



MICHAEL SCHABAS

CURRICULUM VITAE

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MICHAEL SCHABAS has broad experience in the development and management of railways and urban transport systems. He advises a wide range of private and public sector clients and has worked on projects in more than 20 countries.

Michael Schabas is a Director of First Class Partnerships, a strategic management consultancy advising a wide range of public and private organisations on the development, management, and regulation of railways and metro systems. He has particular expertise developing innovative business strategies, preparing and reviewing business plans and feasibility studies, and building teams for complex projects. He has a detailed understanding of the practical, economic and political opportunities and constraints within which rail and urban transit systems must operate.

As an advisor, bidder and contractor, Michael Schabas has extensive knowledge of finance and contractual delivery structures such as public-private-partnerships, concessions and franchises. He has hands-on operating experience, and has served as a non-executive Director in companies delivering passenger and freight rail services as well as urban buses in the UK, Germany, Norway, Sweden and Australia.

Michael Schabas was a founder director of GB RAILWAYS GROUP PLC, with turnover in 2003 of £80 million. GB Railways won numerous awards for excellence in passenger and freight services, increasing traffic 50% over seven years. He also led successful acquisitions in Estonia and Australia. In 2003, FIRSTGROUP PLC acquired GB Railways. Michael Schabas remains a non-executive Director of FIRST-GB RAILFREIGHT and HULL TRAINS.

He has played key roles in planning, design and implementation of major projects including: the JUBILEE LINE EXTENSION; DOCKLANDS LIGHT RAIL upgrading; WEST COAST MAIN LINE (UK) upgrading; and CHANNEL TUNNEL RAIL LINK.

Michael Schabas has a Masters Degree with Distinguished Achievement, from the John F. Kennedy School of Government, Harvard University and a Bachelor of Architecture Degree from the University of Toronto.

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MANAGEMENT

Michael Schabas founded GB Railways (GB) in 1995. The company was floated on the London Stock Exchange (AIM) in 1997, and acquired by FirstGroup Plc in 2003.

- From 1997 to 2004, GB operated ANGLIA RAILWAYS (turnover £80m), providing 160 km/h InterCity services in eastern England. Anglia was top rated by the UK Government with 50% passenger revenue growth, was twice named "Train Operator of the Year."
- In 1997, GB led the GREAT SOUTHERN RAILWAY (GSR) consortium which acquired the Indian Pacific, Ghan and Overland trains in Australia. GB led the transformation of GSR into a profitable long distance tourist railway
- GB RAILFREIGHT was established in 2000 and is now Britain's third largest rail freight operator with 250 staff and 38 locomotives, serving a range of customers. It was named "Rail Business of the Year" in the HSBC Rail Awards 2002.
- GB established HULL TRAINS, Britain's first new train company since privatisation, which now runs five regular services daily between London and Hull in northeast England.
- GB led the acquisition of EDELARAUDTEE, a passenger and freight railway in Estonia and the first fully privatised railway in the former Soviet Union.

Michael Schabas remains a Director of GB Railfreight and Hull Trains.

In 2003, Michael Schabas led a group of senior railway managers to form SUPERLINK, which is proposing "A Better Crossrail" for London.

In 2004, Michael Schabas led a group of investors who acquired an interest in OFOTBANEN, an independent passenger and freight rail operator in Norway and Sweden.

In 2004-2007, Michael Schabas led various bids for bus, Railfreight and passenger rail operations in central and eastern Europe. He negotiated a successful joint venture with Danish State Railways to bid for the Copenhagen-Malmö rail concession, led the acquisition of Merl & Co KG, a municipal bus company in Speyer German, both on behalf of FirstGroup Plc.

CONSULTING

Michael Schabas is a Director of FIRST CLASS PARTNERSHIPS, a strategic management consultancy advising a wide range of public and private organisations on the development, management, and regulation of railways and metro systems. FCP can draw on more than 60 associates providing a wide range of specialist railway skills and experience. See www.FirstClassPartnerships.com.

As an independent consultant, Michael Schabas provides strategic advice to a wide range of clients. Assignments have included:

- Tyne & Wear Metro (2008-9): Steering group for Management bid
- World Bank (2008): China Urban Rail – Potential for PPPs
- Commission for Integrated Transport (2006): Bus / rail cost study.
- Transport for London (2004): Expansion of the Oyster Smartcard.
- Edinburgh Airport Rail Link (2004): Peer Review panel.
- Superlink Limited (2004-current): Founder, promoting a new railway across London.
- Vancouver Skytrain (2003-2004): Advisor to bidder for Airport line.
- Sage Realty (2003-2006): Advice on Grand Central expansion New York.
- Uzbekistan Rail (2002): Study on rail tourism for Asian Development Bank.

- WestRail (2002): Led GB Railways bid for Western Australia freight railways.
- Malawi Railways (1998): Led GB Railways bid to acquire Malawi Railways.
- Transport Canada (1998): Advisor on options for privatisation of VIA Rail Canada.
- Queensland Rail (1997): Advisor on structuring of public-private partnerships.
- Bristol City Council (1996): Review of proposed light rail scheme and funding options.
- British Telecom (1996): Market opportunities relating to British Rail privatisation.
- Angel Train Contracts (1996): Consultant to a UK leasing Company.
- London Airports Surface Access Study (1995-1996): For UK Department of Transport.
- CrossRail (1994): Review of proposed cross London railway Department of Transport.
- West Coast Main Line Modernisation Study (1994-1995): Founder of WCML DevCo., retained to define the upgrading of the London-Glasgow main line.
- AMEC Plc (1994-1997): Consultant for various rail projects.
- Channel Tunnel Rail Link (1992-1996): Adviser to Union Railways; conceived and developed option to use St Pancras terminal, now built.
- European Investment Bank (1992): Advice on funding the Jubilee Line Extension.
- London Underground Limited (1992): Study of development options for the Northern Line.
- BAA Plc (1992): Review of revenue forecasts for Heathrow Express.
- Docklands Light Railway (1991-1997): Founder and advisor to Brown & Root/Booz Allen Joint Venture delivering £100m re-engineering for higher capacity and reliability. Also identified requirements and solutions for upgrading the DLR.
- East London Line Group (1991-1994): Advisor to consortium of five London boroughs promoting extensions to the Line, now being built.

EMPLOYMENT

Michael Schabas has played key roles in major metro projects in Canada, USA, Britain, and Asia.

1988-1991 As Vice President, Transport Planning for the Canary Wharf developers, he conceived and promoted the Jubilee Line Extension to London's Underground and identified requirements and solutions for upgrading the Docklands Light Railway.

1986-1988 As Chief of Rapid Transit Planning for the City & County of Honolulu, Hawaii, Michael Schabas was responsible for planning of a 40km automated rapid transit system.

1983-1986 As Manager of Strategic Marketing for the Urban Transportation Development Corporation (UTDC), he promoted the Skytrain technology in Bangkok, Taipei and Ankara.

1981-1983 As Design Coordinator for the Vancouver Skytrain Project, Michael Schabas was responsible for final route definition for a 22km elevated automated light rapid transit system.

EDUCATION

1981 MASTER OF CITY AND REGIONAL PLANNING WITH DISTINGUISHED ACHIEVEMENT, specialisation in Transport Planning and Urban Economics from the JOHN F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY; CMHC Scholarship; internship with US DEPARTMENT OF TRANSPORTATION, Washington DC. Thesis: Planning Suburbs for Public Transportation

1979 BACHELOR OF ARCHITECTURE from the SCHOOL OF ARCHITECTURE, UNIVERSITY OF TORONTO.

PUBLICATIONS

Many are available for download from www.schabas.net

- **The Stansted Solution**, Opinion (Leader) in the *Financial Times*, 22 June 2007. Reprinted in *Planning in London*, July 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 in different forms 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**, *Privatization and Deregulation of Transport*, Oxford University Regulatory Policy Research Centre, Macmillan, 2000.
- **Charging for Roads: A Better Way to Ease Congestion**, Centre for Policy Studies, London, 1995. Abridged version published in *Going Green*, the magazine of the 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.
- **King's Cross Project: 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 on the King's Cross Railways Bill, 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, John F. Kennedy School, Harvard University, 1981

EXPERT TESTIMONY

- House of Commons Committee on the Crossrail Bill, 2006.
- The Transport & Works Enquiry on the East London Line Extension, 1996.
- The House of Lords Committee on the King's Cross Railways Bill, July 1992.
- The House of Commons Select Committee on Light Rail Transport, 1990.

SPEAKING

- China Urban Rail – Public Private Partnerships, World Bank Symposium, Beijing 2008
- Forum 1520, "Human Resources in the New Rail Industry," Sochi, Russia, May 2008.
- BAG-SPNV Annual Conference, "Rail Ticketing in the UK / Tarif und Vertrieb unter Wettbewerbsbedingungen am Beispiel Großbritanniens," Berlin, May 2008.
- Inspire East: Planning Sustainable Suburbs, Cambridge University, March 2008
- Central and European Rail Freight, Budapest, October 2006.
- Crossrail: The Challenge and Opportunity, London, June 2005.
- Stagecoach Integrated Transport Conference, Winchester, May 2005.
- Planning New Transport Systems for the Growth Areas, London, April 2005.
- Investing in Railways - Buyer's Perspectives, World Bank, Washington, March 2005.
- Competition and Open Access Rail Regulation Conference, London, October 2002.
- European Transport Conference, "Bidding for Railways on Four Continents," Homerton College, Cambridge University, September 2001.
- TransAfrica Investment Forum, London, May 2001.
- London Rail Conference, March 2001.
- World Bank Railway Roundtable, Vienna, September 1999.
- Africa Rail '98, Johannesburg, September 1998.
- AUSRail '97, Melbourne Australia, November 1997.
- AIC Conference "London's Transport Infrastructure," March 1996.
- AIC Conference "Rail Privatisation - What Next," February 1996.
- Member, Technology Foresight Panel, Cabinet Office (UK), November 1995–current.
- Waterfront/CIT Conference "The National Transport Debate," November 1995.
- Royal Institute of Chartered Surveyors London Chapter, 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, July 1991.
- Guest Lecturer: Transport Economists Group London 2002; West Midlands CIT Conference, 1990; University of Hawaii, Department of Urban Studies, 1988; York University, Faculty of Business Administration, Canada 1986; and University of Waterloo, School of Architecture, 1985.
- Citizen Appointee and Chair, Cycling Committee, Toronto City Council, 1975-1977.

DIRECTORSHIPS

- First Class Partnerships Limited, UK: 2008-current
- FirstGroup Rhein Neckar GmbH, Germany: 2007-2008
- Rail Personnel International Limited, UK/Hong Kong: 2006-current
- FirstGroup European Holdings Limited, UK: 2006-2008
- Ofotbanen AS, Norway: 2005-2006
- Superlink Limited, UK: 2003-current
- Rebecca Ezra Limited, UK: 2003-current
- GB Railfreight Limited, UK: 1999-current
- Hull Trains Company Limited, UK: 1999-current
- Great Southern Railway Limited, Australia: 1997-1999
- GB Railways Group Plc, UK: 1996-2003

LANGUAGES AND COUNTRIES

- English; some German and French; basic Mandarin
- Work experience in: Australia; Canada; China; Czech Republic; Denmark; Estonia; Germany; Hungary; India; Malawi; Norway; Peru; Poland; Russia, Slovakia; South Africa; Sweden; Taiwan; Thailand; Turkey; United Kingdom; USA; Uzbekistan and Zimbabwe.

CONTACT DETAILS

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