

المسار almasar

The Official Monthly Magazine of Dubai's RTA
Issue No. 108 June 2017

Mohammed Bin Rashid Inaugurates EC³



Vision Mission

Vision

Safe and Smooth Transport for All

Mission

Develop integrated and sustainable transportation systems and provide distinguished services to all stakeholders to support Dubai's comprehensive growth plans through preparing policies and legislations, adapting technologies and innovative approaches, and implementing world-class practices and standards



H.E. Mattar Al Tayer
Director General and Chairman of
the Board of Executive Directors

Enterprise Command & Control Centre (EC³)

“The security of UAE’s citizens and community members, their stability and happiness is our strategic goal and daily concern in order for our city to remain the happiest most secure and most stable in terms of living, socially and humanely.”

With these words, His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice-president, Prime Minister and Ruler of Dubai commenced his talk after he inaugurated the Enterprise Command and Control Centre (EC³) in the presence of His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Chairman of Dubai Executive Council.

The EC³ that is considered one of the world’s largest and most sophisticated control centres in terms of smart technologies and marks a quantum leap for RTA in the field of mass transportation management including metro, tram, public buses, marine transport and taxis as well as controlling the traffic movement.

Through this Centre, the events and activities can be managed and organized including New Year’s celebration and mega events in addition to crisis management to ensure these events flow safely and smoothly, with minimum impact on traffic flow in Dubai roads ensuring the comfort and happiness for its residents.

The Centre enjoys a large capability of controlling, commanding and integrating with different mass transit means, coordinating between them and solid transport planning to confront different transportation in Dubai. The Center also fulfills the requirements of hosting Dubai EXPO in 2020.

The EC³ facility consists of a ground floor and 5 levels, features a 430-square-meter main control room with a capacity of 36 operators with a 53-square-meter screen, divided into 40 screens and connected to more than 34 technical systems. They can be promptly integrated with each other and with external systems, to absorb and process the transmission of 11,131 surveillance cameras. It can also use artificial intelligence in the management of incidents, use of mobile data in mobility planning and management of crowds’ movement by determining the density of the crowds and to redirect the transportation means to service them. And, to achieve the maximum benefits of transportation systems in planning, the use of crowd management can be simulated in a 3D map along with public transportation data as well as to monitor transportation movements via drones

The EC³ is a new achievement for the Emirate of Dubai in its quest to pioneer on the global front and make Dubai the world’s smartest city.

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Reciprocal Ads Initiative

Al Masar magazine Editorial Board offers the Reciprocal Ads initiative whereby a space for an advert is allocated to strategic partners and other government entities against allocating the same space in the magazine of the beneficial entity during the same month for the benefit of the RTA.



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Enterprise
Command & Control
Centre at RTA

Mohammed Bin Rashid Inaugurates EC³ costing AED335 million



His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President, Prime Minister of the UAE and Ruler of Dubai, has Inaugurates the Enterprise Command & Control Center (EC³) in the presence of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council. The transport & roads control centre is the biggest and most sophisticated control centre of its kind worldwide in terms of utilising the smart technologies and the ability to control & integrate various transit means of the Roads & Transport Authority (RTA). It also enables the developing of proper mobility plans to cope with various transport challenges in the Emirate. The EC³ enables the control of all mass transit systems namely Dubai metro, Dubai tram, public buses, taxis and marine transit modes in addition to the traffic systems control centres. The cost of the new Center, which meets the requisites of hosting Expo 2020, amounted to AED335 million.





Main control room rises 13m, covers an area of 430 square m

Upon arrival at the EC³, HE Mattar Al Tayer, Director-General and Chairman of the Board of Executive Directors of RTA received His Highness. Al Tayer made a presentation about the Center, which has a built-up area of 6996 square meters. The building that has a total area of 10,900 square meters comprises of a ground floor and 5 levels. It is fitted with a helipad and has a main control room rising 13 meters in height and spanning an area of 430 square meters. It has 5 subsidiary control rooms for various uses, 2 multi-purpose halls (golden & silver) overlooking the main control room. They have accessibility to the mass transit system and the traffic system to enable the leadership team to take appropriate decisions during emergencies and crises. It also has an ample office space for RTA agencies & strategic partners, press centre, and training halls. The building design is compatible with the green buildings specifications and will be qualified for awarding the environment-friendly green buildings – Gold Class of LEED Classification.

“The EC³ links the control centres of RTA’s operational agencies with a central & integrated and control unit connected with all RTA’s agencies during the initial stage, and

with other entities of relevance to RTA’s business in subsequent stages. The Center has multiple roles to play highlighted by supporting the control centres of RTA’s agencies & sectors, managing crises, planning & managing events, managing & integrating transit means, managing & analysing information, compiling data & generating strategic reports, and managing the information security.

His Highness Sheikh Mohammed bin Rashid Al Maktoum then inspected the main control room that has a capacity to accommodate 18 persons. His Highness attended a briefing about the Control Room, which is linked with 34 technological systems within the RTA and is capable of forging real-time integration with these systems. It can also link with systems outside the RTA, and receive & manage the feed about 11,231 surveillance cameras. It uses artificial intelligence (AI) in the management of accidents & crises and data of mobile phones in planning and managing the movement of crowds through automated identification of population density and directing transit modes to serve them. Thus, it ensures the maximum benefit from the transport systems by matching people movement with the transport means movement, and simulating the vir-



tual presence on the ground using a 3D presentation, and monitors the mobility movement using drones.

Crowds Management

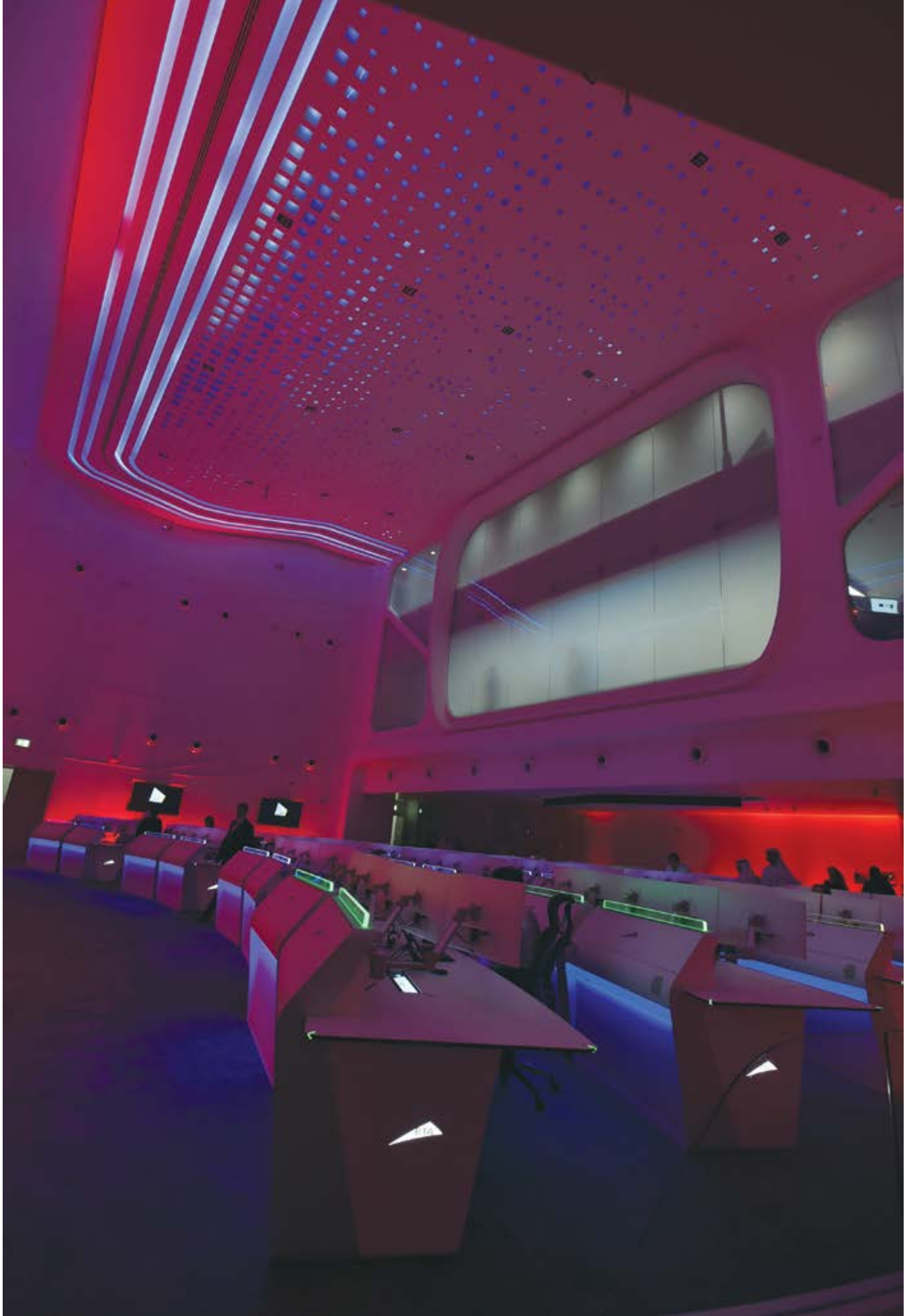
His Highness attended to real-life experiments for utilising the massive flow of information in managing crowds through population density feature. This feature reads the movement & assembly of mobile phones using GSM technology, analyses it in conjunction with the telecommunication providers, and reflects it on the main display screen of the operation platform. The human density points appear as Heat Maps through which it will be possible to quantify the density & spread of people in a specific point. His Highness also reviewed the relative population density program, which specifies the population density for the use of transit means by specifying the starting and terminal points of the journey. Therefore, it will be possible to figure out the people's movement during a specific time. His Highness also visited the Mobility Planning Room (The Cave); a room that displays a 3D map on the main screen enabling the analyzer or planner to emulate the reality to use modern technologies in events planning. A model 3D map of Dubai Downtown (Burj Khalifa/Dubai

Mall) was displayed, and some transit means were displayed in the simulation of the reality for a specific time. His Highness was also briefed on the application of artificial intelligence features in responding to crises & emergencies. The Center is a sophisticated platform for communication between emergency teams support with AI technology enabling the reception of voice commands and instantly entering them in the system instead of the traditional printing of commands. The system is fitted with a machine-learning feature and can build the system potentials by engaging in various scenarios for tackling emergencies in a way that ensures quick response and reduced human error.

Objectives of EC³

The EC³ aims to be a world leader and model of excellence in the control of roads & transport systems as it is a unique and smart centre in simulating real-life scenarios. It has the potential of propelling the ability of Dubai in hosting & organising global events, supporting central decision-making in respect of all transit means, assisting the strategic transport planning tasks and integrating with RTA's main systems & traffic control centres.



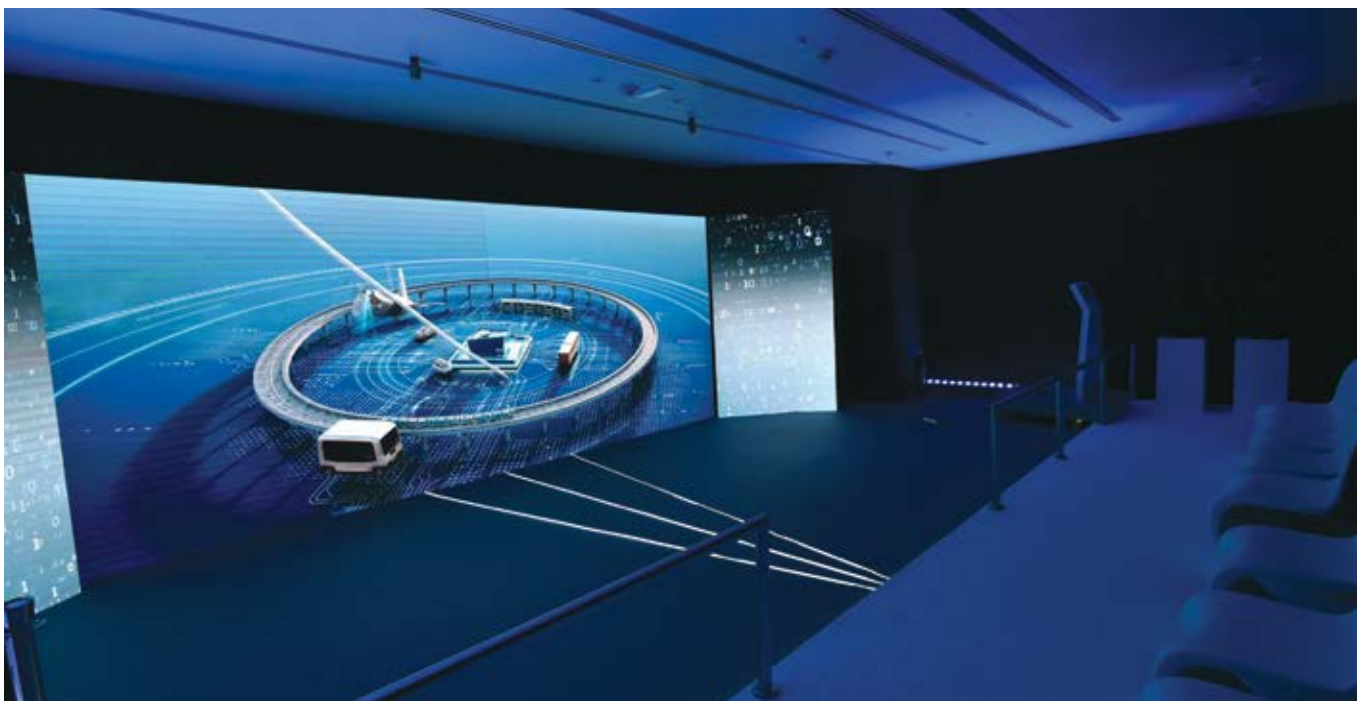


Our News



The Center also supports RTA's efforts in transforming Dubai into the world's smartest city in the field of transport. It will contribute to easing snarls, reducing mobility time & cost, kerbing traffic accidents, and limiting the environmental pollution through smart planning for coping with the transport challenges

in the Emirate. The Center will also enhance the experience & happiness of customers through providing instant information about transport systems in the Emirate, integrating with social media channels and raising the people happiness indicator by easing the use of mass transit means. It will also step up the coordination with various control centres by simulators and the smart forecasting of

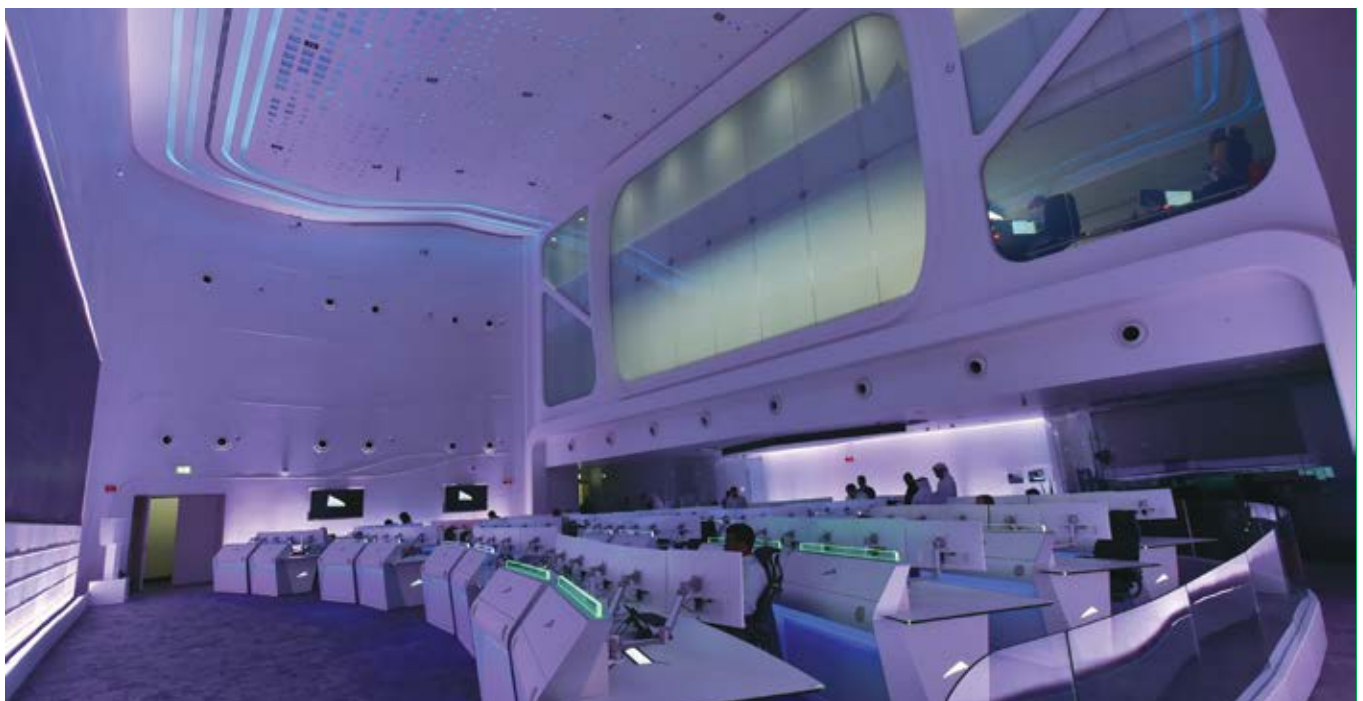


Five subsidiary control rooms for managing transport & roads network in Dubai

smart transit services. It can improve the coordination in managing crises, planning & managing events, and organise mobility during mega events in Dubai. The Center will play a key role in serving mobility from and to Expo 2020 accordingly.

Benefits of EC³

The Center has a wide array of benefits topped by achieving leadership & excellence worldwide in the control of roads & transport systems rendering Dubai the smartest city in the world. It will play a pivotal





Giant screen spanning 53 square m comprising 40 screens

role streamlining mobility during main events & exhibitions in the Emirate, such as Expo 2020, supporting the strategic transport planning, and integrating with RTA's

main systems & control centres. It will also enhance customers experience & happiness through providing real-time information about the traffic condition and transport network condition. It will also enable



the management & planning of events on a wider & connected scope, assists emergency & crises management, and facilitate the investigation of transport accidents. It will establish an integrated communication hub enabling the holding of press conferences and media coverages in the event of crises to keep the

public and the media informed of the latest developments. It will also assist in the analysis of bulk data and information management for supporting decision-making, and monitor the information security for protecting RTA's operational, technological systems from threats & security risks.



Hamdan Bin Mohammed announces 2021 a date for last government paperwork in Dubai

Launched 'Smart Dubai2021' and 'Dubai Plus' Platform

His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council announced Dubai would celebrate the end of government paperwork transactions by issuing the last government printed document towards end of 2021. This goes with the framework of the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice-president, Prime Minister and Ruler of Dubai in transforming Dubai Government to be a smart model. His Highness Dubai Crown Prince directed 'Smart Dubai Office' to oversee ensuring this goal within the timeline mentioned above.

His Highness Dubai Crown Prince and Chairman of the Executive Council launched in the presence of a number of government officials, the 'Smart Dubai' 2021 plan that transforms to the next phase of smart and sustainable life in Dubai. This took place within the 'Future Now' celebration the 'Smart Dubai' had organized to mark three years after its achievements and its related entities.

Technical advancement

His Highness said at this occasion: "When His Highness Sheikh Mohammed had announced Dubai smart city three years ago, he wanted us to introduce a new concept for technical advancement by creating a world's untold model in which technical capabilities integrating with the vision aiming to find best living conditions, comfort and happiness for people in Dubai. Today, we unfolding a new page in the record of accomplishment by launching the 'Smart

Dubai' 2021 plan characterized by self-sufficiency and introducing a smart city that makes technology the key to a balanced happy life.

"Despite what has been ensured today in the transformation of the government transactions to be digital, I believe that future demands a completely papers free government environment where the government efforts are focused on stipulating plans and strategies to ensure the best living conditions to save people's time and efforts from the paperwork transactions. Therefore, the year 2021 will witness a celebration of issuing the last paperwork transaction in Dubai, and we assigned Smart Dubai to oversee the accomplishment of this goal", added His Highness.

His Highness also inaugurated the 'Dubai Plus' platform to embrace Dubai data and the backbone of the smart transformation in the Emirate. We launch today the 'Dubai Plus' to embrace Dubai data





and the backbone of the smart transformation ,and we directed the government entities to feed it with information as of this moment“.

” Since early stages in history ,the information was the backbone for man’s life and its means to communicate with others ,individuals and communities .Today ,in the age of mega data ,establishing a central platform containing all the government data and invest the artificial intelligence to ensure people’s comfort ,became the ideal choice for governments endeavoring to establish foundations for an infrastructure fulfilling future needs .Today ,we launch’ Dubai Plus’ to be forerunners in the smart transformation area in order for Dubai to a model to adopt and activate the development features that serve people and invest in ensuring their happiness“.

Dubai is the smartest city criterion and people happiness is the officials ‘priority

Officials of government entities in Dubai praised the launch of His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum ,Dubai Crown Prince and Chairman of the Executive Council of the’ Smart Dubai ‘2021 plan and’ Dubai Plus ‘platform ,confirming their support for the new initiatives .In addition to contribution to ensure happiness for Dubai residents to be the world’s happiest city through hand in hand working with the happiness agenda to ensure the smart transformation goals.

”Dubai is well on its way to becoming a criterion for the world’s smartest and happiest city” “.Dubai is enhancing its outstanding achievements in providing smart government services to clients and the public in line with the directives of His Highness Sheikh Mohammed Bin Rashid Al Maktoum ,UAE Vice-president ,Prime Minister and Ruler of Dubai to make people happy ,by turning Dubai into the smartest city in the world “,they said.

Innovation and Creativeness

His Excellency Mattar Al Tayer ,Director General and Chairman of the Board of Executive Directors of RTA confirmed that’ Dubai Plus’ is a platform and window to provide information on the services provided by the Government of Dubai to customers .It contributes to the public’s ease of access to a unified database with six government entities at phase one.

” RTA has been a forerunner in supporting the Dubai Smart .RTA had completed 29 initiatives under the Smart City project ,increasing7 projects on the road map it announced at the launch of Smart City in March 2014 to be the first government entity that announced the accomplishment of its smart initiatives .It has recently launched the five-year Digital Strategy for the Roads and Transport Authority (RTA (2017–2021) (to promote its global leadership in the application of digital techniques for roads and transportation “,said Al Tayer.

”The completion of this vital project is part of the initiative of His Highness Sheikh Mohammed Bin Rashid Al Maktoum ,UAE Vice President ,Prime Minister and Ruler of Dubai ,to transform Dubai into a smart city in three years .It is also part of the directives of His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum ,Crown Prince of Dubai and Chairman of the Executive Council who oversees the Smart City Initiative” .After the launch of the Dubai Smart City Transformation Initiative on March ,2014 ,5 RTA announced its plan to support the Government of Dubai’s transformation to the smartest city in the world .It developed a map that included the launch of 22 initiatives ,which were marked by innovation and creativity to achieve happiness for people .RTA thanks to the efforts by its work team was able to implement 29 initiatives“ ,added Al Tayer.

“We have an integrated plan for projects up to 2030,” Al Tayer briefing a Taiwanese Delegation

HE Mattar Al Tayer, Director-General and Chairman of the Board of Executive Directors of the Roads and Transport Authority (RTA), has received a Taiwanese delegation headed by H.E. Chen Chu, Mayor of Kaohsiung City, to discuss means of boosting cooperation. The visiting delegation was keen on reviewing RTA's experience in designing and constructing the Dubai Metro and Tram projects.

Al Tayer recapped RTA's approach in tackling the Dubai Metro, branded as the longest driverless metro network undertaken as one project worldwide. The 74 km-long track comprises the Red Line extending about 52 km and encompassing 29 stations including four underground stations. It also includes the Green Line stretching about 22 km covering 18 stations including six underground stations. Discussions also covered the Dubai Tram project, the first tram system powered by ground electric cables extending along the tramway without requiring overhead cables. The

tram track extends 11 km and includes 11 stations.

“Undertaking roads & transport projects in general and rail transport, in particular, requires long-term plans to be reviewed every three to five years. The RTA has a master plan for roads and transport projects up to 2030. It has accomplished the Dubai Metro project in a record time of just four years, whereas delivering a project of this scale normally requires double that period,” added Al Tayer. The delegation also examined the designs and finishing works of the Dubai Metro stations and carriages characterized by

And receives Deputy Mayor of Washington DC

HE Mattar Al Tayer, Director-General and Chairman of the Board of Executive Directors of Roads and Transport Authority (RTA), has briefed an American delegation headed by HE Brian Kenner, Deputy Mayor for Planning and Economic Development (DMPED), District of Columbia. The meeting discussed the prospects of cooperation and exchange of expertise between the RTA and American firms operating in the fields of rail, transportation and roads. The meeting also explored the roads and public transport projects the RTA intends to undertake shortly.

Attendees also included Ms Beverly Perry, Special Adviser to the Mayor of the US District of Columbia, and several RTA officials. Addressing the meeting, Al Tayer reviewed RTA's efforts in using smart technologies to monitor the flow of traffic and calculate the volumes of traffic congestions in highways and main roads. “Such technological devices in use can detect any abnormality in the traffic patterns caused by accidents, vehicle breakdown, or extreme vehicular traffic density causing snarls. The RTA has fitted most signalized junctions with cameras linked to the Traffic Control Cen-

ter to monitor the traffic flow across the Emirate,” he noted.

The American delegation was also acquainted with the technology used by the RTA in the toll-gates system (Salik); the largest of its kind worldwide in terms of the number of lanes, smooth flow of vehicle and the wide toll-gate spanning more than 44 meters in one direction. The system is capable of handling about half a million passing vehicles every day.

Al Tayer reviewed RTA's experience in undertaking the Dubai Metro project, the world's longest driverless metro network con-



deluxe and luxurious styles. The metro stations boast of a unique design forming a blend of modernity and tradition. The external design of stations roofs is modelled after the shape of the sea-shell whereas the internal design combines the four elements of nature: water, air, fire and earth. Additionally, Al Ras and Al Ghu-baiba stations have a heritage-inspired design.

H.E. Chen Chu, Mayor of Kaohsiung City, praised the accelerated

construction of the Dubai Metro and Tram projects, and the integration between various transit means. She also commended the brilliant design, high-quality finishing and superb service on offer to metro and tram riders, and expressed hope for more cooperation and sharing of expertise between the two parties.

At the end of the meeting, Al Tayer presented a trophy to H.E. Chen Chu, Mayor of Kaohsiung City.



structured as one project. He indicated that the RTA had constructed the Dubai metro project in a record four years only whereas the construction of projects of this scale would normally take about double that period. Discussions also covered the Dubai Tram project, the first tram project outside Europe fed by ground electric cables extending along the tramway instead of overhead catenary lines.

Reflecting on the taxi sector, Al Tayer said, "There are more than 14 thousand taxicabs and limousines operating in Dubai comprising 10,041 taxicabs and 4,500 limos. The RTA provides multiple channels for accessing the service including the Booking Center, online booking, smart apps or apps of online booking companies

such as Uber and Careem. The RTA is currently developing the Dubai Integrated Transport Platform; which integrates the services of RTA transit means (metro, tram, buses, marine transit modes and taxis) with transit modes of other parties in Dubai such as limo companies, Palm Monorail and Dubai Trolley."

HE Kenner was greatly impressed by RTA mass transit projects such as the Dubai Metro, tram and other public transit means. "The USA is keen on boosting the bonds with the UAE and pushing the commercial exchange to higher levels. The meeting offered a great opportunity for sharing expertise between American firms and the RTA in delivering and managing the infrastructure of roads & mass transit systems."

Mohammed bin Rashid approves project to improve Latifa Bint Hamdan, Umm Al-Sheef Streets costing AED800 million

Vice President and Prime Minister of the UAE and Ruler of Dubai HH Sheikh Mohammed bin Rashid Al Maktoum has approved the project to improve the Latifa Bint Hamdan Street and the Junction of Umm Al-Sheef-Latifa Bint Hamdan Streets. The project, which links Jumeirah district with Al Khail Road and the Parallel Roads (First Al-Khail Road and Al-Asayel Road), will be constructed at a cost of about AED800 million. Works under the first contract of the project will be completed in the first half of 2018, and works under the second contract will be completed in the first quarter of 2019.

Director-General and Chairman of the Board of Executive Directors of the Roads and Transport Authority (RTA) HE Mattar Al Tayer said, "The project is undertaken in response to the directives of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai. His Highness has directed us to immediately start the construction of roads and transportation projects recently endorsed by His Highness to cope with the upswing and demographic expansion of Dubai and to support the drive to bring happiness to people. The project is part of RTA's master plan to improve the network of roads, bridges, underpasses and crossings to accommodate growing traffic volumes, and

ease mobility in various parts of Dubai. It also complements RTA's strategic plan for improving vertical traffic corridors such as the Airport Street, Tripoli Street, Al Yalayer Street and Al Asayel Street." "The first contract, which has been awarded to China State Company, covers the construction of Latifa Bint Hamdan Street and Umm Al-Sheef Street from Al-Safa Interchange (2nd I/C) to Al-Manara Interchange on the Sheikh Zayed Road (3rd I/C). The project will link Jumeirah with Al Khail Road and Parallel Roads (First Al Khail Road and Al Asayel Road) through two-level roads & bridges offering free traffic flow. Vehicles will then move seamlessly from Umm Al-Sheef St. to Al Wasl St., Sheikh Zayed Road



(SZR) and up to Latifa Bint Hamdan St. Traffic will also flow freely from Al-Zommorud St. eastward to SZR. The two bridges will be linked with the SZR through bridges offering free exits. The new bridges to be constructed above and underneath the route of the Dubai Metro Red Line will have no impact on the operation of the metro,” commented Al Tayer.

“The project also includes the construction of a flyover at the intersection of Latifa Bint Hamdan St. and the First Al-Khail St. in addition to a signalised surface junction under the bridge. It also includes improvement of the intersection of Umm Al-Sheef St. and Al-Wasl St. and main surface roads, service roads in addition to landscaping works alongside SZR between Al-Safa and Al-Manara Interchanges, and along Umm Al-Sheef St., Latifa Bint Hamdan St. and Al-Zommorud St.”

“The RTA has set out a comprehensive plan for a smooth traffic flow at traffic diversions. Accordingly, the engineering design of temporary diversions will conform to the standards of permanent roads specifications in terms of engineering design, levelling, asphalt and sufficient lighting consistent with the designed speed of the road to ensure the safety of road users. The same number of lanes will be maintained in diversions to avoid any negative impact on the normal traffic flow, additional snarls or delays due to construction works. The contractor’s site will be fully separated by a high barrier to reduce the noise levels experienced by road users to the minimum,” said Al Tayer.

“The second contract of the project, which has been awarded to the National Contracting Company, includes improving the link between SZR & Al-Khail Rd and Jumeirah to the west and DubaiLand to the east. It also covers the improvement of Al Quoz entrances as well as several development projects.

“The project covers improvements of the existing road from the Interchange of First Al Khail Road (currently under construction as part of the improvement of Umm Al-Sheef-Latifa Bint Hamdan Streets junction Project at the SZR) to the Interchange of Al Khail Road. Improvement works will cover all intersections along this three km-sector. Improvement works will also extend to the intersection of Al Asayel-Latifa Bint Hamdan Streets to transform it from a surface signalised junction into a multi-level interchange. This flyover comprises a first-level bridge of three lanes in each direction to serve the traffic on Latifa Bint Hamdan St. and a second-level bridge of two lanes in each direction to serve the traffic on Al Asayel Road. The surface intersection will be upgraded to reduce the waiting time from three minutes to less than one minute; which will alleviate the congestion by 78% during evening peak hours and enhance the capacity of the intersection by 40%,” he further added.

“The project also includes improvement of the intersection with Al Khail Road by adding a ramp to serve the traffic movement heading north to Al Khail Road and the Business Bay Crossing. Thus, it will ease the existing congestion at Al Khail Road intersection.



RTA awards contract for roads to 'Jewel of the Creek' costing AED375 m

The Board of Executive Directors of Roads and Transport Authority (RTA), chaired by HE Mattar Al Tayer, Director-General and Chairman of the Board of Executive Directors of RTA, has awarded a contract for the construction of tunnels & roads leading to the Jewel of the Creek Project. The awarding of the AED375 million contract was coordinated with the Dubai International Real Estate Company (DIRE). The Jewel of the Creek iconic project, which sits between Al Maktoum and the Floating Bridges, has been designed as a landmark tourist destination adding further prominence to the city and the tourist profile of the area.

RTA has signed MoU with the Dubai International Real Estate Company for funding the construction of tunnels and roads leading to the project. HE Mattar Al Tayer signed the MoU for RTA, and HE Khalil Al Sayegh, Director General of DIRE, signed it DIRE. The roads project is set for completion during the first half of 2019. "The project, in which construction works have recently started, is primarily aimed to provide entry & exit points linking with the ground and basement access points of the Jewel of the Creek Project. Specifically, it provides roads, subways and slipways linking the ground level and the basement parking of the project with the roads & transport network of Baniyas Road to the north, and Al Ittihad Road to the East. The Project also includes the construction of a footbridge crossing over Baniyas Road and lighting works along with the protection and shifting of the existing utility lines," explained Al Tayer.

"The northern access points comprise entry points to the basement parking for traffic bound to the west of Baniyas Road and the traffic inbound from Al Maktoum Bridge slipway. It also includes exit points for the basement parking through a tunnel heading eastward to Baniyas Road & westward to Baniyas Road,



in addition to exit points to the northeast leading to the eastern slipway from Al Maktoum Bridge to Baniyas Road. It includes surface entry points from & to the eastern basement parking, and single-lane tunnels for the basement parking stretching from the Floating Bridge and Baniyas Road to the East. The Project also includes the construction of roads for the surface entry points for the traffic inbound from Al Ittihad Road to the south, and single-lane tunnels to the north for the parking to provide exit in the direction of Abu Dhabi and Al Ittihad Road to the north.

"The entry & exit points leading to the Jewel of the Creek have been designed to meet the needs of this futuristic architectural masterpiece enhancing the Dubai skyline and posing as a majestic urban development on the shores of the Dubai Creek," added Al Tayer.

It is noteworthy that the Jewel of the Creek, which spans an area of 125,675 square meters, comprises a 5-star hotel with 438 rooms, four residential towers comprising 756 serviced apartments, 20 restaurants, a synthetic lake, a domestic beach stretching along the project, and a marina capable of accommodating 65 boats. It also hosts a 4-star hotel with 403 rooms, another tower for a 3-star hotel with 405 rooms in addition to two connected residential towers comprising 389 serviced apartments featuring an Arabic-Islamic design, a mini mall and a parking space for about 6000 vehicles.

Traffic diversions at Al Sa'ada-Boulevard Streets junction and DIP

The Roads & Transport Authority (RTA) in Dubai has opened on Friday (19 May 2017) the initial phase of the traffic diversion at the junction of Al Sa'ada-Mohammed bin Rashid Boulevard Streets at Burj Khalifa, Downtown Dubai. Two other phases will complete this June at the junction of the Business Bay-Al Meydan Streets. These diversions will remain in place throughout the construction period of Parallel Roads Project at the Business Bay District.

Eng. Maitha bin Adai, CEO of Traffic & Roads Agency, said, "RTA had charted out a master plan for managing the existing traffic diversions, which maintains the same number of the existing lanes to ensure a smooth flow of traffic, avoid impacting the current traffic volumes or causing potential tailbacks. This diversion forms part of other key diversions to complete RTA's vital projects and remains in place until the project completion. "Following the opening of this diversion, RTA will proceed with the construction works in two bridges & underpasses on the existing three signalized junctions on Al Sa'ada Street with Mohammed bin Rashid Boulevard (at Burj Khalifa Dubai Downtown) and on the Business Bay and Al Meydan Streets (at the Business Bay District). The three surface intersections will be converted into signalized R/As to address the traffic requirements, maintain the traffic safety and ensure a smooth flow of traffic in all intersections," she added.

Maitha called on road users to abide by directional signage, use alternative roads and comply with the speed limits for their safety and realization of RTA's Vision of Safe & Smooth Transport for All.

And other diversions on internal roads of DIP

The Roads & Transport Authority (RTA) in Dubai has announced the introduction of traffic diversions on internal roads of the Dubai Investment Park (DIP) and Discovery Gardens. The step is needed as part of construction works of Route 2020 Project. Eng. Maitha bin Adai, CEO of RTA's Traffic & Roads Agency, said, a traffic diversion will be made over two phases on internal roads of the DIP. Part of Street 70 will be closed, existing R/As will be upgraded, and traffic will be diverted to alternative roads while keeping the private entry points to the buildings open in the said Street.

Phase I of the traffic diversions will start early June 2017, followed by Phase II in mid-June. These diversions will remain in place pending the completion of the required works.

"The RTA is keen on completing the infrastructures of Route 2020 according to plan & schedule. Such compliance will ensure the smooth flow of traffic on public or internal roads of residential complexes and business communities impacted by this strategic project.

"The RTA has charted out a plan to carry out temporary traffic diversions of Route 2020 Project over several phases during the project construction period. The project teams and associated firms will spare no effort in ensuring the smooth traffic flow, and alleviating the impact on residents of the neighborhood until the completion of all project works," she noted.

Bin Udai called on motorists and road users to pay attention to traffic diversions, comply with directional signs for their safety, and avoid triggering congestions that cause bottlenecks, which need a long time to clear. Works will be up & running 24/7 until the completion of all works relating to Route 2020 Project.

It is noteworthy that the RTA had carried a traffic diversion last March on Ibn Battuta Road (Discovery Gardens). The diversion, which shall remain in place until December 2019, involves the closure of one of the three lanes, extends from Interchange 7 to Interchange 12.



Opening traffic diversions to upgrade Shandagha, entrances of International City

The Roads and Transport Authority (RTA) opened several traffic diversions in April to complete the vital projects it intends to undertake this year and early next year. RTA has charted a plan to control the existing traffic and provide sufficient traffic corridors that ensure a smooth traffic flow without affecting the current traffic volumes, thus avoiding possible traffic congestions.

Engineers Maitha bin Adai, CEO of the RTA Traffic and Roads Agency, said: “Phase I of the main diversion of Shandagha Roads Improvement Project (Intersection of Sheikh Khalifa Road with Sheikh Rashid Road) will be opened. This diversion extends from Sheikh Khalifa Road towards the Trade Center R/A and vice versa; and from Al Garhoud towards Al Mina, through Sheikh Rashid Road and vice versa, with a total length of about three kilometers in two phases. The diversion will continue throughout the project construction phase up to early next year to maintain the

safety of road users, and ensure the smooth traffic flow.”

“Works in the development of Sheikh Khalifa-Sheikh Rashid Roads are on the go and the construction of bridges and tunnels is also progressing in concurrence with infrastructure services. The project encompasses the construction of a flyover of two lanes in each direction on the Sheikh Khalifa Road for traffic from and to Al Karama without waiting at the light signal. A 4-lane tunnel is being constructed to serve the traffic from and to Mina Rashid via Sheikh Rashid Road, which will ease the snarls at the junction.



RTA carries out traffic diversions on Ibn Battuta St. to complete Route 2020 Project works

The Roads and Transport Authority (RTA) will make a traffic diversion on a sector of Ibn Battuta Street to carry out works related to Route 2020 Project.

“Construction works are also progressing in Phase I of another traffic diversion on both sides of Al Awir Road in the directions of Dubai-Hatta-Oman and vice versa involving bridge and road works as part of Al Awir Road Improvement Project. Works will start in the improvements of Al Awir Road, and Nouakchott Road in the sector from Al Awir Road to Al Manama Road in Mid-April and continue up to the end of December 2017. One lane of Al Awir Road will be closed for the traffic inbound from Hatta-Oman heading to Dubai. In Phase II of this diversion, two lanes of Al Awir Road will be closed in the direction from Dubai to Hatta-Oman. Motorists can use alternative and permanent roads, which form part of the project as shown in the drawings in order to ensure a smooth traffic flow for residents and road users

during the improvement of Al Awir Road and entrances of the International City.

“The traffic diversions in the area aim at enabling the construction of multiple bridges linking directly with Nouakchott Road with Al Awir Road in the direction of Dubai. Footbridges will be constructed for pedestrians crossing from both sides of Al Awir Road. Road users can head back in the direction of Dubai without having to go to the R/A of the Academic City, thus saving considerable time for residents and road users,” added the CEO of RTA’s Traffic and Roads Agency.

Bin Adai called on road users to abide by directional signs, use alternative roads and abide by the speed limits for their safety in realization of RTA’s vision of Safe and Smooth Transport for All.



Eng. Maitha bin Adai, CEO of RTA’s Traffic & Roads Agency, said, “One lane of Ibn Battuta Street would be closed in the sector between Intersection 2 and Intersection 6. The diversion would remain in place until the completion of the works required. “RTA has mapped out a plan for traffic diversions required for Route 2020 Project, which would be implemented in phases covering all areas through which the route passes,”

she added.

Maitha called on motorists and road users to be attentive to traffic diversions, and comply with the directional signs for their safety and avoiding triggering congestions. “Works in Route 2020 would be running 24/7 until the completion of the entire works of the Project,” concluded the CEO of RTA’s Traffic & Roads Agency.

Road Toll Free on Maktoum Bridge on Fridays

After Floating Bridge closure extended

The Roads and Transport Authority (RTA) in Dubai will continue the closure of the Floating Bridge on Fridays i.e. from 10:00 pm each Thursday up to 06:00 am on the following Saturday. The closure will offer more time to ships and marine transit modes to navigate through the Dubai Creek, especially after the opening of the Dubai Water Canal, which is stimulating the marine traffic in the area.

Engineers Maitha bin Adai, CEO of RTA's Traffic & Roads Agency said, "The extended duration of the Floating Bridge closure will be matched by a corresponding extension of the free crossing over Al Maktoum Bridge." The decision has been taken in the light

of specialist and comprehensive traffic studies, which revealed that Al Maktoum Bridge, Al Garhoud Bridge and Al Shandagha Tunnel are capable of accommodating the traffic movement in the area on Fridays where it is significantly less," noted Maitha.



RTA allows payment of fines for violating vehicles only during renewal

The Roads and Transport Authority (RTA) has announced a new exclusive service for individuals enabling them to pay fines for a specific vehicle at the time of registration renewal without obliging them to pay fines against other vehicles registered in the traffic file of that individual. The service, which saves the time & effort of customers, is offered as part of efforts to realise RTA's third strategic goal (People Happiness).

590 million transactions recorded for payment of taxi fare by credit, NOL cards

The number taxi fare payment transactions using credit/NOL cards in taxicabs of franchise companies in Dubai has amounted to 590,585 transactions from Jan 2016 to the end of April 2017. During the first third of this year, taxi fare payment using credit/NOL card clocked 324,255 transactions, whereas the number amounted to 266,330 transactions over the entire 2016. The procedure has been introduced as part of the efforts of the Roads & Transport Authority (RTA) in response to the Smart City initiative of the Dubai Government and RTA's third Strategic Goal (People Happiness).

Adel Shakri, Director of Transportation Systems, RTA Public Transport Agency, said, "This initiative has been rolled out following the partnership between the RTA and Network International LLC; the provider of e-payment devices fitted to taxicabs in Dubai. Recording a number of transactions as high as 590,585 during 2016 and the first third of 2017 reflects the uptake of the service considering the expanding use of such cards by the public as a quick & handy means of payment for various services. This service responds to the needs of the Smart City initiative of the Dubai Government. Payment of taxi fare using credit/NOL cards is now accessible in about 8 thousand cabs.

"As we are keen on enhancing the efficiency of this advanced service, we have felicitated several cab drivers who have achieved the highest score in the use of the e-payment transactions in their taxicabs. The objective of honoring these cab drivers is to encourage cabbies to make it easy for taxi riders to pay the applicable fares through credit/NOL cards, and avoid excuses hindering the use of such technology. The awards also foster a competitive atmosphere between cab drivers of franchise com-



panies; which will ensure maximum accessibility to the service as it eliminates the problem of lacking cash amounts for payment of fares," added Sharkri.

"The RTA spares no effort in bringing happiness to riders of public transport means in general and taxis in particular. Taxis offer some privacy sought by certain customer segments. The RTA is considering charting out plans covering all taxicabs in Dubai in a way that adds to the convenience of residents, visitors and tourists of the Emirate," concluded the Director of Transportation Systems.

Ahmed Hashem Bahrozian, CEO of RTA's Licensing Agency, said, "The service of not obliging the customer to pay all fines of vehicles registered in his or her traffic file at the time of renewing vehicle registration aims to save customers' time & effort. Asking only payment of fines in respect of the vehicle to be renewed offers more flexibility and facilitates the processing of customers transactions.

"The RTA has provided an array of channels for processing

customers' transactions namely: RTA website (www.rta.ae), self-service kiosks, smart app (RTA), and customers' happiness centres. The RTA is seeking to make its third strategic goal (people happiness) a reality through delivering excellent & innovative services contributing to this end. It ranks customers' service as a top priority in line with the government's directives to bring happiness to citizens, residents, visitors and tourists of the Emirate," he added.

Private Sector rents public buses

RTA's Public Transport Agency announced that it had made 960 bus rental contracts with interested parties in Dubai as part of its Tajeer service. The service offers a variety of buses for rent to lift employees of those entities, which are keen on supporting RTA's efforts towards diffusing the culture of public transport.

Basel Ibrahim Saad, Director of Buses, RTA's Public Transport Agency said, "RTA launched the bus rental service to external entities in 2012 offering a range of sophisticated & robust buses procured from the world's top bus manufacturers. These buses are offered for rent under short-term contracts (one day to six months), and long-term contracts (more than six months). So far, RTA has made 960 bus rental contracts. Government, semi-government entities as well as private firms, including tourist companies & hotels, can rent RTA buses through the link <http://www.tajeer.rta.ae/index.aspx>

"Standard or deluxe buses can be allocated, depending on the preference of the client and the purpose of use. The Agency deploys highly skilled and competent drivers who are well turned out and trained to give top customers service. RTA pays continuous attention to the performance & class of drivers who act as ambassadors of the RTA. Deluxe coaches have a seating capacity of 26-46 riders, standard buses can accommodate 34 riders, articulated buses can lift 48 passengers and double-deckers have seats for 48 travelers. RTA buses are fitted with advanced engines powered by a fuel with low-sulfur content, rendering

RTA launches 11 bus routes, improves 13 others

The Public Transport Agency, Roads and Transport Authority (RTA), is set to broaden and improve its bus network in Dubai by opening 11 new bus routes including 10 metro feeder service, and improve 13 other routes starting from April 15th. The move is intended to bring more happiness to public transport users in general and bus riders in particular. It also responds to the increasing demand for this service in Dubai

The launch of 11 new bus routes aims to meet the needs of riders of public transport means i.e. metro and buses including 10 Metro Link routes. The new 11-bus service routes that was launched namely: Route 9: from Al Ghubaiba Bus Station to Business Bay M/S through Jumeirah Street. Route F04: From Gold Souq Bus Station to Deira City Center Bus Station. Route F06: From Rashidiya Metro Station to Rashidiya Community. Route F07: From Etisalat M/S to the residences of Dubai Municipality staffs at Al Qusais. Route F09: From Al Wasl Park to Jafiliya Bus Station via Satwa. Route F19: From the Business Bay M/S to The Ubra Towers. Route F27: From Al Nahda M/S to Dubai Airport Free Zone and Airport Terminal 2. Route F28: From Emir-

ates Towers M/S to Satwa Bus Station via World Trade Center M/S. Route F32: From Mall of the Emirates M/S to the Arabian Ranches 2 via Dubai Studio City and the Sustainable City. Route F35: From Mall of the Emirates M/S to the Greens and Al Barsha Heights. Route F41: From Business Bay M/S to South Ridge, "Backyard Business Bay and The Ubra Towers

Improvement of 13 Routes

In order to carefully address customer needs at specific standards, the performance of 13 Bus Routes were upgraded. The broadening and improvement of the public bus network is a rapid response to the growing needs of public transport users and in line with the urbanization & the budding business activities in

them environment-friendly,” explained Saad.

“These buses are controlled & monitored through the Operations Control Center (OCC), which boasts of the latest technologies in operation 24/7. In case of any fault or incident, the Agency is committed to provide relief buses. Additional services can be offered if the clients wishes so, such as the attendance control devices, internet, breakfast, newspapers and other services for

offer on board,” he noted.

“This service has been popular with hotels and tour operators in Dubai as it avails them a chance to deliver best-in-class services to tourists descending on the Emirate from the world over. These buses have unique features rendering mobility a safe, convenient and enjoyable experience,” added the Director of Buses, RTA’s Public Transport Agency.





**محطة حافلات الفيبة -
محطة مترو الخليج التجاري
مروراً بشارع جميرا**
وذلك ابتداءً من 15 أبريل 2017
مخطط الرحلات - www.wojhati.rta.ae

**Al Ghubaiba Bus Station -
Business Bay Metro station
via Jumeirah Road**
Effective from 15 April 2017
Journey Planner - www.wojhati.rta.ae



800 9090 rta.ae



**الخط الجديد
New route
09**

**محطة حافلات الفيبة
Ghubaiba Bus Station**

- Department of Ports & Customs 1
- Power Gas Station 1
- Capital Hotel 1
- Hudheiba 1
- Dhiyafa 1
- Jumeira, Grand Masjid
- Jumeira Centre
- Century Plaza 1
- Beach Center 1
- Dubai Zoo 1
- Mercato Shopping Mall 1
- Al Arouba Street 2
- Wasl Road, Box Park 11
- Emarat, Headquarters
- Safa, Terminus 11

**محطة مترو الخليج التجاري جهة البحر
Business Bay Metro Station**

various sectors in Dubai and the UAE. Moreover, the RTA is also keen on bringing happiness to public bus riders through making public transport experience an enjoyable one

RTA raises AED27.75million in its 95th Open Plates Auction

Plate (R 13) fetches the highest bid

The Roads and Transport Authority (RTA) announced that its 95th Licensing Open Plates Auction held yesterday, had raised a total revenue of AED27.751 million where 80 eye-catching plates were put under the hammer. Four licensing plates have acquired the lion share of revenues in the auction, which saw fierce competition between bidders hailing from the all community segments.

Ahmed Bahrozyan, CEO of RTA's Licensing Agency, said: "The AED27.751 million revenue raised from the 95th Open Auction reflects the remarkable popularity of such commercial activity organized by RTA. The licensing number (R 13) has yielded the highest return of AED2.920 million, while the license number (H 33) generated an income of AED2.820 million. The license number (O 69) was sold for AED1.68 million, while the license number (S 66666) was exchanged for

AED680,000. The rest is covered by other distinctive plates." "The number auctions organized by the RTA are characterized by transparency and enthusiasm. They measure up to the aspirations of customers who seek exclusivity in this regard. Such auctions suffice the needs and aspirations of number plate enthusiasts, and reflect RTA's keenness to realize its third strategic goal of "People Happiness," added Bahrozyan.



Taxis lift 45m riders in 26 m trips during Q1 of 2017

The number of riders using taxi service in Dubai has clocked 44,883,737 riders who were served in 25,795,251 trips during the first quarter of 2017.

The CEO of Public Transport Agency at the Roads and Transport Authority (RTA) Abdullah Yousef Al Ali reported: "Lifting 44,883,737 riders during the first quarter of this year is indicative of the huge demand for the service. It is a result of improvements we regularly introduce to taxis such as the offering of multiple means of fare payment (cash or credit cards), or training cab drivers to improve their attitudes & practices.

This enormous number of riders was served in 25,795,251 trips run during the first quarter of 2017 by franchise companies, which have 10,038 vehicles in operation. The service breakdown during the said period was as follows: Dubai Taxi served 21,050,701 riders in 12,981,104 trips.

Arabia Taxi lifted 4,413,867 in 2,536,705 trips. Cars Taxi served 9,241,253 riders in 5,311,065 trips. Metro Taxi served 3,471,457 riders in 1,995,090 trips, National Taxi lifted 6,534,339 riders in 3,755,367 trips, and City Taxi offered services to 172,121 riders in 98,920 trips.

"The RTA leadership accords considerable attention to the taxi service run by Public Transport Agency as the service offers privacy sought by a large number of users. Efforts made in this field and other mass transit services aim at realising RTA's third strategic objective (People Happiness) and vision (Safe & Smooth Transport for All



‘Learning Week’ embodies government drive

Al Tayer receives Emirati inventor Adeeb Al Blooshi

The Roads and Transport Authority (RTA) has launched an outstanding event, named the Learning Week marked by a unique set of events replicating government policies in an exciting style. Scores of RTA’s employees took part in the weeklong event focused on innovation, people happiness, positive energy, reading and the smart city.

During the events, HE Mattar Al Tayer, Director General and Chairman of the Board of Executive Directors of Roads and Transport Authority (RTA), honoured the Emirati inventor Adeeb Al Blooshi. He praised the inventions of Adeeb and considered him a model for the upcoming Emirati generation. He commended his futuristic vision and contribution to the development drive of the nation.

Ms Kawther Kazim, Executive Director of Human Resources & Development, Corporate Administrative Support Services Sector, RTA, said, “The aim of these events is to develop a real-life

model replicating the directives of our government and offering employees a platform for practising these theoretical policies and turning them into a reality on the ground.

“The Week included several topics. On the Innovation Day, global speakers included Graham Brown-Martin, and the Emirati inventor Adeeb Al Blooshi delivered speeches, and several interesting events were held.

“On the People Happiness Day, the global speaker Stephanie Staples delivered a lecture and a visual presentation about RTA’s achievements in bringing happiness to people. The RTA also



made an infographic for Reflections on Happiness and Positivity Book, a platform for the happiest RTA department in 2016 and recreational activities.

“On Positive Energy Day, Andrea Zoya and Sharif Maghribi spoke about the concepts of Positive Energy and its role in leveraging corporate processes in addition to other events such as the “Lego” game advocating positivity, and the Positive Leader corner,” she continued.

“The Reading Day included training workshops about fast reading together with skills and challenges of reading. Reading activ-

ities included future books, the interactive wall, and a book story. The final day was entitled: The Smart City and covered RTA's smart watch, 3D Printing, driverless vehicle, intelligent future services, smart mall, and Raqeeb system for monitoring fatigue cases amongst bus drivers.

“Holding the Learning Week stems from the fact that training has become more important than any time before. Imparting cognitive skills in employees has become a strategic necessity for improving the corporate performance of various government departments,” added Kawther.



Al Tayer opens 'Automechanica' the biggest in the region

HE Mattar Al Tayer, Director General and Chairman of the Board of Executive Directors of the Dubai Road and Transport Authority (RTA), opened the 15th edition of the AUTOMECHANICA Dubai 2017 exhibition. Helal Saeed Al Marri, CEO of Dubai World Trade Center, Director General of DTCM together with the most prominent names in the automotive sector in the region.

Al Tayer praised the development in the automotive parts and accessories market in the GCC countries, stressing the importance of the market, which is expected to grow during the next phase. The future growth rate of the

automotive spare parts and vehicle services industry in the Middle East is 4.9% over the next five years, to make the revenues of the regional spare parts \$ 14.8 billion by 2021 (AED 54.3 billion).

Twitter is another communication channel with Customers

RTA's Customers Council has opened a direct discussion with the public via Twitter under the theme) Chat with RTA .(The session saw huge interaction of people from all occupations and nationalities .Over two hours tweeters rolled out suggestions, observations and ideas about various services offered by the RTA in the field of taxis; which was the focal point of the discussion.

The attendees were Mohammed Obaid Al Mulla ,RTA Board Member & Chair of Customers Council ,Ahmed Bahrozian ,CEO of Licensing Agency cum Head of RTA's Innovation Team ,Abdullah Yousef Al Ali ,CEO of Public Transport Agency ,and Dr. Yousef Al Ali ,CEO of Dubai Taxi Corporation .Attendees also included members of RTA's innovation team as well as scores of directors ,managers and staffs in RTA.

Mohammed Obaid Al Mulla ,RTA Board Member & Chair of Customers Council ,hailed the great interaction and participation of the public during the session .He praised the keenness of tweeters on improving & supporting RTA's initiatives and services launched for bringing happiness to the people including residents ,visitors and tourists descending on the Emirate from all over the world.

"RTA is always keen on the happiness of clients and service re-

cipients and spares no effort in raising their satisfaction .RTA, therefore ,heeds to their views and aspirations about mobility through public transport means in Dubai ,especially taxis .The objective of RTA is to make the taxi riding in Dubai an enjoyable experience characterized by comfort and safety on board advanced and punctual cabs " ,said Al Mulla.

"Chat with RTA "initiative ,which is celebrating its third round ,is the first of its kind amongst government offices in Dubai .This unique experience engages the Customers Council in direct discussions with the public and service beneficiaries through instant & effective communication via Twitter .Twitter is considered one of the additional channels for dealing with the public in screening their views ,suggestions and responding to their inquiries in a quick and transparent manner.

"Over two hours ,the Customers Council has engaged in 80

Support

The 69,000 square-meter trade fair has 25 international pavilions and 36 international trade associations, with more than half of the visitors, which are expected to exceed 30,000 visitors from abroad.

Automechanica Dubai is the largest vehicle service exhibition in the Middle East and Africa, bringing together the world's leading manufacturers, dealers, distributors, wholesalers, importers and exporters from across the region and a conference program that provides a deeper understanding of cars and future direction in the regional market.



tweets focused on the taxi sector and all related services such payment through NOL ,debit and credit cards.

"RTA will continue holding customer council sessions via Twitter in a timetable to be announced through RTA's Twitter account in view of the success of this experience for the third time considering the massive public participation from various nationalities and community members .Participants hailed the unique and the transparent attitude shown by the Council in addressing all inquiries made during the session. Topics related to certain services will be presented for discussion via Twitter as adopted in the ordinary sessions of the Customers Council.

"RTA is always keen on interacting via the Customers Council and other communication channels to ensure quick handling

of suggestions ,ideas ,comments and complaints of public transport users and beneficiaries of RTA services .The move is prompted by the standing of RTA within social communities in Dubai and other Emirates as a pioneering service entity in the UAE ",commented Al Mulla.

The Council is keen on utilizing the display monitors installed at the back of the driver's seat to assess the journey and the driver. It is also considering the deployment of more surveillance cameras on board taxis and limos to step the security and safety of service users as well as drivers ,besides quickly locating the lost items of riders.

It will also continue holding specialist-training courses to offer further exposure to the laws of the UAE ,avoid fines and train drivers on GPS apps such as Makani and others.