COVID Impacts and Implications: A Global Perspective

APTA Rail Transit CEO Committee

Presented by:

Alex Barron, Associate Director
Head of Metro &
Light Rail Benchmarking

Contributors:

Richard Anderson,
Managing Director

Colin Foley,
Senior Research Associate

Alice Saunders,
Research Associate

TSC > Transport Strategy Centre

Imperial College London
Projects

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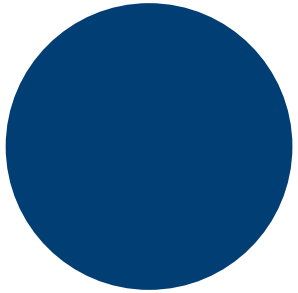
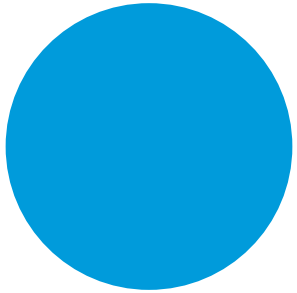
Key Takeaways from the Global Perspective



SHARED CHALLENGES

90% of metros had at least one period below 20% of normal ridership (and 55% of metros were below 10%)

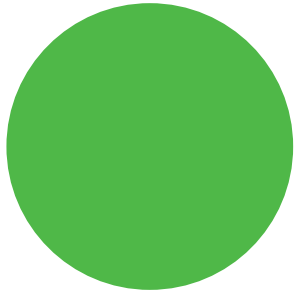
Every metro responded to new requirements and regulations, workforce implications, and financial impacts



RAIL STILL ESSENTIAL

No other modes have the capacity to move large volumes of people in dense urban corridors

Long-term investments for long-term gains: equitable and sustainable economic recovery



GLIMMERS OF HOPE

Strong evidence of recovery globally – several metros in Europe and Asia consistently over 80% of normal ridership

Changing travel patterns as well as different needs and priorities may be new opportunities

Presentation Contents

- Introduction: Transit Benchmarking at the Transport Strategy Centre
- Impacts of COVID-19 on Metros
- Implications of COVID-19 for Metros
- Conclusion and Discussion

Introduction: Public Transit Benchmarking at the Transport Strategy Centre

The Transport Strategy Centre (TSC) at Imperial College London

- More than **25 years** of transit benchmarking across **>100 agencies** globally

- Unparalleled **experience and insight** into how transit can be most **successful, for the long-term**

Metro

COMET

Railway

FLIRT

ISBERG

IMRBG

RIAMBIG

Light Rail

GOAL

Bus

IBBG

ABBG

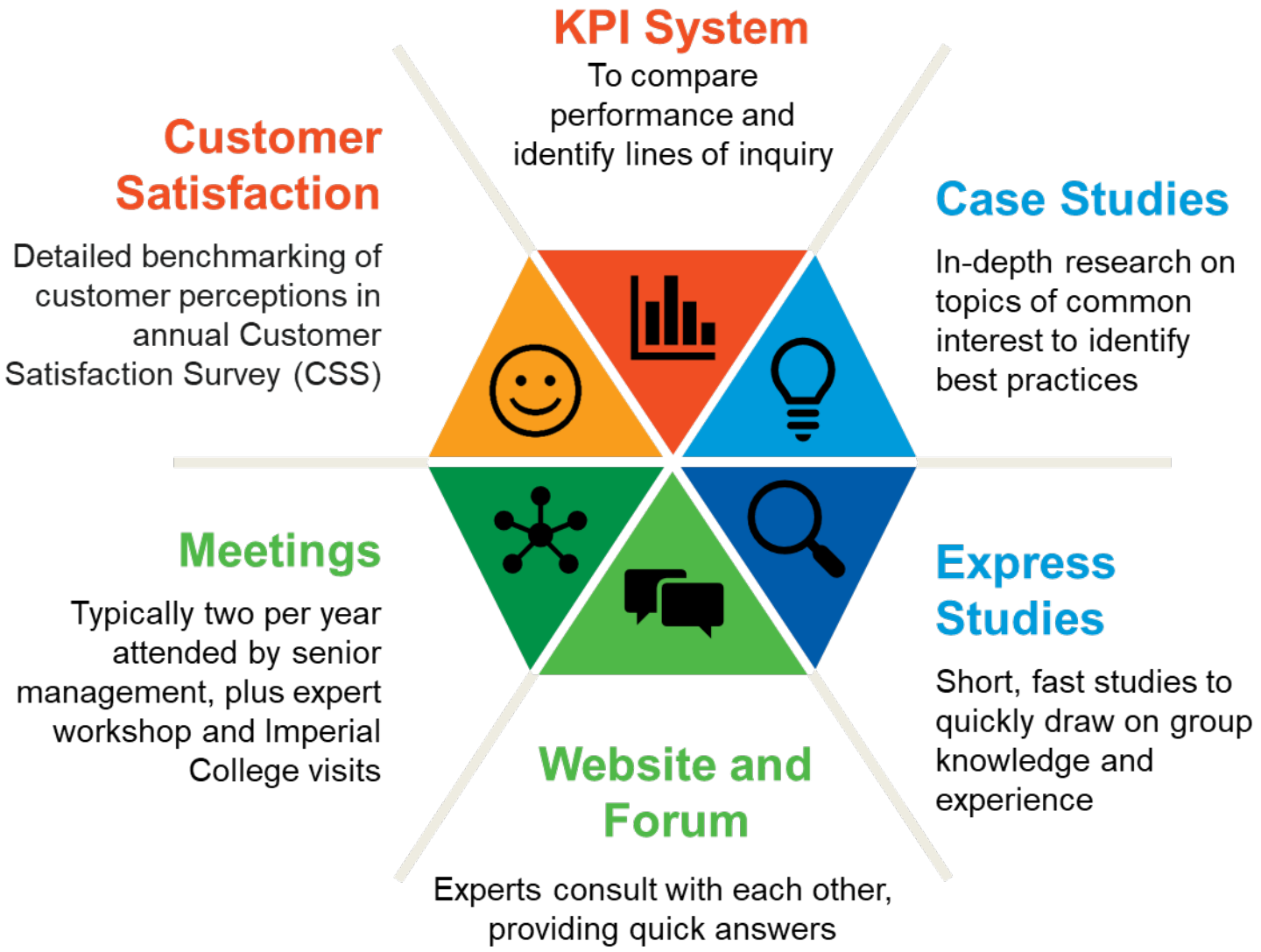
Airports

ABG

COMET, The Community of Metros: Founded in 1994, Now 43 Metros in 40 Cities Globally

33b passenger journeys | **48m train services** | **US$60 billion on O&M and renewals**

Benchmarking Purpose: To Compare and Analyse Performance and Share Good Ideas, in Order to Improve – Within a Confidential Framework

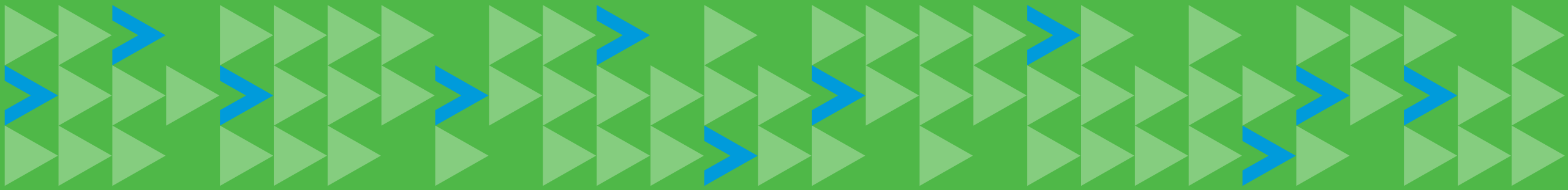


Benchmarking provides…

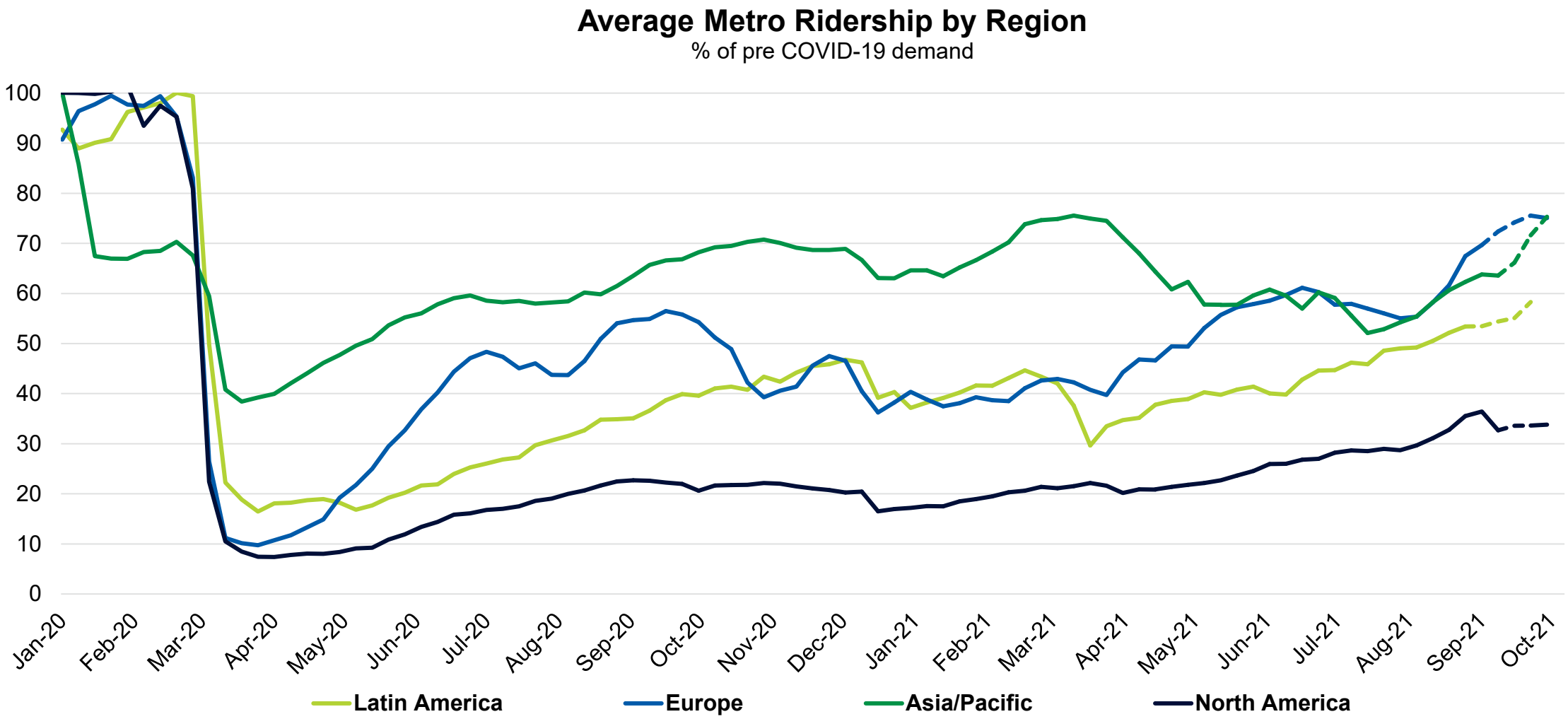
- **Perspective through data:**
  - How do we **compare** to our peers?
  - What are our **strengths and weaknesses**?
  - Supporting and challenging 'rules of thumb' and **setting targets**
- **Best practices through study and discussion:**
  - What are others doing to **improve**?
  - What **works** / what doesn't?
  - How to **implement best practices**

"Rarely is there a challenge that another operator hasn't faced…"

Impacts of COVID-19 on Metros

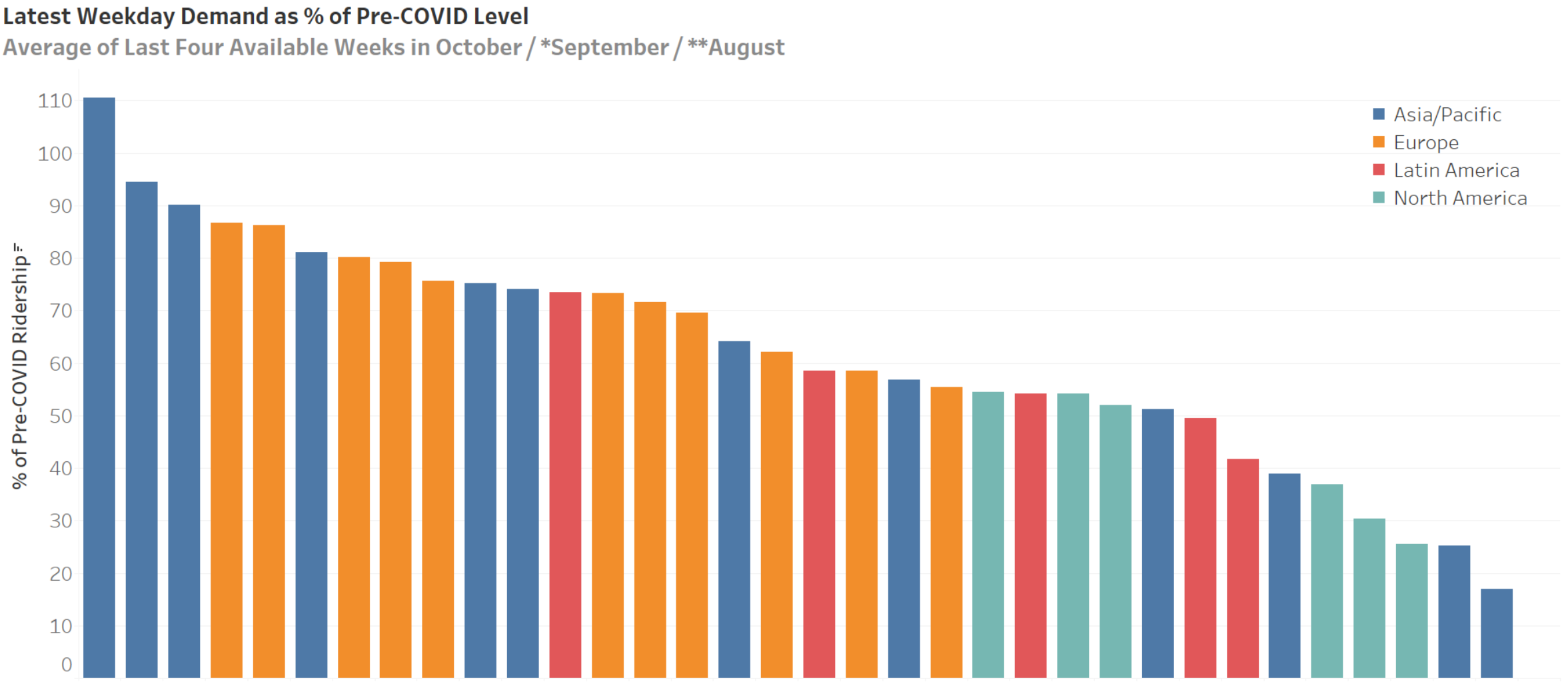


Metro Demand During COVID-19: Average Trajectory by Region



Source: Community of Metros/Transport Strategy Centre at Imperial College London

Latest Passenger Demand: 75% of COMET Metros Now Over 50%, Pulling the Global Average Up to ~60% After Many Months Around 50%



Common Changes in Ridership Patterns: Here to Stay?

Timing

- More off-peak travel
- Earlier peak
- Flattening peak
- *No consensus on weekday vs. weekend travel*

Ticket Type

- Less season tickets/ monthly passes
- More pay-as-you-go and smart card payments

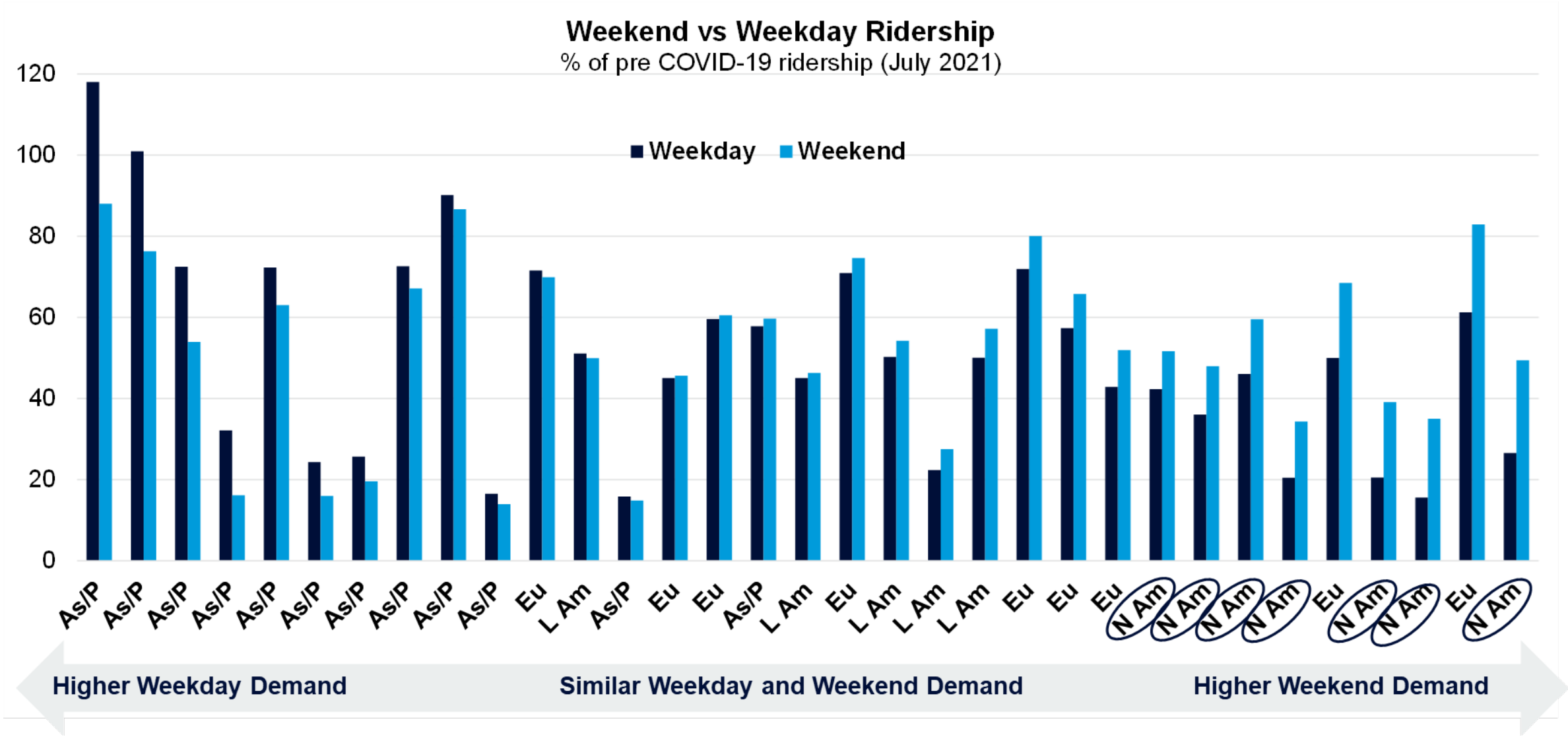
Location

- Less central business district (CBD) travel
- More local neighborhood travel
- *No consensus on shorter vs longer journeys*

Demographics

- More younger customers
- More lower income customers
- Fewer students
- Fewer tourists
- Fewer office/ professional workers
- *No consensus on leisure vs commuter journeys*

Weekend Ridership Has Recovered More Quickly in Western Europe and North America, Likely Reflecting Home-Working Trends and Alternatives



Enhanced Cleaning: Overall 19% Increase Globally with Dramatic Increase in Prominence…What is the Future of Cleaning?

London Underground

Seoul Metro

Scaling back enhanced cleaning

Minor scaling back on enhanced cleaning so far:

- **A limited number of metros** have started to reduce some frequencies or staffing levels

Most metros expect enhanced cleaning until at least **late 2021/2022**

Adapting to new customer expectations

Standardisation of enhanced cleaning practices:

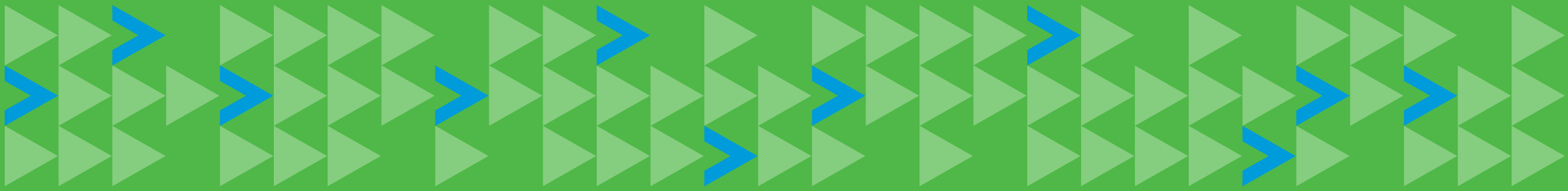
- Cleaning is a key part of plans to **regain customer confidence**
- **Customer expectations** may be higher in future

Maintaining standards as demand returns

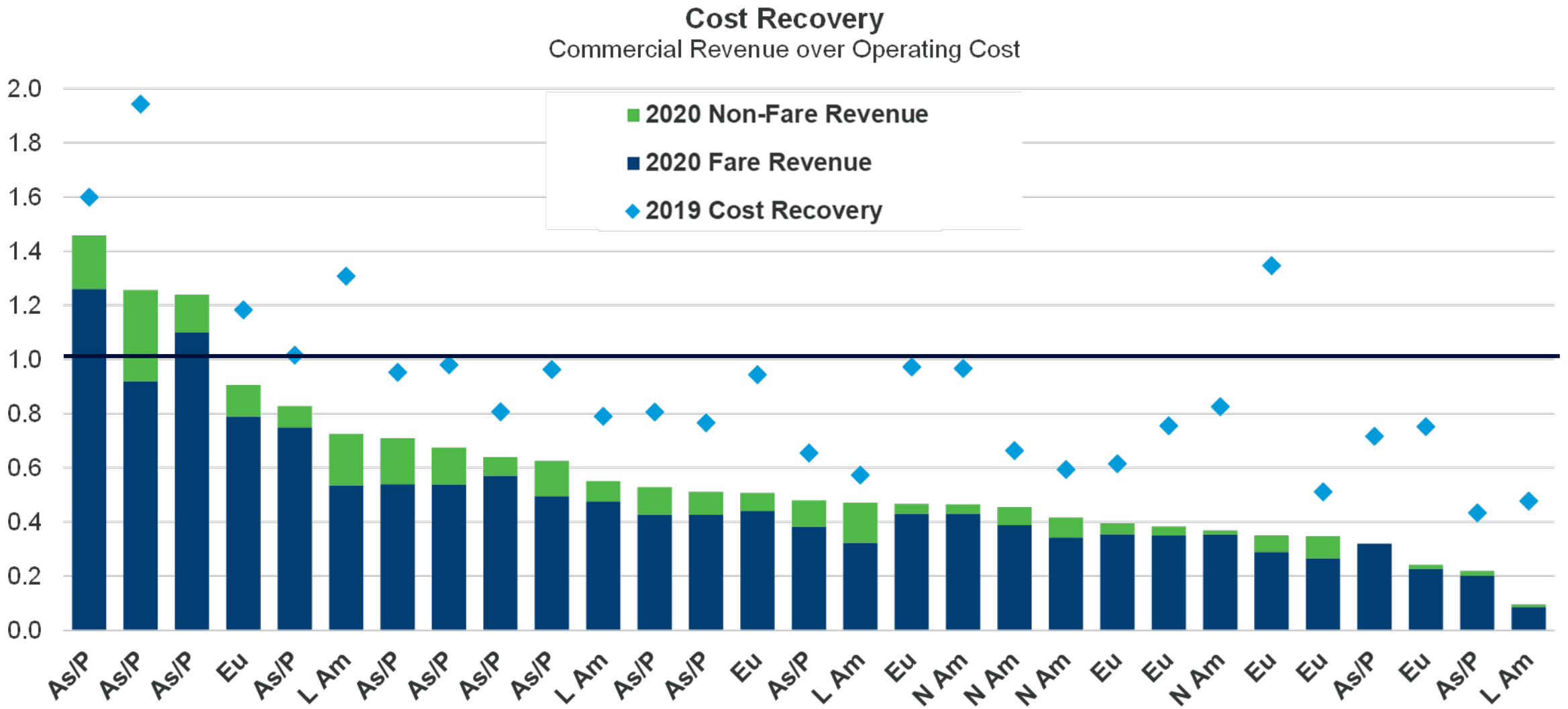
Return of **routine cleaning requirements** as ridership returns:

- Difficulty cleaning **during peak hours**
- Mounting **budget pressures**

Future Implications of COVID-19 for Metros

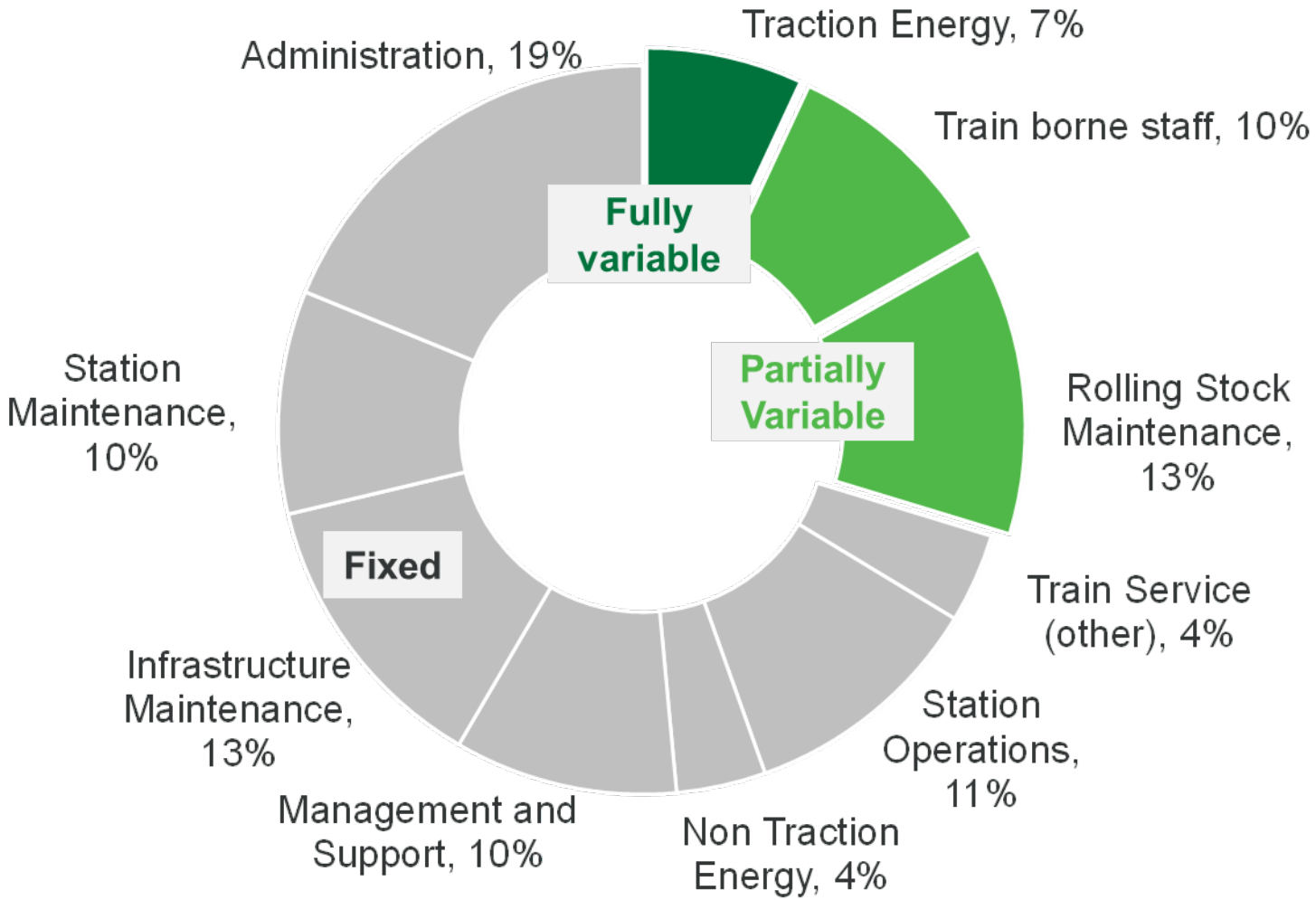


Metro Financial Performance: 30% of Metros Had Operational Surpluses pre-COVID, But Now Every Metro Needs Extra Support



Metros Have Very High Proportions of Fixed Costs…So Cutting Service Cannot Possibly Deliver Enough Savings

- **82%** of metro operating costs are fixed in the **short run** (~1 year), and still 58% fixed in the medium term
- **Service cuts have limited impact on costs** and cannot fill the revenue gap – but do have major impacts on demand
- **Metros have very long lifecycles,** so impacts of decisions can be felt decades into the future



Source: Community of Metros/Transport Strategy Centre at Imperial College London

Metros are Still Essential and are Long-Term – and Therefore Key to Post-Pandemic Recovery for Cities and Their Economies

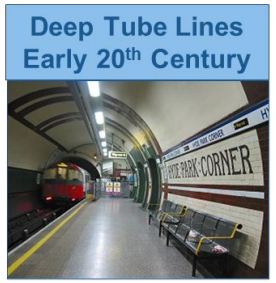
Metros are still essential

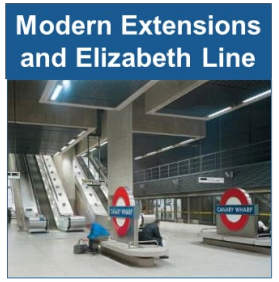
- No other way to move people in dense urban corridors
- Alternatives are not sustainable or equitable

Even at **50%** ridership, the **New York Subway** is still carrying **3 million** trips per day!

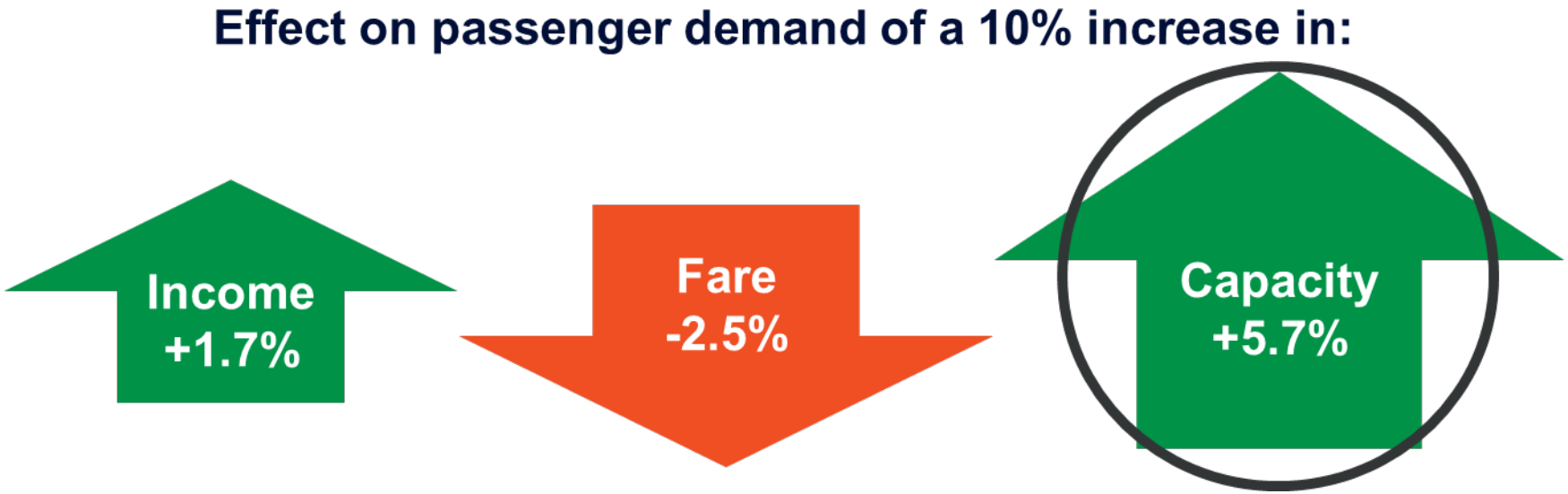
Metros are long-term

- Significant risk of decisions with long impacts due to short-term conditions
- Metros are key catalysts for the equitable and sustainable economic recovery post-pandemic
- Plan for metros to be successful – so we need to **attract customers back** rather than predict their decline…



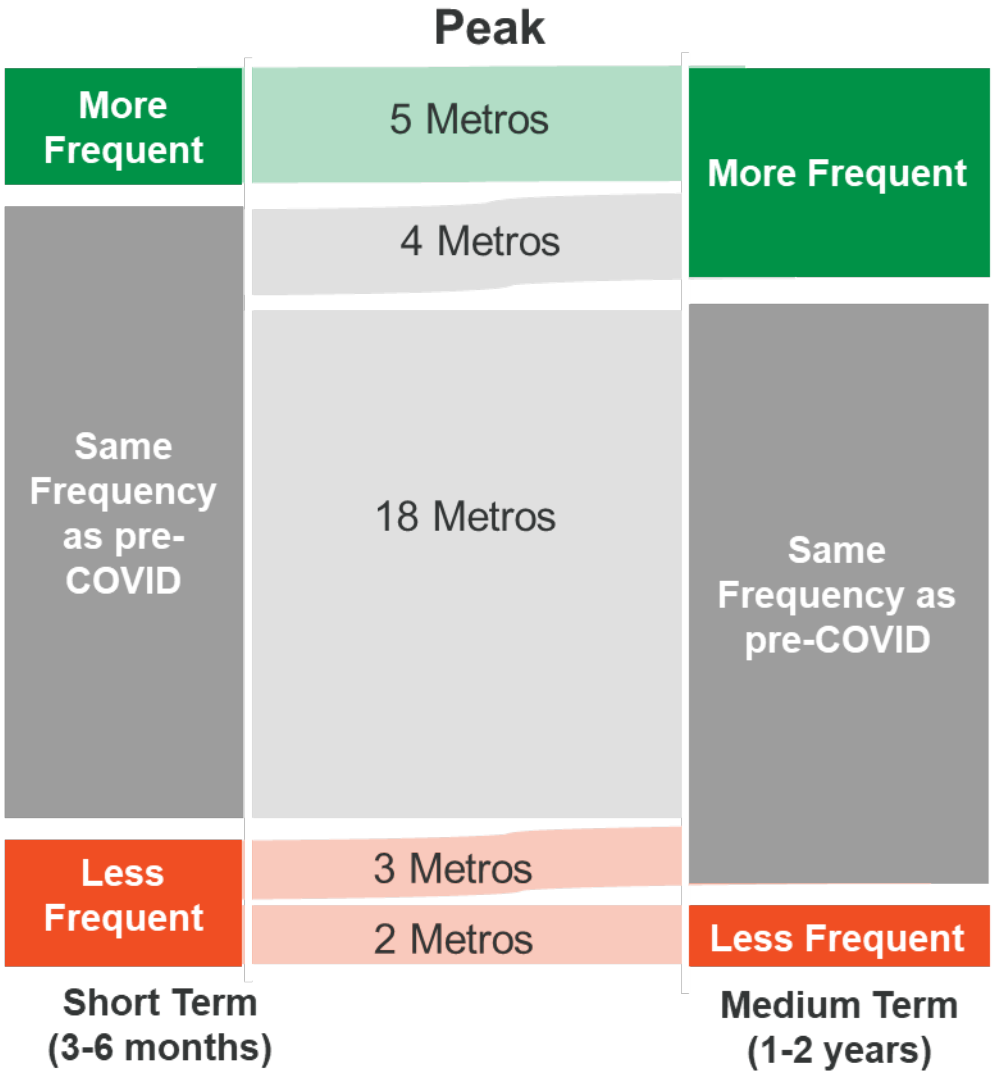


Attracting Customers Back: Research Has Always Shown That Customers Respond More to Service (Frequency→Capacity) Than Price (Fares)

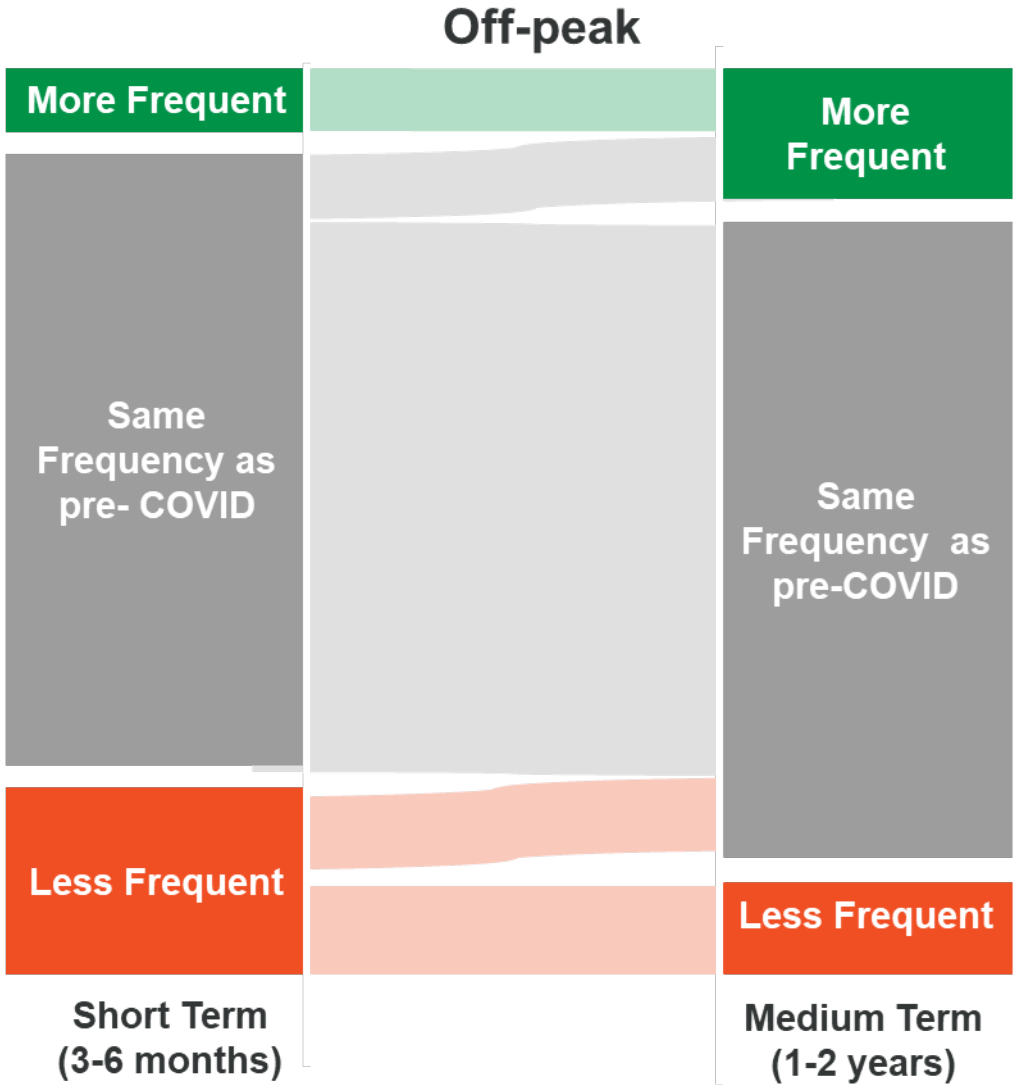


- **Higher capacity** is better than lower fares to increase passengers
- Extra capacity and frequency could pay for itself in **additional revenue**
- **Keep fares up with inflation** to afford higher capacity – a positive feedback

Attracting Customers Back: Most Metros are Retaining pre-COVID Service Levels, but is this the Best Way to Restore Demand and Meet New Needs?



Frequencies compared to pre COVID-19 service levels



Frequencies compared to pre COVID-19 service levels

Attracting Customers Back: Customer Priorities Across Active and Inactive Customers

The top 5 key factors to encourage active and inactive customers back onto London Underground (Sep/Oct 2020):

Active Customers	Inactive Customers
1. **Value for money**	1. Enforced face coverings
2. Enforced face coverings	2. Anti-viral deep cleaning
3. **Real-time information about disruptions**	3. Enforced maximum capacity limits
4. **Train frequency**	4. Enforced social distancing at stations
5. Enforced social distancing at stations	5. Provision of hand gel

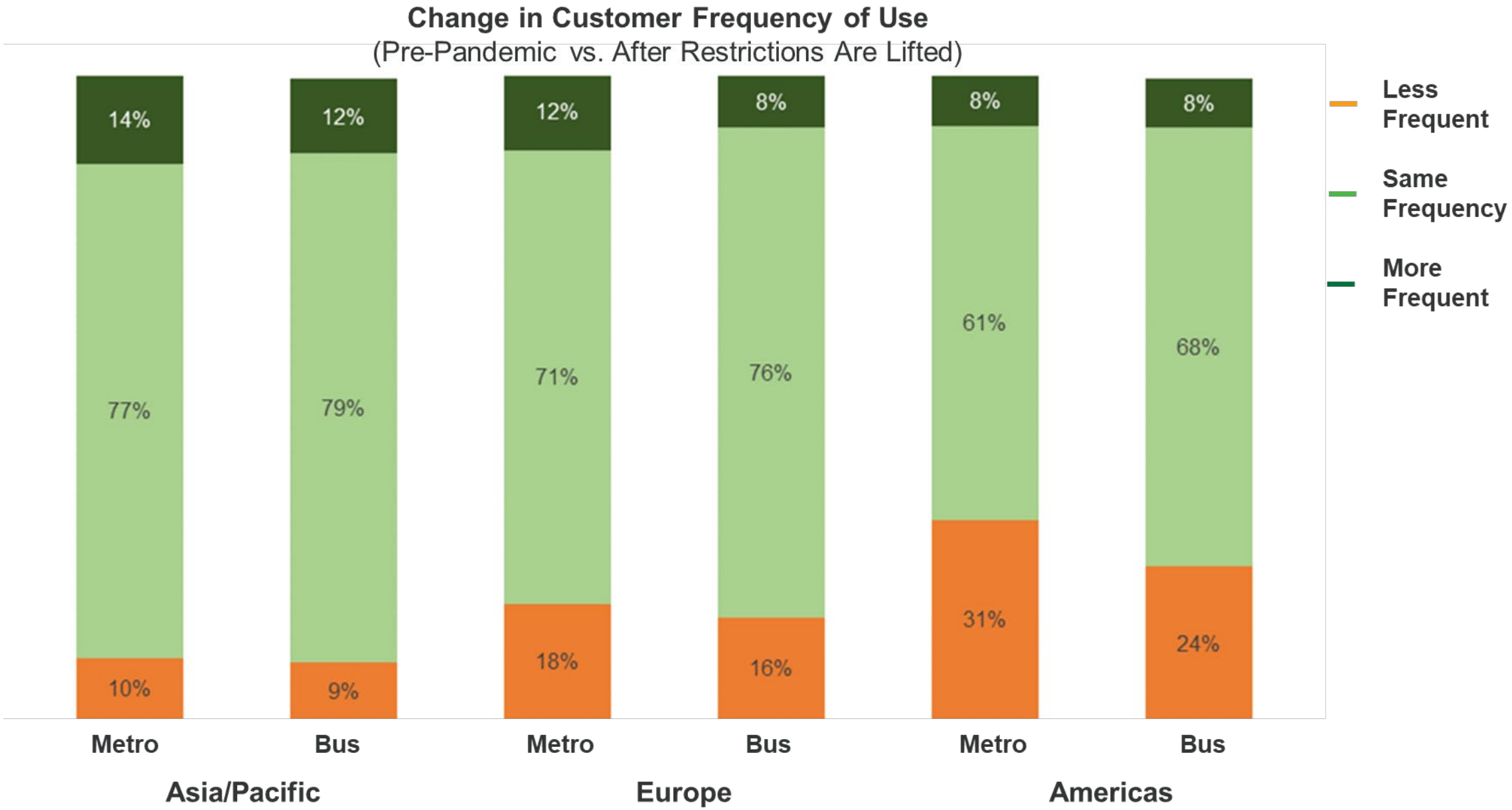
The first trip back to the metro is key

Inactive customers feel that the metro is less safe than active customers

But it will take more than COVID-19 related policies to **recover and retain demand in long run**

Once riding, customers have different priorities

Attracting Customers Back: Different Future Plans for Bus vs. Metro Travel



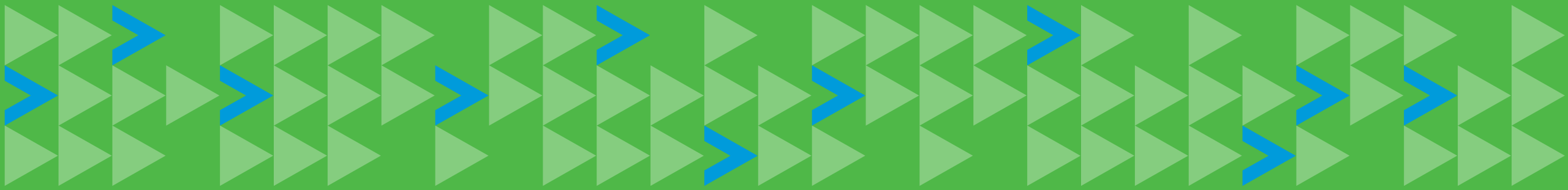
Attracting Customers Back: Paris RATP's 'C'est la Rentrée' Campaign

Without a train at 06.50, no espresso at 08.01. Thousands of traders are returning to work and resuming their activities thanks to public transport

Without lines A,B,C,D,E, no alphabet. Thousands of teachers and children return to school thanks to public transport

Attracting Customers Back: Transport for London's 'Let's Do London' Campaign

Conclusion



Effects of COVID-19: Positive Outcomes

Increased Service Agility ►

London DLR has developed a service model, containing pre-planned schedule options, allowing fast adaptation of service to demand in the future

		Train service kilometres	
		Current Lockdown 3+	Proposed Lockdown 4+
Monday to Friday	AM peak	*88%*	82%
	both peaks	*91%*	84%
	all day	*88%*	85%
Saturday	all day	*78%*	87%
Sunday	all day	*82%*	88%

◄ Recognition of Public Transport as a Vital Essential Service

At **Berlin BVG**, the national #besserweiter campaign highlighted the importance of public transport workers and the importance of public transport in everyday life

◄ Real-time crowding info

Seoul Metro provides real-time crowding data on apps and in stations

◄ Cashless Payments

SmarTrip on iPhone and Apple Watch in **Washington WMATA** to reduce viral transmission

Opportunities: Changes to Travel Behaviour

Changes to travel behaviour

- Flatter peaks
- Less crowding at major sections / stations
- Less wear and tear
- Contactless payment and App development
- New fare structures?

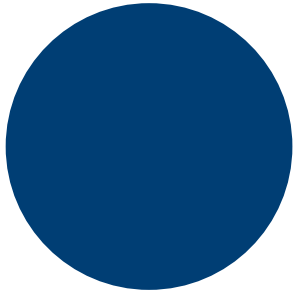
Changes to working patterns

- New staffing levels /models
- More contractor labour hire
- New arrangements for office locations / spaces
- New uses of station infrastructure

Tokyo Metro 'Cocodesk': private office booth in stations ▼

▲ **Washington WMATA:** Development of new 'Flex Pass' to reflect changing working patterns

Key Takeaways from the Global Perspective



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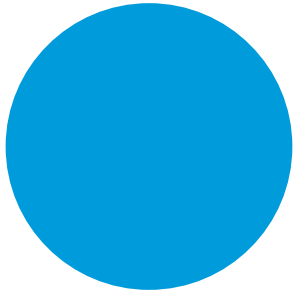

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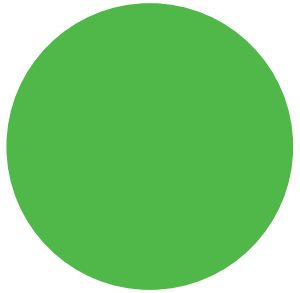

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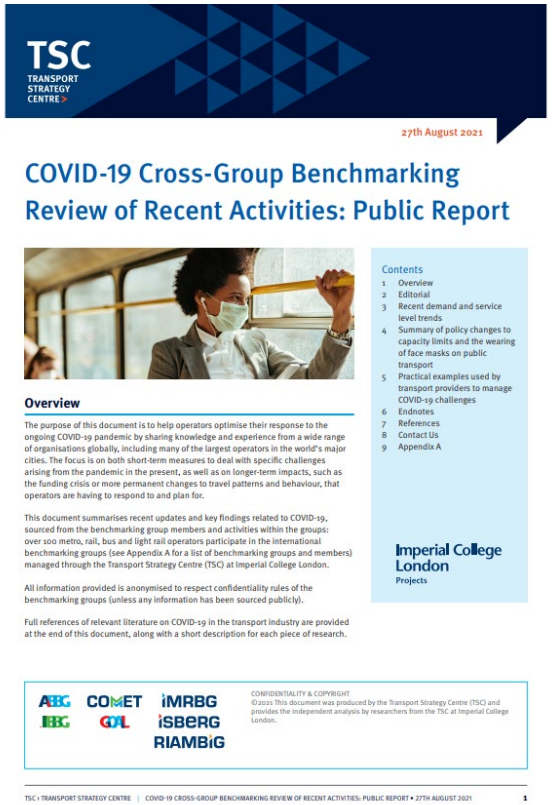
Thank You for Your Attention! Any Questions?



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Head of Metro and Light Rail Benchmarking
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Imperial College London
alexander.barron@imperial.ac.uk

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