

CURRICULUM VITAE

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Michael Schabas

EDUCATION

1981 Masters City and Regional Planning (Transportation), Distinguished Achievement, Recipient of CMHC Scholarship, Kennedy School of Government, Harvard University

1979 Bachelor of Architecture, University of Toronto

EMPLOYMENT

2008-2010, Director **2012-current** Partner, First Class Partnerships Ltd, UK

2008-current Advisor, World Bank

1996-2008 Director, GB Railways plc/FirstGroup plc, UK

1992-current Independent transport consultant

1988-1992 Vice-President, Transport, Olympia & York Canary Wharf Developments Ltd, London

1986-1988 Chief, Rapid Transit Planning, City and County of Honolulu

1983-1986 Manager, International Projects, Urban Transportation Development Corporation, Toronto

1981-1983 Design Coordinator, Vancouver Skytrain Project

1980 Summer Intern, US Dept of Transportation, Washington DC

1974-1979 Summer work at architecture firms, Toronto

COMMITTEES

2010-current Member Transportation Research Board, US National Academy of Sciences, Intercity Passenger Rail Standing Committee

1976-1979 Member and **1977** Chairman City of Toronto Council Cycling Committee

LANGUAGES

English. intermediate French

MICHAEL SCHABAS has over 30 years experience in development and operation of rail passenger, freight and urban transport systems. He has a reputation for developing innovative but practical business strategies. He prepares traffic forecasts, business plans and feasibility studies as well as building core teams for complex projects. He brings a detailed understanding of project finance and Private-Public-Partnerships (PPP), concessions and franchises and the technical, economic and political opportunities and constraints within which they must operate.

Michael is currently leading the technical and commercial team advising Eko Rail on new metro line development in Lagos, Nigeria under a 25 year PPP concession. He also has active projects in Germany, Canada, the USA and Britain.

During privatisation of British Rail, Michael founded GB Railways plc which operated Anglia Railways, launched GB Railfreight and backed the formation of Hull Trains, Britain's first "open access" train company. GB Railways won numerous awards for passenger service excellence and innovation. He also led Great Southern Railways' acquisition of Australia's trans-continental passenger trains and created the business plan which brought it to profitability.

Earlier in his career he played leading roles in shaping Vancouver Skytrain, London's Docklands Light Railway (DLR) and Jubilee Line Extension, West Coast Main Line modernisation and Britain's first High Speed Railway (the Channel Tunnel Rail Link, now HS1). Currently he is active with plans to extend Crossrail to Stansted Airport, which will become London's second "hub" airport.

He has published extensively on modern transit modes and project planning. For links to download see www.schabas.net

MAJOR CAPITAL PROJECTS AND NEW RAILWAYS

Canary Wharf Group, 2012-current Retained to develop proposals to extend Crossrail to serve Stansted Airport.

VIA Rail Canada 2012 Advising VIA on technical and commercial strategies for improving passengers services in the Montréal – Ottawa – Toronto corridor.

Lagos Mass Transit Rail System, 2009-current Providing commercial and technical leadership to Eko Rail, awarded a 25-year concession to finance, equip and operate a new Metro system in this African Megacity. Project value \$1bn, with services expected to commence in 2017.

US High Speed Rail, 2010 Advised US Japan High Speed Rail Corporation on development of a high-speed railway in Texas. Work included independent development and review of traffic, revenue and operating cost forecasts.

Calabar-Maiduguri Railway, 2010 Prepared a pre-feasibility study for a new 1200km \$3bn mixed-traffic railway linking Calabar to northeastern Nigeria, on behalf of five state governments.

Rio Sao-Paulo High Speed Railway, 2009-2010 Assisted the World Bank in review of plans for a \$25bn high speed railway linking Rio and Sao-Paulo.

Edinburgh Airport Rail Link, 2004 Member of project Peer Review panel.

DIRECTORSHIPS

2008-2010

First Class Partnerships Ltd,
UK

2007-2008

FirstGroup Rhein Neckar
GmbH, Germany

2006-2007

Rail Personnel International
Ltd, UK/Hong Kong

2006-2009

FirstGroup European Holdings
Ltd, UK

2005-2006

Oftobanen AS, Norway

2003-2010

Superlink Ltd, UK

2003-current

Rebecca Ezra Ltd, UK

1996-2008

GB Railfreight Ltd, UK

1999-2009

Hull Trains Company Ltd, UK

1997-1999

Great Southern Railway Ltd,
Australia

1996-2003

GB Railways Group Plc, UK

CONTACT

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Vancouver Skytrain Richmond Airport Line, 2003-2004 “Red Team” member reviewing a bid for \$1bn PPP concession project.

SuperCrossrail 2001-2 Led a joint GB Railways / Transport for London team evaluating the potential to extend Crossrail to Stansted and other regional destinations.

Sydney-Canberra High Speed Rail, 1999 Led GB Railway team bidding with Siemens, Bilfinger Berger, and Babcock & Brown, for a concession to develop this \$2 billion project.

Channel Tunnel Rail Link, 1991-1996 Retained by Newham Council and the Docklands Development Corporation to advise on route into London. Subsequently for four years as Special Adviser to Union Railways, a subsidiary of British Railways established to promote the £5 bn project. Conceived and developed the proposal to use the St Pancras as the London terminal, now built.

Crossrail, 1994 Lead member of a team reviewing the project for the UK Department of Transport. The Select Committee cited the report as instrumental in their decision to reject the scheme.

West Coast Main Line Modernisation, 1994-1995 Founded WCML DevCo., a consortium including Jacobs, Babcock & Brown, Booz Allen and Brown & Root which carried out a major study to define the upgrading of the London-Glasgow main line.

AMEC Plc, 1994-1997 Retained by this major contractor to advise on bids for projects including DLR Lewisham Extension and Croydon Tramlink.

Docklands Light Railway, 1988-1997 Advised the Canary Wharf developers on obtaining value for their £67 million contribution to the Bank Extension. He was instrumental in persuading the UK Government to transfer control of the railway from London Transport to the Docklands Development Corporation, and to install CBTC moving block signalling. Then led the formation of the Brown & Root/Booz Allen Joint Venture which won the £100m System Prime Contract, re-engineering the railways for higher capacity and reliability.

Jubilee Line Extension, 1988-1992 As Vice President, Transport for the Canary Wharf developers, conceived and promoted the £3.5bn Jubilee Line Extension project. Managed a team that prepared the initial Private Bill, worked with consultants appointed to complete the East London Rail Study, and developed the business case which persuaded Government to fund the scheme. Later advised the European Investment Bank on project funding.

Honolulu Rapid Transit, 1986-1988 As Chief of Rapid Transit Planning for the City & County of Honolulu, was responsible for planning of a 40km light rail rapid transit system. While a draft Environmental Statement was prepared, the project became mired in local politics. This was the second attempt to launch the project. After three further attempts, construction finally commenced in 2012.

Vancouver Skytrain, 1981-1983 As Design Coordinator for the system turnkey contractor, was responsible for working with the client and other stakeholders to finalise the route and detailed design of five sections of a 22km \$1bn elevated automated light rapid transit system. Developed the innovative track layout at Stadium Station, which allowed higher capacity operation, and justified it using cost-benefit analysis. Also developed an alternative route through New Westminster, with reduced cost and visual impacts.

PASSENGER RAIL OPERATIONS

VR Finnish Railways 2013 Advising Finnish Railways on strategies for responding to proposals to franchise Helsinki commuter rail services.

Hamburg-Köln Express, 2008-current Founder investor of Germany’s first “open access” intercity rail operator. Services commenced in July 2012.

China Railways, 2009 Working with China Academy of Railway Sciences to study the potential of market-based pricing on China Railways, in a World Bank funded technical assistance project that included a comprehensive review of rail retailing in Europe.

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GB Railways Group Plc, 1995–2003 Founder director, assembled a team floated the company on the London Stock Exchange (AIM). GB Railways operated railways in the UK, Australia and Estonia. It was acquired by FirstGroup Plc in 2003. GB Railways invested over £100m in new rolling stock, entirely financed with private capital.

Transport Canada, 1998 Advised on options for restructuring, franchising or privatisation of VIA Rail.

Queensland Rail, 1997 Advised on structuring public-private partnerships.

Hull Trains, 1999-2008 Led GB Railways development of Britain's first open-access intercity train company. Hull now runs seven services daily between London and Hull, using 200km/h diesel multiple unit trains.

Melbourne Australia Trains (Metro) and Trams (Light Rail) 1999 Technical lead for the GB Railways bid (with Siemens, Deutsche Bank, and Bilfinger Berger) for five rail concessions in Victoria, Australia. GB Railways was shortlisted for all five franchises, but lost to more optimistic competitors. In all cases the winning bids proved undeliverable and were renegotiated within 3 years.

Anglia Railways, 1997-2003 Developed key strategies which won the 7-year franchise to operate electric 160km/h InterCity trains and connecting local services in eastern England. Anglia was top rated by the UK Government, achieving 50% passenger and revenue growth over 7 years, and was twice named "Train Operator of the Year."

Uzbekistan Railways, 2002 Completed a study for the Asian Development Bank of the potential for development of rail tourism on Uzbekistan Railways.

Great Southern Railway, 1997-1999 Strategic leadership to GB Railways consortium which acquired the Indian Pacific, Ghan and Overland long distance sleeper trains. By expanding and extending services, turned the loss-making state enterprise into a profitable business.

BAA Plc, 1992 Review of revenue forecasts for the Heathrow Express railway, including identification of opportunities for higher fares with yield management.

RAIL FREIGHT

European Rail Freight, 2010 Financial and operational due diligence of a major private central European rail freight company for a multi-lateral lending institution.

GB Railfreight, 1999-2008 Founded Britain's third largest rail freight operator, now with 300 staff and 60 locomotives, serving a range of customers.

Rail4Chem, 2007 Led FirstGroup Plc team in a bid to acquire Rail4Chem, one of the largest independent rail freight companies in Europe.

MAV Cargo, 2007 Advised RDC/Macquarie bid to acquire the Hungarian state-owned rail freight company.

CTL Logistics, 2006 Advised Macquarie Bank and RDC consortium bidding for the largest private rail freight operator in Poland.

AS Ofofbanen, 2004 Led a group of investors who acquired an interest in an independent passenger and freight rail operator in Norway and Sweden.

Cargo Slovakia, 2004 Led FirstGroup Plc bid to acquire Slovakian state rail freight business. Although shortlisted, FirstGroup decided not to pursue the competition.

WestRail Freight, 2002 Responsible for revenue forecasting, track charging and economic regulation issues in a \$500m bid by a consortium including Babcock & Brown, Walter Construct-ion and GB Railways to acquire the Western Australia Government railways.

Edelaraudtee, 1998 Led initial due diligence for GB Railways acquisition of an interest in AS Edelaraudtee, a passenger and freight railway in Estonia and the first fully privatised railway in the former Soviet Union.

Malawi Railways, 1999 Led GB Railways bid to acquire the Malawi Railways system. GBR made the best bid but was unable to agree terms to close the transaction.

Zimbabwe Railways, 1999 Led GB Railways/Brown & Root bid to acquire the Zimbabwe Railways infrastructure. After shortlisting, the process was terminated as the local political situation deteriorated.

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URBAN TRANSPORT

Nottingham Light Rail Transit, 2010 Advised shortlisted concession bidder.

Tyne & Wear Metro Concession, 2009 Advised Metro Management in their bid to retain operational responsibility for the Metro system serving greater Newcastle.

Copenhagen Commuter Rail, 2007 Negotiated a joint venture between FirstGroup Plc and Danish State Railways, which bid successfully for rail concessions serving the Copenhagen-Malmö (Oresund) route via Kastrup airport.

Commission for Integrated Transport, 2006 Completed a study for the UK Government transport think-tank on macroeconomic drivers of bus and rail costs.

FirstGroup Deutschland GmbH, 2005-2006 After a survey of opportunities in the German market, led negotiations and acquisition due-diligence for purchase of a municipal bus company in Speyer, Rheinland-Pfalz. Subsequently led a successful bid to operate tendered routes to Frankfurt Airport.

Bristol Light Rail Project, 1996 Review for Bristol City Council of light rail and funding.

London Airports Surface Access Study, 1995-1996 Lead member of a team including MVA and Scott Wilson, which carried out a major study to improve road and rail access to London's airports for the UK Department of Transport.

FINANCE AND PUBLIC PRIVATE PARTNERSHIPS

Transportation Research Board 2013 Advising the US government-sponsored organisation on new sources of revenue for transport investments.

China Urban Rail Finance, 2008 Advised the World Bank on alternative financing methods for new metro systems in China.

GB Railways Group Plc, 1995-2003 Founder director, assembled a team floated the company on the London Stock Exchange (AIM). GB Railways operated railways in the UK, Australia and Estonia. It was acquired by FirstGroup Plc in 2003. GB Railways invested over £100m in new rolling stock, entirely financed with private capital.

Transport Canada, 1998 Advised on options for restructuring, franchising or privatisation of VIA Rail.

Queensland Rail, 1997 Advised on structuring public-private partnerships.

OTHER ASSIGNMENTS

Transport for London, 2004 Advised on possible use of Oyster Smartcards as an electronic purse.

Sage Realty, 2003-2006 Advised a major office developer in negotiations with the New York Metropolitan Transportation Authority to mitigate impacts of the Grand Central-East Side Access project.

Railtrack Plc, 1996 Study of depot options for South London.

British Telecom, 1996 Led a seminar on opportunities relating to rail privatisation.

Class 312 Train Rebuilding, 1996 Evaluated alternatives for rebuilding these trains with sliding doors and air conditioning.

London Underground Ltd, 1992 Reviewed options for Morden Depot

Urban Transportation Development Corporation, 1983-1986 As Manager of Strategic Marketing, promoted UTDC's technology in Bangkok, Taipei, Alexandria, Athens and Ankara, identifying local partners and assessing the likelihood of the projects proceeding. UTDC was subsequently awarded contracts for metro systems in Bangkok and Ankara.

Toronto North-South Bicycle Lanes, 1976-1979 As a member and Chairman (1978) of the City Cycling Committee, led efforts to persuade City of Toronto Council to introduce the city's first exclusive bicycle lanes. Secured funding and also enabling legislation from the Provincial Government.

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PAPERS AND PUBLICATIONS

- *Market Pricing is Essential*, Railway Gazette, September 2012
- *Benchmarking For Dummies*, Modern Railways, May 2012.
- *Eko Rail Wins Lagos Blue Line Concession*, Metro Report International, March 2012.
- *Market Pricing – Special Report*, Passenger Transport, Issue 028, March 2012.
- *European Rail Retailing*, unpublished World Bank Working Paper, June 2010. Translated into Chinese 欧洲火车零售.
- *What Role for Public Private Partnerships?* Urban Rail Development in China: Issues and Options, World Bank, Beijing, 2008.
- *Crossrail Approaching The Starting Blocks*, Planning in London, Issue 64, March 2008.
- *To Fix Heathrow, Extend Crossrail to Stansted*, Planning in London, Issue 62, July 2007.
- *The Stansted Solution*, Opinion (Leader) in the Financial Times, 22 June 2007.
- *Paying for Crossrail*, Institute for Economic Affairs Journal, March 2005.
- *Break Up Railtrack*, Personal View (Leader) in the Financial Times, 22 June 2001. Also published as adapted articles in Modern Railways, April 2001 and in Rail Freight Group Newsletter, March 2001.
- *New Railways for London*, Planning in London, April 2001.
- *Competitive Behaviour in Britain's Privatised Rail Industry*, Privatisation and Deregulation of Transport, Oxford University Regulatory Policy Research Centre, Macmillan, 2000.
- *Banded Road Use Charging*, Centre for Policy Studies, London 1995. Abridged version published in Going Green, Environmental Transport Association.
- *Burnt Offering - Jubilee Line: The Inside Story*, New Civil Engineer, March 1994.
- "Automated Transit Systems," The Urban Transport Industries Report 1993, editor Tony Ridley.
- *Kings Cross Project Review*, Review of BR's strategic assessment of options. Recommended a surface Channel Rail Link to a new terminal at St Pancras. Presented to the House of Lords Committee, July 1992.
- *Involving Property Developers*, Planning Passenger Railways, Transport Publishing, London 1991.
- *Light Rail Transit to Stimulate Development -The Developer's Perspective*, Light Transit Systems, Thomas Telford Books, Institution of Civil Engineers, London 1990.
- *High Speed Underground Links for London Docklands*, Electrifying Urban Public Transportation, Liverpool Polytechnic, 1989.
- *Quantitative Analysis of Rapid Transit Alignment Alternatives*, Transportation Quarterly, Eno Foundation, Westport USA, July 1988.
- *Smart Transit Systems: How the Software Changes the Hardware* paper presented at American Public Transit Association conference, June 1987.
- *Modern Transit for Modern Cities* paper presented at China Road Federation Conference, Taipei, Taiwan and Istanbul Technical University Symposium on new rail systems, both 1985.
- *Vancouver Advanced LRT - Breakthrough in the Real Estate-Transit Connection*, Proceedings of the 1982 National Conference of the Canadian Institute of Planners, Ottawa 1982. Co-authored with Jean Porteus.
- *Creative Traffic Control*, City Magazine, Toronto, 1979.
- *Planning Suburbs for Public Transportation*, Masters Thesis, Harvard Kennedy School, 1981.

EXPERT TESTIMONY

- Expert witness, House of Commons Committee on the Crossrail Bill, London, 2006. Crossrail Business Case Review.
- Transport & Works Enquiry on the East London Line Extension, London, 1996.
- The House of Lords Committee on the Kings Cross Bill Report, London, 1992.
- House of Commons Select Committee on Light Rail Transport, London, 1990.

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GUEST SPEAKER

- Axis Conference, Tripoli, Libya, Jan 2013.
- UK AirRail: Connectivity for Growth, London, Nov 2012.
- Nigeria Development and Finance Forum, London, May 2012.
- Transit Leadership Summit, Rockefeller Brothers' Fund/Volvo Research Foundation/Regional Planning Association, New York, April 2012.
- China Academy of Railway Sciences, Beijing, 2011.
- RailWorld Summit, "Without Market Pricing, Half The Benefits of HSR Are Wasted - 没有市口定价," Beijing, Sept 2011.
- China High Speed Rail Conference, "Market Pricing for Profitability," Beijing, 2009.
- 4th Annual China Railway Summit, "European Rail Retailing," Beijing, 2009.
- Eurorail, "The Role of Private Operators Developing High-Speed Services," Berlin, 2009.
- Die Grunen/Green Party Conference, "Deutschland im Takt?" Bundestag, Berlin, 2009.
- China Urban Rail, "Public Private Partnerships," World Bank Symposium, Beijing, 2008.
- Forum 1520, "Human Resources in the New Railway Industry," Sochi, 2008.
- BAG-SPNV Annual Conference, "Rail Ticketing in the UK," Berlin, 2008.
- Inspire East: Planning Sustainable Suburbs, Cambridge University, 2008.
- Central and European Rail Freight, Budapest, 2006.
- Crossrail Challenge and Opportunity, London, 2005.
- Stagecoach Integrated Transport Conference, Winchester, 2005.
- Delivering Essential Transport in Growth Areas, London, 2005.
- "Investing in Railways - Buyer's Perspectives." World Bank, Washington DC, 2005.
- Competition and Open Access, Regulation Conference, London, 2002.
- European Transport Conference, "Bidding for Railways on Four Continents," Homerton College, Cambridge University, 2001.
- TransAfrica Investment Forum, London, 2001.
- London New Railways, London Rail Conference, 2001.
- World Bank Railway Roundtable, Vienna, 1999.
- Member, Technology Foresight Panel, Cabinet Office (UK), London, 1995-1998.
- Africa Rail '98, Johannesburg, 1998.
- London's Transport Future, Waterfront Conferences, London, 1998.
- AUSRail '97, Melbourne, 1997.
- "London's Transport Infrastructure," AIC Conference, London, 1996.
- Waterfront/IT Conference "The National Transport Debate", London, 1995.
- Royal Institute of Chartered Surveyors London Chapter, London, 1995.
- Cities '94 Conference on Urban Regeneration, London, 1994.
- Bow Group Conference, "Burnt Offering: The Jubilee Line Extension," London, 1994.
- British Council of Offices Annual Conference, London, 1993.
- Juror, London Docklands "Decade of Achievement" Awards, London, 1991.

Guest Lecturer: Transport Economists Group, London 2002; West Midlands CIT Conference, 1990; University of Hawaii, Department of Urban Studies, USA 1988; York University, Faculty of Business Administration, Canada, 1986; and University of Waterloo, School of Architecture, Canada, 1985.

PERSONAL

Family Married with two children.

Interests Scrabble, long distance swimming, windsurfing, tennis and skiing.