

The City of Cape Town

# Integrated Rapid Transit Press Pack



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# City of Cape Town to implement Integrated Rapid Transit system

On 27 August 2008 the City of Cape Town approved the initial phase of an ambitious integrated rapid transit system that will change the face of public transport.

The decision was prompted by the recognition that the current fragmented and non-integrated public transport services are unsustainable – creating daily hardship for thousands of residents, especially poorer communities living far from the centre of economic activity, and hampering economic growth and development.

As a Host City for the FIFA 2010 Soccer World Cup, the City of Cape has contractual obligation to meet in terms of transport. Funding made available to cities for this event will be used to fund the initial phase of the system to ensure a lasting legacy for Cape Town commuters from the major investment in infrastructure ahead of the World Cup.

The initial phase includes a service between the CBD and the airport, throughout the inner city and surrounding areas and through to the Green Point stadium precinct, with an extension up the Atlantis corridor to include the communities of Mamre,

Atlantis, Doornbach and Du Noon. This will then be expanded in the full Phase 1 to include Century City and Montague Gardens and four more links from the airport to areas, such as Bellville, Strand, the Southern Suburbs and Table View via Century City.

After meeting the City's contractual requirements for 2010, the priority will be to link the densely populated south east of the city, which includes Mitchells Plain and Khayelitsha, to destinations across the Peninsula. This will be Phase 2.

Within a period of 10 to 12 years the vision is to establish an integrated rapid transit network across the Cape Town that will place over 75% of the population within 500 meters of a high-quality public transport system.

This information pack contains a series of fact sheets on all aspects of the project. For more information contact:

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# 1. Why the need for change?

In Cape Town a large percentage of the population relies on public transport. While rail is the backbone of commuter transport in the Peninsula, there are also 550 000 passenger trips every day by bus and minibus taxis.

The disadvantages of the current public transport services are that these services are:

- Concentrated in the morning and afternoon peak hours, with limited services during the day or late in the evening.
- Not scheduled services and there is no integrated ticketing system between the various modes.
- Linked to major safety issues, with women and children particularly vulnerable when they use public transport.
- Subject to inadequate regulation and law enforcement.
- Not planned as part of an integrated public transport system.

Like many other developing countries, South Africa is in the process of formalising its public transport services. A new national law, the National Land Transport Bill, spells out a plan for publicly controlled integrated transport systems and for cities to take greater control of planning, regulating,

implementing and monitoring public transport services.

This transformation process is drawing on successful examples from countries in South America, Asia, North America and Europe, where excellent and affordable Bus Rapid Transit Systems have been established. Cape Town is one of several South African cities implementing these road-based systems that prioritise public over private vehicles and offer commuters a fast, modern, comfortable, safe and affordable way to move around the city.

Other factors contributing to change are the phasing out of contracts between government and bus companies for subsidised services, and the formalisation of the minibus taxi industry. This includes moving from indefinite permits to fixed-period operating licences and the implementation of taxi recapitalisation which provides a scrapping allowance to encourage minibus taxi owners with old vehicles to upgrade them or leave the industry.

Finally, growing congestion on roads and concerns around air quality and long-term sustainability means that change is inevitable if our cities are to meet the needs of residents in the coming decades.

## 2. Why this project is so important

At a recent gathering with former mayor of Bogota Enrique Penalosa, Mayor Helen Zille expressed her '100% commitment' to the Integrated Rapid Transit System.

'In the context of our goal of infrastructure-led economic growth and job creation, this is possibly our single most important project.

'The 2010 Soccer World Cup is our chance to show the world what we are capable of as a city and as a nation. It is one of our best opportunities to market Cape Town as an investment and tourist destination. It is also an important opportunity to fast forward a few years in infrastructure investment, and create a lasting legacy for our citizens.

'Our stadium and the upgrade of Green Point Common will provide an impressive platform for the 2010 event, and remain a wonderful asset to our citizens. Yet the greatest benefit by far that we can reap from 2010 will be an improved public transport system.

'The problem is, the BRT system is not as central to the success of the 2010 event itself as the stadium and its precinct. In the worst case scenario, we could probably get away with setting up temporary shuttle and bus services to cover the extra transport demands of 2010. I believe that would be a mistake.

'Firstly, we must not miss this opportunity to tap into the billions of rands national government is willing to provide to us if we can put our plans for a BRT system into action quickly enough. And, of course, a clear deadline also helps us get things done.

'Secondly, if we have a basic BRT system in place by the time visitors arrive for the World Cup, it will do that much more to boost investor confidence in Cape Town. This last point is crucial.

'We need to think strategically about how we are going to position ourselves in relation to medium-term global economic trends. We are currently in the middle of a downward economic cycle globally and locally. But economists predict that in less than two years we will begin to see an upward swing.

'During upward swings, investors typically gain more tolerance for risk, and often look to developing economies for rapid and large returns. Yet they still want to be sure that these countries are a safe enough bet. With 2010 likely to coincide with the beginning of an upward swing in the economic activity, we need to show investors that we are ready for them.

'Cape Town is already becoming well positioned in terms of perception. Our job now is to back up the perception that we are trying to create with adequate services and infrastructure.

'The Bus Rapid Transit system would open up investment potential in Cape Town, especially in our over-congested city centre, where congestion puts a brake on development. It will also cut commuting and logistics delays on our roads, making it easier to do business in Cape Town. We have already seen travel times reduced for both public and private transport following the introduction of the bus lanes on the N2. We can extend these benefits throughout the city. If we can attract more people away from their cars, we can also cut our annual consumption of fuel. This would help reduce our national deficit, and lessen the overall impact of rising oil prices on our economy.

'Finally, BRT will help our city to become a more humane place to live, with fewer traffic jams, less air pollution, and easier access for all. We should never underestimate the importance of this qualitative aspect.'





## 3. What is Integrated Rapid Transit?

The Cape Town Integrated Rapid Transit System is a bold initiative to transform the public transport sector by dramatically improving the customer experience. This initiative will seek to integrate all modal options into a coherent package for the customer. Among the modes to be integrated are: Metrorail services, road-based services on trunk routes, conventional bus services, minibus taxi integration, feeder bus services, improved pedestrian and bicycle access, metered taxi integration, and park-and-ride facilities.

The principal way in which the City of Cape Town will transform the road-based public transport services is a concept known as Bus Rapid Transit (BRT). BRT is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective urban mobility with segregated right-of-way infrastructure, rapid and frequent operations, and excellence in marketing and customer service.

BRT has virtually all the performance and comfort of a modern rail-based transit system but at a fraction of the cost – typically

four to 20 times less than a tram or light rail transit system and 10 to 100 times less than a rail system.

The BRT was successfully implemented in Latin American cities, such as Curitiba, Bogotá and Sao Paulo, as well as elsewhere including Brisbane, Los Angeles, Ottawa, Rouen, Beijing, Delhi, Jakarta, Nagoya, and Taipei. BRT has become a global phenomenon synonymous with quality public transport.

The central defining feature of BRT is its focus on customer service. Dedicated, median busways provide customers with dramatically reduced travel times. Because the vehicles move quickly in peak hour more people are encouraged to switch from private car use to public transport, which makes the whole system far more viable.

The dedicated lanes also reduce operating costs so that fare levels are quite affordable. Special attention is also given to safety and security through the presence of extensive security personnel and the use of CCTV cameras.



## 4. The system for Cape Town

In June 2007 the City of Cape Town approved the Integrated Transport Plan (2006 – 2011). The vision is to ‘provide a world-class sustainable transport system that moves all its people and goods effectively, efficiently, safely and affordably’. In alignment with this vision, the City decided to investigate the development of an Integrated Rapid Transit System for Cape Town, based on the concept and principles of a Bus Rapid Transit System. As a multi-year initiative, the system is designed to transform public transport by dramatically improving the customer experience.

In early 2008 consultants, including highly respected international experts with experience in delivering BRT systems, were contracted to develop the operational and business plans for the Cape Town system.

The result is a planned integrated rapid transit system, which will operate along a network of routes and corridors, and which will be unlike any previous public transport services in Cape Town. These are some of the system’s features:

### **Infrastructure**

There will be separate busways or bus-only roadways, mostly in the middle of the roadway. Passengers will wait in convenient, comfortable, secure, and weather-protected stations, which will provide level access between the platform and vehicle.

### **Customer service**

The service will run frequently according to a schedule. Wide doors will facilitate universal access and allow many people to board and alight from vehicles quickly and easily. Trunk route fares will be collected before boarding and are expected to be at or below existing costs.

The aim is to have easy access between the system and other mobility options, such as walking, bicycles, metered taxis, and park-and-ride facilities. The system is also designed to give easy access to children, the elderly and disabled. There will be clear route maps with real-time information displays in stations and vehicles.



## Management

The infrastructure will be owned by the City of Cape Town but there will be private sector involvement, including the existing bus and minibus operators on the various routes, in operating the service. Operators will be paid on the basis of how many kilometres are travelled by the vehicles and not on how many passengers are carried. The fare collection will be independently operated and managed with quality control oversight by an independent entity. Based on international experience, efficient management will minimise public subsidies of the system operations.

## Technology

Latest developments will make life cleaner and easier. The specification is for clean vehicle and low noise technology. There will be automatic fare collection and fare verification technology, and the system will be managed through a centralised control centre, with Intelligent Transportation Systems (ITS) such as automatic vehicle location. The BRT will also have signal priority at intersections.





Graphic: Courtesy of GMP Architects (reproduced with permission).

## 5. The first phase

After an investigation into the merits of the system, the City of Cape Town has given the go-ahead for the first part of an integrated rapid transit system. This initial phase will ensure that the City meets the public transport requirements for the 2010 Host City Transport Operations Plan, the requirements of the Host City Agreement signed with FIFA, the Record of Decision for the new Green Point Stadium, and the Stadium Use Agreement, while at the same time achieving a lasting

legacy for improved public transport.

The initial phase, known as Phase 1A, will be followed by the full Phase 1 plan, which will bring the convenience and comfort of this quality service within reach of even more people. What is important in a first or demonstration phase is to ensure that the system wins public support and operates successfully, so that it can be expanded.



## Phase 1A – Linking the Airport and the Inner City area with the Stadium Precinct and servicing the Atlantis Corridor

Phase 1A includes the inner city and airport services, extending up the West Coast to include newly developed high-density residential areas and low-income communities such as Mamre, Atlantis, Doornbach and Du Noon. The inner city service will provide a convenient, cost-effective way of getting around the CBD and City Bowl areas for the many thousands of people who live and work in this economic hub. From an operational cost point of view, Phase 1A is financially self-sustaining. The intention is to have this phase up and running by early 2010.

### The Inner City Service

The CBD and surrounding areas are a crucial destination for both weekday commuter trips and 2010 FIFA World Cup visitors. Key destinations include the Central Station, V&A Waterfront, Long Street, and Sea Point. Smaller feeder vehicles will service surrounding communities such as Tamboerskloof, Oranjezicht, Vredehoek, and Gardens.

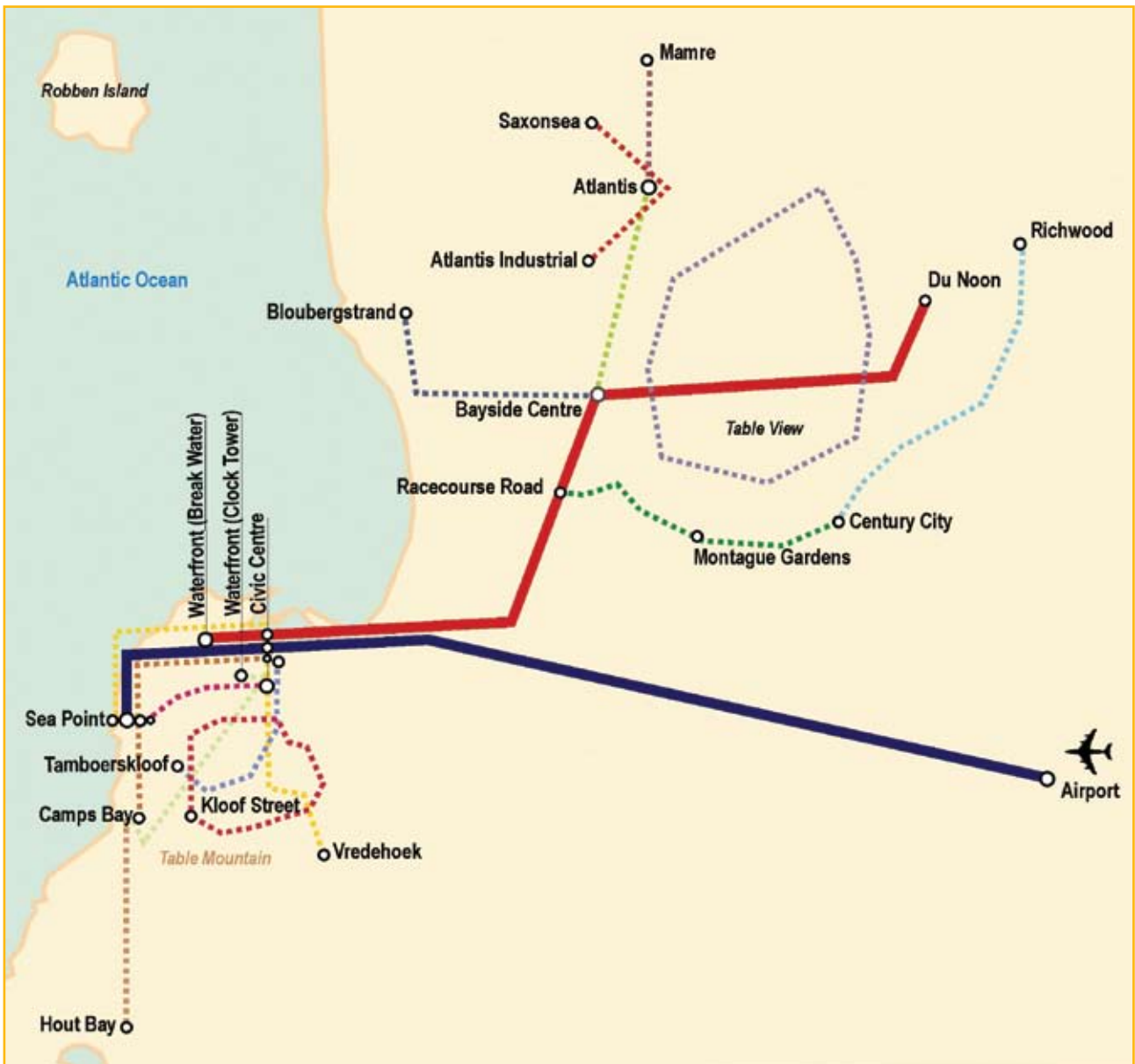
### Airport Service

Along with the Inner City Service, the airport link is required to meet Cape Town's obligations as a Host City. This part of the system will provide rapid, high frequency services between the airport and the CBD, Green Point and Sea Point along the N2 BMT (Bus and Minibus Taxi) lane.

### Atlantis Corridor

The West Coast is home to several low-income communities, such as Mamre, Atlantis, Doornbach and Du Noon. Currently, areas such as Mamre and Atlantis have no sustainable public transport alternative to allow access to jobs and public services. The West Coast also has some of the highest congestion levels in Cape Town. Parts of Blaauwberg Road and Marine Drive (R27) experience near gridlock conditions at peak periods. It is expected that there will be high demand for the new service with a significant move away from private vehicles to public transport.





## Full Phase 1 – Completing the Atlantis Corridor and linking areas of economic activity and public services.

Once the initial phase is up and running, the priority will be to bring greater access to the system using the airport as a hub between the densely populated south east section of the city and areas of high economic activity across the Peninsula.

The timeframe for the full Phase 1 depends on securing additional funding from national government and internal sources and the City is working hard to achieve this.

### Completing the Atlantis Corridor

Within the West Coast area the plan is to add roadway along Boundary Road, Koeberg Road, Montague Drive, and Bosmansdam Road to create greater mobility throughout this rapidly developing industrial, commercial and residential area.

There will also be links to key destinations, including Montague Gardens, Century City and Joe Slovo informal settlement, near Milnerton.

### Expanding around the airport

With the airport as a hub, the plan is to open up links with destinations across the Peninsula, including Century City and Table View, Bellville and Durbanville, Somerset West and Gordon's Bay, and the southern suburbs.

The full Phase 1 also provides more convenient access to the airport with direct links to Century City, Table View, Bellville and Durbanville, Somerset West and Gordon's Bay, and the Southern Suburbs.





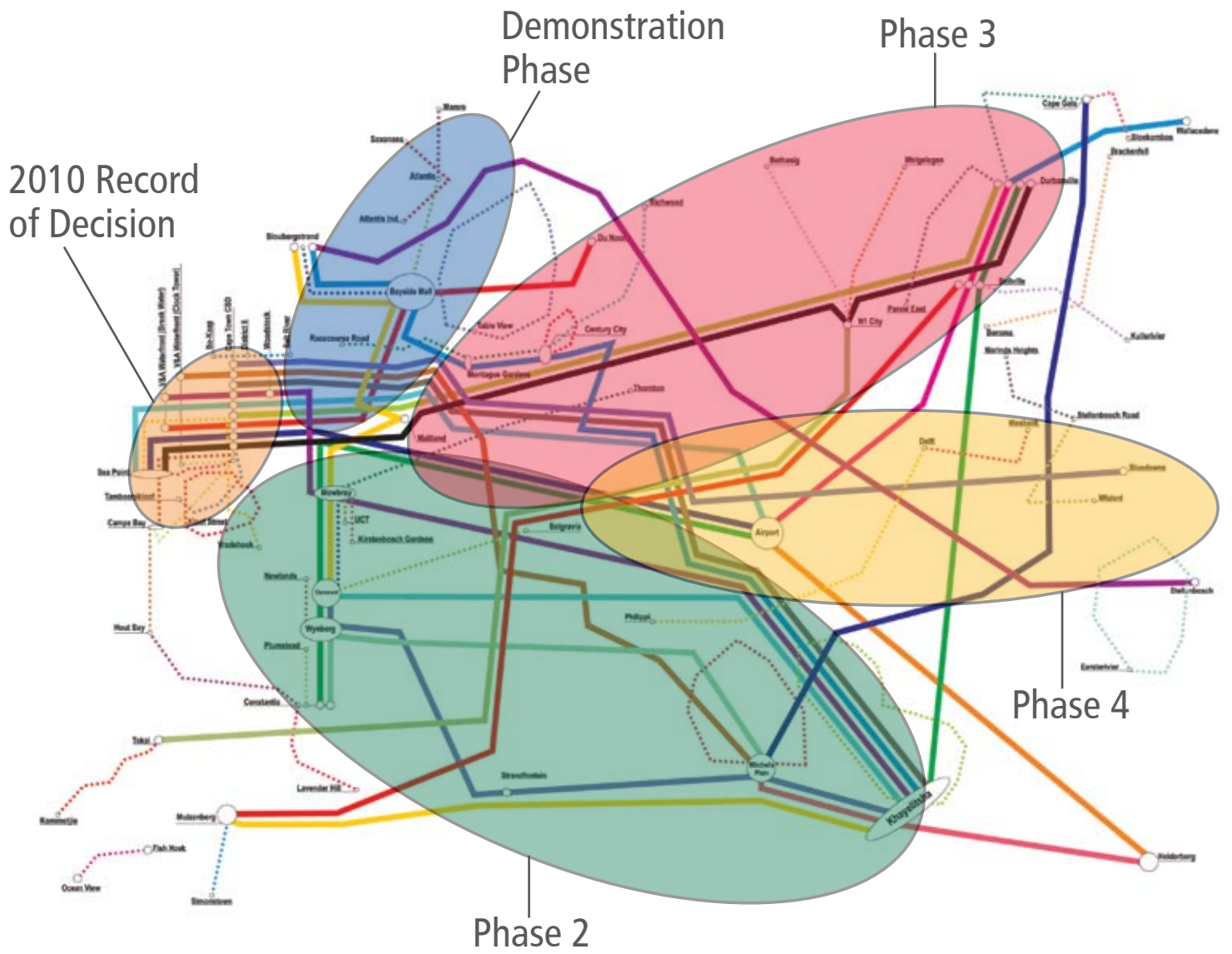
## 6. Expanding the system in phases

The plan is to establish the full network, a citywide integrated public transport system, as part of Phases 2 to 4 over a period of 10 to 12 years.

While Phase 1 focuses on the City's 2010 obligations and servicing the Atlantis corridor, Phase 2 will address the more pressing social aspects of the public transport network by extending into all areas of the metro south east, as well as linking the southern suburbs. Phase 2 represents an exciting business opportunity for the full participation of the existing bus and minibuss operators in these areas.

The new service will offer quality public transport services throughout the day and into the night that are reliable, safe and affordable and which will bring greater mobility within some of the most densely populated and poorest communities, where private vehicle ownership is low.

Phases 3 and 4 of the system will then deliver services within other areas of the city, including the northern suburbs, such as Bellville and Durbanville, the Delft and Blue Downs areas, as well as the greater Helderberg.



# 7. Funding the system

While the cost of establishing an Integrated Rapid Transit System is capital intensive, international experience has shown that such systems are capable of operating profitably.

Each individual phase of the system has been designed to be financially sustainable independent of future development, with no significant operational subsidies expected to be required.

The costs of the initial phase required for the 2010 FIFA World Cup will be met by a contribution from national government

of R995.02 million, while the City of Cape Town will fund R421.14 million between now and the 2010/2011 financial year.

Further phases are likely to be funded through a combination of national government grants, provincial government support, and City sources. The City is also strongly encouraging private-sector partnerships, especially with property owners and private developers.





## 8. Operating the system

The business model for the Cape Town Integrated Rapid Transit System is based on successful models used by Bus Rapid Transit systems worldwide. Central to this model is a public-private partnership (PPP) in which most operational components are delivered through the private sector but with the municipality responsible for oversight and quality control.

In this model private operators provide the day-to-day delivery of public transport services through a concession contract. Especially important is the full participation of the existing bus and minibuss operators.

Operators are compensated on the basis of pre-determined vehicle-kilometres and a range of performance-based indicators. Instead of operating only when it is profitable to do so (mainly in peak hours) and completing journeys as quickly as possible to move as many people as possible, the incentive is to offer a quality service according to a strict schedule with electronic monitoring of where each vehicle is along the route.

By law in South Africa, as in most countries, no public transport services may operate without government authority in the form of a permit, a licence or a contract. A process of formalising and integrating public transport is currently underway, initiated

in the mid 1990s. However, the strategy is clear – in future public transport services will be publicly managed and will be permitted where there is demand for them and in a manner that is lawful and regulated.

When the public authority, in this case, the City of Cape Town, establishes an integrated rapid transit system, it seeks private-sector partners to operate the system. The ideal is for the existing bus and minibuss operators to fully participate in the transformation process. The City of Cape Town is currently undertaking consultations with the industry to form a partnership for quality public transport. Not only is the new system likely to be profitable for the operators, but those employed in the industry will benefit from formal salaries, health and pension benefits, and an improved work environment.

Consultations with the transport operating industry are not only taking place in Cape Town but also in cities with similar projects, including Johannesburg, Port Elizabeth, and Tshwane.

The City of Cape Town will also be giving communities in the initial Phase 1 areas an opportunity to give their input into how the new system should be designed and operated.



## 9. Frequently asked questions

### What is IRT and what is BRT?

Integrated Rapid Transit (IRT) represents a package of measures that the City is undertaking in an attempt to provide a more sustainable and balanced integrated transport system in Cape Town. The measures include the priority rail plan, Bus Rapid Transit (BRT), improvements to conventional bus and minibus operations, cycle ways and bicycle parking, pedestrian and urban space upgrades, metered taxi integration, and park-and-ride facilities. The objective is to make all these modes work as a seamless and integrated package of options for the travelling public. Bus Rapid Transit (BRT) is the focus of efforts to improve road-based public transport. BRT is a high-quality bus-based transit system that delivers fast, comfortable, and cost-effective urban mobility through the provision of segregated right-of-way infrastructure, rapid and frequent operations, and excellence in marketing and customer service.

### What are the advantages of BRT?

The most defining feature of Bus Rapid Transit is its focus on customer service. Dedicated, median busways provide

customers with dramatically reduced travel times. The dedicated lanes also reduce operating costs so that fare levels are quite affordable. Special attention is also given to safety and security through the presence of extensive security personnel and the use of CCTV cameras. BRT offers easy transfers between routes, and the convenience of smart cards to pay for journeys. Passenger information on routes and vehicle arrival times are provided at stations to help the passenger.

### What is the difference between trunk and feeder services?

Trunk services will use exclusive busways, which will usually be in the middle of the road and will have enclosed, weather-protected stations. Passengers will enter the stations through turnstiles using prepaid smart cards. The feeder services will run on normal streets providing connections between communities and the trunk stations. Passengers will validate their smart cards as they enter the feeder vehicles. The trunk services will use larger high-capacity vehicles while the feeder services will use smaller vehicles.



### **How much quicker will the system be than the current public transport system?**

Vehicles on trunk routes will have the advantage of using the dedicated lanes and will not be caught up in traffic congestion. Already, the Bus and Minibus Taxi (BMT) Lane on the N2 highway saves commuters 20 minutes on their morning peak hour trip into the centre of Cape Town. The use of smart cards and level boarding at the stations along with highly frequent services will speed up journey times by reducing the amount of time spent waiting at stations.

### **What will it cost and will fares be cheaper than for trains, and existing buses and taxis?**

The fares will be comparable with existing bus and minibus taxi fares. Passengers will be able to purchase smart cards that are validated as one enters the stations on truck routes.

### **Will there be schedules and reliable timetables?**

Yes. During peak hours, there will be a vehicle every few minutes, in some cases every minute. At other times, the trunk vehicles will arrive at least every 10 minutes. The smaller feeder vehicles will arrive at stations at least every 20 minutes. There

also will be real-time information displays at the stations to advise passengers when the next vehicle will arrive.

### **Will the system operate late at night and over weekends and public holidays?**

Yes. It is planned that the system will operate from 05:00 in the morning until midnight every day, 365 days a year.

### **How will the integrated ticketing work? Which modes will be integrated with the system?**

Passengers will use smart cards to pay for the journeys. The trunk and feeder services will be integrated, using the same card for both services. Transfers between the trunk services will be free, and passengers will pay an additional fare for using the feeder services. The smart cards can be purchased either at the trunk stations or at various retail outlets throughout the city. The smart card system is part of a national initiative for a universal electronic payment system. Ultimately, customers will be able to use the same smart card for all transport modes (including rail) as well as to purchase goods and services at retail shops.

### What will the system cost to implement?

It is estimated that Phase 1A covering the Inner City, the West Coast Corridor (including Atlantis, Du Noon, and Table View), and the Airport link will cost R1.32 billion.

### Will there be subsidies for the BRT system?

The national and local government's investment in dedicated infrastructure for public transport does represent a capital subsidy to the network. However, it is projected that the need for operational subsidies will be minimised or even eliminated. Thus, in the medium term, the system represents good value for taxpayer funds as a once-off capital subsidy reduces the need for on-going operational subsidies.

### Will it be sustainable from an environmental perspective?

The Cape Town Integrated Rapid Transit System is being designed as an environmental showcase for the City. Air emissions will be substantially reduced both through clean vehicle technologies as well as through the number of persons projected to shift from private cars to public transport. All vehicles in the system must meet EURO III emission requirements and incentives are in place to encourage use of EURO IV technologies.

The City is developing an application to the United Nations Framework Convention on Climate Change to obtain carbon credits for the resulting carbon dioxide emission reductions. An added benefit will also be the cleaner and clearer skies in Cape Town due to the reduction in emissions of nitrogen oxides, sulphur oxides, carbon monoxide, and particulates.

The system designers are investigating the use of solar photovoltaic cells at stations to generate the system's electricity needs. Energy-efficient lighting and equipment will become the standard for the system. In addition, recycling bins will be made available at each station.

### Does the BRT mean that the current rail services won't be improved or extended?

No. The City of Cape Town is working closely with the South African Rail Commuter Corporation (SARCC) to ensure the priority rail plan for Metrorail is implemented as soon as possible. This priority rail plan includes new and refurbished coaches, station upgrades, improved signalling and security enhancements. In addition, the extension of the Khayelitsha line with two additional stations is under construction. The goal is to design the rail and the Bus Rapid Transit components as a single high-quality public transport system.



### Will it be ready by 2010?

Phase 1A, comprising the Cape Town Inner City, the West Coast Corridor (Atlantis, Du Noon, and Table View), and the Airport link to the CBD is due to open in March 2010, prior to the Soccer World Cup. Phase 2 of the system, including Khayelitsha and Mitchells Plain, will be implemented after the 2010 World Cup.

### Will the system be universally accessible to passengers with physical disabilities?

Yes. The system will be 100 percent compatible for passengers in wheelchairs and passengers who have other disabilities such as sight impairment. All trunk stations will have level surfaces at entrances and exits as well as a level surface between the platform and the vehicle. Likewise, all feeder vehicles will be equipped with ramps that can be pulled out to allow wheelchair access into the vehicles. Inside both trunk and feeder vehicles, there will be designated open spaces for securing of wheelchairs.

These enhancements will benefit a large number of customers and not just those with long-term physical disabilities. Persons with temporary disabilities or injuries, parents with prams, the elderly, and the young will all benefit from the ease of access at stations and within vehicles.

### How will security be ensured?

All trunk stations will have full-time security staff on the platforms. There also will be roving security staff on both trunk and feeder vehicles. All stations will be continually monitored



by multiple CCTV cameras, which will be overseen at the system's central control centre. There will also be CCTV cameras within the vehicles themselves. Feeder stations will be fitted with special emergency call boxes, which will include a direct visual and telephone link to the control centre. In cases of emergencies, security staff will be immediately dispatched to the site.

### Will I be affected by the construction?

There will be some disruption due to the construction. The City is planning the construction carefully in order to minimise traffic impacts. The dedicated lanes in the centre of the roadways are being reconstructed to take the heavier vehicles, and so some impacts on traffic are expected.

### What will the City do to promote use of the new system?

The City will undertake an aggressive and sustained promotion campaign to market and promote the system. It is hoped that that the success of the system will serve to promote itself.

### What is the role of the Provincial Government?

All three spheres of government (national, provincial and local) have a significant role to play in this initiative. National government is providing policy support and funding to the project. Provincial government currently oversees existing bus contracts, and the Province's co-operation in aligning these contracts to the roll out schedule of the IRT system will be critical to its success. Local government is responsible for planning and implementing the system, as well as providing its own funding support. Only through a genuine partnership between all three spheres of government will the successful transformation of public transport in Cape Town be realised.

### Will existing minibus operators be part of the new system?

Yes. The minibus taxi industry has served a long historical role in providing essential public transport services to some of Cape Town's most socially deprived areas. The industry has done so without the assistance of any public subsidy. Given this backdrop, the intent of the City of Cape Town is to improve the industry's profitability and to improve working conditions for employees within the industry.

The City is working to provide all existing bus and minibus owners the opportunity to participate in the Cape Town Integrated Rapid Transit System. The mechanism to transform the industry into a more profitable business model will depend on the outcome of the discussions with existing bus and minibus operators.

There are several excellent examples of successful mechanisms to encourage existing operators to participate in the new system. An attractive incentive package in conjunction with improved operational profitability has worked elsewhere in gaining the acceptance of the industry. In fact, once a successful demonstration has been conducted, other cities have found that existing operators actually push the governmental authorities to implement more routes. The City of Cape Town's objective is for the industry to lead the transformation process themselves.



### **How will existing bus operators, such as Golden Arrow, be affected?**

The existing bus operators, such as Golden Arrow, as well as small- and medium-sized bus owners, provide essential public transport services. This industry is also currently under extreme cost and competitiveness pressures, which in turn affects the quality of the services to the customer.

The provision of dedicated bus lanes on the N2 has benefited this industry, and the industry has responded by requesting that more such infrastructure be provided.

Another core objective of the Cape Town Integrated Rapid Transit System is that all operators are treated on a level playing field. Rather than seeing the bus and minibus industry as two separate worlds, the intent is to move to an integrated approach in which the entire industry is developed around a robust business model. Therefore, the City is intent on engaging the entire industry in a partnership to shape the way forward.

### **How will the City engage with the existing operators?**

With the Council's approval of the project's Phase 1A on 27 August 2008, the City has launched an outreach programme with the bus and minibus industry. At this early stage of the project, the City is meeting with each industry association and each owner to form a partnership on the way forward. Through this partnership, it is hoped to jointly devise mechanisms to reach mutual objectives.

Only through the substantive and meaningful engagement with the entire industry is it possible to gain the trust necessary to achieve these objectives. In no way is the City of Cape Town planning a new public transport system that is outside the existing bus and minibus industry. These existing operators are an indispensable resource that must form the basis of a new structure that is more profitable and that provides a superior customer experience.

### **How will existing operators benefit from the new system?**

The intent of the Cape Town Integrated Rapid Transit System is to assist in creating win-win conditions for both the existing operators and the travelling public.

An example of this type of initiative is the Bus and Minibus Taxi (BMT) lane on the N2 highway. The time saving achieved by the dedicated lane means that operators become more profitable and customers enjoy a much faster trip into the city centre. The

Cape Town Integrated Rapid Transit System will expand the amount of dedicated lanes being given to public transport.

The new system will also seek to achieve the following objectives:

- Improve economic conditions for public transport service providers
- Provide dedicated busway infrastructure to improve operational efficiencies and reduce travel times
- Reduce fuel, vehicle and maintenance costs for operators
- Create a level playing field for all public transport operators
- Encourage modal shifts away from private vehicles and towards public transport
- Increase the amount of employment in the public transport sector
- Dramatically improve working conditions for drivers and other industry staff, including the provision of health benefits and a long-term pension
- Deliver improved salary levels to public transport employees
- Improve the quality of service to public transport customers
- Raise the level of professionalism within the sector.

### How will existing operator permits be affected?

The first part of the process is to validate existing permits and licences. This exercise is in the direct interest of existing operators who are unfairly compromised by illegal operators who are not permitted for a particular route or area. Proper permitting is also in the safety and security of customers.

The permit validation process is not just related to the long-term disposition of the existing permits with respect to the Cape Town Integrated Rapid Transit System. Rather, permit validation is part of a legal process that the City is legally obligated to undertake as a standard practice.

### How will the new system affect the thousands of minibus taxi operators and drivers who depend on their current jobs?

A principal objective of the Integrated Rapid Transit System is to substantially improve the work environment for those currently employed. Current drivers and staff often do not have employment benefits such as leave, sick leave, health care, maternity benefits, and pensions. The new system will provide these benefits as well as safer working conditions, a stable salary and regular work hours, while enhancing professionalism and career development. The City is working to add employment to the sector through the addition of particular functions, such as security, fare collection, and customer service.



### Will being PDI help in terms of providing services in the new system?

Yes. As a matter of procurement policy and legal requirements, the City of Cape Town fully adheres to the Preferential Procurement Framework Act.

### Will minibus taxi associations be disbanded?

No. All minibus taxi operators are free to remain part of existing associations. The new system in no way changes these relationships.