</b> <b>Jonathan SPEAR</b> , Director of Transport Policy and Planning, Atkins Acuity / TC A.1
9:20-9:40	<b>The National Experience of Multi-Modal Transport Authorities – The Case of Sweden</b> <b>Anna WILDT-PERSSON</b> , Chief Strategist of Strategic Development, Swedish Transport Administration (Trafikverket) / TC A.1
9:40-10:00	<b>The Role of Performance Management in Tracking and Improving Transport Delivery</b> <b>Alan COLEGATE</b> , Manager Strategy of Main Roads Western Australia / TC A.1
10:00-10:20	Q & A
10:20-10:40	Coffee break
10:40-11:20	<b>Institutional Integrity and Implications for China</b> <b>Alexander WALCHER</b> , Managing Director of ASFINAG BAU MANAGEMENT GmbH / TC A.1 <b>Michel DÉMARRE</b> , Director General of SEFI-FNTP / TC A.1
11:20-11:40	<b>Disrupting the Transport Sector through Technology and Innovation</b> <b>Anne-Séverine POUPELEER</b> , Head of division Planning and Coordination, Agency for Roads and Traffic – Flemish Government – Belgium / TC A1
11:40-12:00	<b>ITS for Transport Safety and Sustainability</b> <b>Jason CHANG</b> , Professor of Taiwan University
12:00-12:20	Q & A
12:20-14:00	<b>Buffet Lunch</b> (Yashi Restaurant, 1st Floor, Grand Building)

SEMINAR PROGRAM	
<p>Plenary session II:</p> <p><b>Achieving Successful Outcomes through Transport Sector Planning and Reform</b></p> <p>Moderator: <b>LI Zhongkui</b>, Director of Research Management Division, CATS</p>	
14:00-14:20	<p><b>Comprehensive Transport Management and Innovation in Shanghai Municipality</b></p> <p><b>SUN Jianping</b>, Former Director General, Shanghai Municipal Transportation Commission/Professor, Tongji University</p>
14:20-14:40	<p><b>Asian Infrastructure Investment Bank Transport Investment Strategy</b></p> <p><b>THIA Jang Ping</b>, Principal Economist, Policy and Strategy Department of Asian Infrastructure and Investment Bank</p>
14:40-15:00	<p><b>Sustainable Urban Transport in China-Lessons from International Experience</b></p> <p><b>Jonathan SPEAR</b>, Director of Transport Policy and Planning, Atkins Acuity / TC A.1</p>
15:00-15:20	<p><b>Asset Management of World Bank's Investment and Financing Projects</b></p> <p><b>ZHAI Xiaoke</b>, Senior Transport Expert, World Bank</p>
15:20-15:40	Q & A
15:40-16:00	<b>Coffee Break</b>
16:00-16:20	<p><b>Information Resource Integration and Sharing &amp; Practice of Big Data Application</b></p> <p><b>Cao Jiandong</b>, Director of the Key Laboratory of Transport Industry of Big Data Application Technologies for Comprehensive Transport</p>
16:20-16:40	<p><b>A Rhode TRIP-Planning for the Future of Mobility in Rhode Island</b></p> <p><b>Christos Savvas XENOPHONTOS</b>, Assistant Director, Rhode Island Department of Transportation (RIDOT), USA / TC A.1</p>
16:40-17:20	<p><b>One-stop Smart Travel Service</b></p> <p><b>LIU Meiyin</b>, Vice-President, DiDi</p>
17:20-17:50	Q & A
18:00-20:00	<b>Buffet Dinner</b> ( The café, Friendship Palace )

## COMMENTS OR RECOMMENDATIONS ABOUT THE ORGANIZATION OF SEMINARS

Allow adequate time for Questions and Answers and audience engagement

Set-up each theme as panels 15 to 20-minute presentations each and 20 to 30-minute panel discussion and audience Q&A at the end

The Organizing Committee must review PIARC's presentation guidelines and provide presenters with specific guidelines on their presentations ahead of time. The following are some of the major recommendations relative to presentations.

- It is important that all presenters follow the guidelines provided by PIARC for Seminar presentations in the Blue Guide.
- Abstract of each presentation must be provided to organizers at least 2 weeks ahead of time so that it is incorporated into the Seminar Program.
- Provide allotted time for Presentation ahead of time and ask presenters to stay within guidelines.
- Slides cannot have extensive text or text that is too small.
- As a minimum the "Title" of the Slide and the major "themes" must be translated into the 2nd language of the seminar.
- Presenters must be asked to clearly articulate words and speak at a pace that would allow the interpreters the opportunity to translate (and translate correctly) and the audience to process the information as it's being provided.
- Providing a booklet of the presentations in "handout format", i.e. 3 slides per page with space for notes will allow attendees to take notes during the presentations. This can only be accomplished if presenters provide their presentations to the organizers ahead of time although.

Discussion panels must provide information to the panelists ahead of time. Having lunch or dinner together the night before and getting the discussion going could be very helpful in getting a lively Panel.

Attendees and presenters should be encouraged to continue the discussions beyond the Conference Room into the breaks, lunches and dinners. This an opportunity for networking and exchanging of ideas so it must be maximized.

To the extent possible the hosting organization should identify a "bilingual host" for each table for lunch and dinner and ask the attendees to continue discussion on a particular topic and come back with one take-away from that discussion. PIARC attendees need to also spread around the tables – no more that 2-3 at a particular table unless there is a need to discuss an immediate issue.

Organizers could also consider leaving a note at each table with a pre-determined question or topic for the table to discuss. The "bilingual host" of the table would act as the moderator of the mini-panel and as a note taker. This should be fun and not heavy or take too much time. The question is more of a catalyst and the rest will take care of itself.

## EVALUATION OF THE SEMINAR

### SEMINAR EVALUATION

The International Seminar on “Achieving Successful Road Transportation through Effective Management and Organization” held in Beijing, China was a great success. 66 out of the 102 participants submitted a Seminar Evaluation form (approximately 65% response rate). Following below is a summary of the seminar evaluation results:

- 100% Strongly Agreed/Agreed that the seminar provided useful information/knowledge.
- 98% Strongly Agreed/Agreed that the content of the seminar was current and relevant.
- 97% Strongly Agreed/Agreed that the methodology of the seminar was productive.
- 95% Strongly Agreed/Agreed that the seminar responded to my expectations.
- 97% Strongly Agreed/Agreed that the content of the seminar met its terms of reference.
- 97% Strongly Agreed/Agreed that the quality of the presentations was high.
- 94% Strongly Agreed/Agreed that the quality of the discussions was high.
- 89% Strongly Agreed/Agreed that the time for discussions was adequate.

An in depth review of the Seminar evaluations showed that 100% of all of the attendees that submitted an evaluation found that the Seminar provided useful information and knowledge and 98.5% of them that the content of the Seminar was current and relevant. The high quality of the Seminar is even accentuated by the fact that only 2 out of 66 evaluators felt that the Seminar did not respond to their expectations.

### TESTIMONIAL:

*All - good afternoon! Greetings from Kiev - a new member of PIARC.*

*There are not enough words to describe the emotions of happiness from a wonderful seminar and an excellent company! I am genuinely delighted with the professionalism and love for my work of all members of the TC A1, the participants of the seminar!*

*And in a short period of time I found friends, close in spirit and devotion to my work. And even communication in different languages did not become an obstacle :)*

*Special thanks to SHI Baolin & LIU Si for the organization of the process, escort, hospitality, the discovery of charming China!*

*And I also wanted to thank you for the help and friendship of Natalie Forsyuk, who was my mouth and ears.*

*I look forward to the next meeting! But now at the seminar in October, in Kiev :))*

*Dear friends of TC A.1 – Thank you very much!!!*

*Welcome to Kiev!*

*Yours faithfully,*

*Oleksandr Gustieliev (Alexandr Gustelev)*

## APPENDICES

### APPENDIX 1: SEMINAR PROGRAM

SEMINAR PROGRAM	
<p>April 25, 2018</p> <p>Venue: Multifunctional Hall, 2nd floor, Grand Building, Friendship Hotel</p>	
09:00-10:00	<p><b>Opening Ceremony</b></p> <p><b>SHI Baolin</b>, President of China Academy of Transportation Sciences (CATS)  <b>KONG Qingxue</b>, Deputy Director General of Highway Department, MOT, P. R.China  <b>José Manuel BLANCO SEGARRA</b>, Chair of TC A.1 Performance of Transport Administrations</p>
<p><b>Plenary session I:</b></p> <p><b>The Transport Challenge in China-Current State and Future Prospects</b></p> <p>Moderator: <b>SHI Baolin</b>, President of China Academy of Transportation Sciences (CATS)</p>	
10:00-10:20	<p><b>Integrated Transport Development in China</b></p> <p><b>YU Shengying</b>, Former Counselor of Comprehensive Planning Department, MOT, P. R. China</p>
10:20-10:40	<p><b>Integrated Transport Development in Beijing-Tianjin-Hebei Region</b></p> <p><b>ZHAO Yang</b>, Director of Beijing-Tianjin-Hebei Transport Integration and Coordination Division, Beijing Municipal Commission of Transport</p>
10:40-10:50	Q & A
10:50-11:10	<b>Coffee break</b>
11:10-11:30	<p><b>China High Speed Railway(CHSR)- Current State and Future Prospects</b></p> <p><b>LIN Zhonghong</b>, Vice President, China Railway Economic and Planning Research Institute</p>
11:30-11:50	<p><b>Path Selection of Urban Transport Development Under the Sharing Economy</b></p> <p><b>WU Hongyang</b>, Deputy Director of China Urban Sustainable Transport Research Centre (CUSTReC), CATS</p>
11:50-12:00	Q & A
12:00-12:15	<b>Group Photo</b>
12:15-14:00	<b>Buffet Lunch</b> (Yashi Restaurant, 1st Floor, Grand Building)