



FACT BOOK 2021

Romayne C. Brown, Chair
James M. Derwinski, CEO/Executive Director







TABLE OF CONTENTS

04

Metra Board
of Directors

05

Message from
Metra Leadership

06

Metra Mission,
Vision & Goals

07

My Metra Program

08

COVID-19 Response
& Scheduling

10

Agency Overview

11

Looking Forward

12

System Map

13

Ridership Statistics

14

Metra By The Numbers

16

Key Benefits

18

Diversity

19

Fair Transit Pilot Program

20

Agency History

22

Capital Sources
& Capital Uses

23

Operating Budget

METRA BOARD OF DIRECTORS

Metra's operations and policies are guided by an 11-member Board. The Board chairs of DuPage, Kane, Lake, McHenry and Will counties each appoint one director. Four additional directors are appointed by the suburban members of the Cook County Board. One director is appointed by the president of the Cook County Board and one director is appointed by the mayor of Chicago. The chair of the Metra Board is elected by a vote of its members.



ROMAYNE C. BROWN

Chair, Cook County

NORMAN CARLSON

Vice Chair, Lake County

RODNEY S. CRAIG

Secretary, Suburban Cook County

KEN KOEHLER

Treasurer, McHenry County

WES BECTON

Director, DuPage County

RICARDO ESTRADA

Director, Chicago

KERI L. HOLLEB HOTALING

Director, Suburban Cook County

JOSEPH H. McMAHON

Director, Kane County

DONALD A. ORSENO

Director, Will County

STEPHEN PALMER

Director, Suburban Cook County

PAUL E. RUFFIN

Director, Suburban Cook County

A MESSAGE FROM ROMAYNE C. BROWN

Metra Chair



"As we emerge from the COVID-19 pandemic, we have an opportunity to set a new course for Metra."

The world around us has changed, and we must change with it. But progress must accompany change. As such, Metra's role as an engine of economic growth and prosperity is more important than ever.

As we adapt and innovate to meet the challenges and seize the opportunities before us, we recognize that some things never change. For us, that includes our unyielding commitment to accountability, efficiency, collaboration, diversity and inclusion.

Our obligation to our riders and the communities and businesses we serve is to ensure that Metra delivers on its promise of service, safety, comfort and value.

Metra belongs to all of us. We want you to think of it as *My Metra*. It binds us together and brings us together—connecting us to our work and our families. Our job is to see that its invaluable work goes on.

A MESSAGE FROM JAMES M. DERWINSKI

CEO/Executive Director



"The world around us, the way we live our lives, the way we work, the lives of our families, have all been transformed by the events of the past year."

As an agency, as an essential service to our region, we must also be transformed. On the pages of this Fact Book you will be introduced to the beginning of this process.

To deliver the quality of service our riders demand and deserve requires us to adopt new technologies, to put into place new practices, and to convince people to see Metra as *My Metra*: Their most important link to the world around them.

To that end, we are transforming our fleet with new railcars, pioneering the use of battery-powered locomotives, creating new streams of communications, adding new levels of safety, and, as rider patterns change, responding with schedules that meet their needs.

Providing a reliable service that is fast, frequent, affordable and convenient is the mission of our agency. And that is what *My Metra* will deliver as our world is transformed.

OUR MISSION OF SERVICE IS MORE IMPORTANT THAN EVER

As we emerge into a post-COVID-19 world in 2021, Metra will play an ever-more important role in helping to reignite the economy of our region and bring people together. This effort will be guided by our mission and the vision we have for our agency.

METRA'S MISSION

As an essential part of our regional transportation network, our mission is to provide a safe, reliable, efficient rail system accessible to all, connecting people with their jobs, homes and communities. In doing so, Metra works to drive economic growth and improve environmental health throughout northeast Illinois.

METRA'S VISION

We seek to be a world-class commuter rail agency linking individuals, businesses, and communities together by:

- Providing the safest, most efficient, reliable service possible
- Sustaining and improving our infrastructure
- Continually improving and innovating our service
- Creating a motivated, professional and diverse workforce

METRA'S STRATEGIC GOALS

The ultimate goal of our agency is to serve the transportation needs of our region. To achieve this, we seek to:

- Prioritize safety and security awareness
- Invest in our workforce and infrastructure
- Ensure financial stability while delivering value
- Deliver quality customer service

METRA BELONGS TO ALL OF US



My Metra is more than a program or a marketing campaign. It is the true expression of how we want employees and the public to view our agency.

Internally, *My Metra* is a philosophy guiding us in our mission of service. Our goal is to create within each employee a shared sense of ownership over everything we do. We seek to unite our team in a mutual bond of service, duty and opportunity, while guiding us in daily decision-making. This idea is best expressed in a pledge signed by over 1,100 employees. The commitment we are making is simple, yet profound:

TAKING PERSONAL RESPONSIBILITY FOR OUR RIDERS AND FOR EACH OTHER.

Those employees who embody this spirit receive recognition through the *My Metra* Honors program.

Out in the community, the message of *My Metra* serves to remind consumers that Metra belongs to everyone. Metra is a part of their community, bringing families together, driving economic growth and opportunity, and, of course, safely carrying riders to work and home.

In 2020, the message of *My Metra* was spread along highways, on radio, TV, and in social media, as we linked our message of a shared sense of ownership while telling riders all that we were doing to keep them safe during the pandemic.

In 2021 and beyond, these efforts will continue.

OUR COVID RESPONSE

Metra responded quickly and comprehensively to the pandemic, following federal, state and local health guidelines to adopt stringent new cleaning procedures and to encourage safe behavior among customers and workers.

Even with over
6 MILLION RIDES,
not a single COVID
infection has been
traced to our service.

TO ASSURE RIDERS THEY CAN COMMUTE WITH CONFIDENCE WE ARE...

- 01 Deep cleaning our more than 1,000 cars with high pressure power washers, steamers and other disinfectants.
- 02 Practicing a new regimen of cleaning, sanitizing, disinfecting and inspecting all cars at least once a day, with an extra emphasis on disinfecting high-touch areas.
- 03 Cleaning stations multiple times a week, with emphasis on disinfecting high-touch surfaces.
- 04 Safeguarding the air in our railcars with hospital-grade MERV-13 air filters and now installing an even better three-stage air filtration and purification system. In addition, air is replaced on railcars every 4 minutes.
- 05 Requiring masks for the entirety of the ride on our trains.
- 06 Asking everyone to practice physical distancing.
- 07 Providing riders with a ridership dashboard at metrarail.com/dashboard that shows how many riders are on trains.
- 08 Waiting in stations longer, so customers can stay seated until their stop and still have time to get off.
- 09 Offering new touchless hand sanitizer dispensers in every car.
- 10 Encouraging riders to use the **Ventra app** to minimize interactions with crews.

OUR POST PANDEMIC SCHEDULING

As ridership recovers from the pandemic and grows, Metra is committed to adding cars to trains and trains to schedules to provide plenty of room for physical distancing. Metra also recognizes that schedules may need to look different to meet the changing needs of riders and the business community.



OUR ADJUSTMENTS WILL BE GUIDED BY THESE PRINCIPLES...

Provide consistent and frequent service throughout the day

- Create regular headways throughout the service day
- Some peak trains may move to off-peak times to account for new riding patterns

Establish easily understandable schedules with memorable service patterns

- Create a few different types of train patterns on each line

Include new express service when possible

- Create consistent zone-like service where possible

Consider transfers both within Metra and other transit services

- Schedules should allow for transfer between Metra lines and other first- and last-mile services (CTA/Pace/private shuttles)

Explore reverse-commute and new ridership markets

- Could be more important post-COVID if reverse-commute and suburb-to-suburb markets grow

Promote regional equity

- Schedules will consider low-income and minority areas
- Our goal will always be to provide affordable, reliable, safe and frequent service throughout our service area

SERVICE AND PERFORMANCE OVERVIEW

During the
COVID-19 pandemic,
**METRA NEVER
STOPPED
RUNNING.**

The pandemic had a major impact on our region, but through it all Metra never stopped meeting the transportation needs of first responders and those who could not shelter in place.

We showed once again that we are a source of continuity and connection for our riders, an irreplaceable part of their lives and a vital cog in the economic and social life of NE Illinois.

On the pages that follow, you will find a review of our system, service area, ridership statistics, new programs, budget, a brief history and ongoing efforts to improve the quality of our service.

Do remember that our ridership was deeply affected by COVID-19. But many of the facts still stand and were not impacted by the pandemic. We still provide service with 242 stations over 11 routes totaling nearly 500 route miles. We remain one of the largest and most complex rail systems in North America, with a service area encompassing more than 3,700 square miles.

As we rise and recover from the pandemic, we are embracing *My Metra* as an initiative and attitude, as our belief and philosophy. It's about making sure we're there when you need us, getting you to work and home safely and on time, and always meeting your expectations. It's about delivering service in a way that you will always think of us as *My Metra*.

MAKE NO SMALL PLANS

The advice of Chicago's great architect, Daniel Burnham, guides us as we work to provide northeast Illinois with a world-class commuter rail system. Here are just a few of our initiatives to improve the quality, comfort and safety of the service we provide:

NEXT GENERATION RAILCARS

Metra has placed an order for 200 new, made-in-the-USA cars with an option to buy up to 300 additional cars for \$1.8 billion, replacing old cars, some dating to 1953. Amenities will include:

- Two entranceways per side, nearly level with the platform
- Full ADA accessibility
- Video screens, bike racks, charging outlets, cupholders
- Quieter, smoother ride

NEW AIR PURIFICATION SYSTEM

Metra is upgrading the ventilation systems on nearly 700 current cars with a 3-stage system using ultraviolet light, electrical fields, and stronger filters. The new system will be equivalent to or better than MERV 17 or HEPA standards.



NEW GPS TRACKING SYSTEM

This new system will dramatically improve our ability to track trains and provide updates to riders on train status.

NEW WEBSITE

The new *metra.com* provides more detailed, timely and easily accessed information to riders.

ADDITIONAL BIKE TRAINS

Metra is expanding our popular Bike Car program to more of our lines. Each bike car carries 16 bicycles in a dedicated railcar.

NEW BATTERY-POWERED LOCOMOTIVES

As part of our commitment to a greener future, Metra is seeking proposals to convert three diesel locomotives into zero-emission, battery-powered units. Metra is also buying seven new low-emission switch locomotives, including our first zero-emission electric-powered unit.


SYSTEM MAP


Metra owns and operates the Metra Electric, Rock Island, Milwaukee District North and Milwaukee District West lines. Metra operates the SouthWest Service, Heritage Corridor and North Central Service over tracks owned by freight railroads through trackage rights or lease agreements. BNSF Railway and Union Pacific Railroad own the BNSF and the three Union Pacific lines and operate them with their own employees under purchase-of-service agreements with Metra.

North/Northwest

 Milwaukee District North (MD-N)
to Fox Lake

 North Central Service (NCS)
to Antioch


 Union Pacific North (UP-N)
to Kenosha

 Union Pacific Northwest (UP-NW)
to Harvard/McHenry

South/Southwest

 Heritage Corridor (HC)
to Joliet


 Metra Electric (ME)
to University Park

 Rock Island (RI)
to Joliet

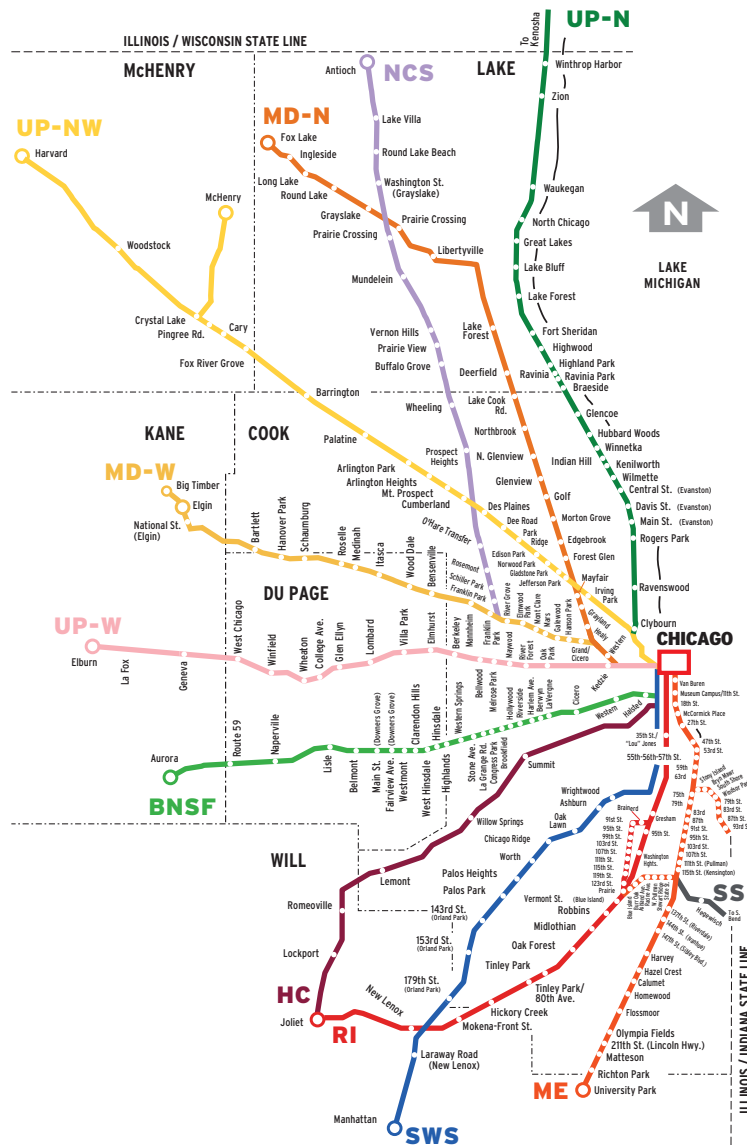
 SouthWest Service (SWS)
to Manhattan

West

 BNSF Railway (BNSF)
to Aurora

 Milwaukee District West (MD-W)
to Elgin

 Union Pacific West (UP-W)
to Kenosha

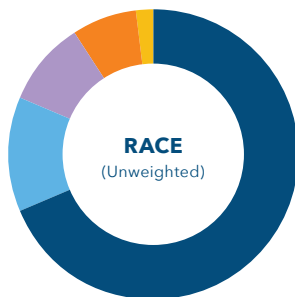


A BRIEF PORTRAIT OF OUR RIDERSHIP

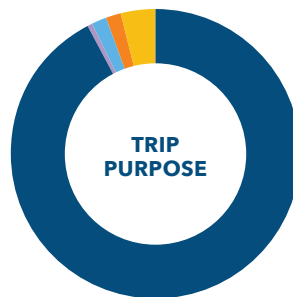
The Chicago metropolitan area has a diverse population of approximately 9.4 million residents. The ridership of Metra represents the diversity of the many communities we serve. Here is a brief, statistical portrait of ridership.

ANNUAL HOUSEHOLD INCOME (UNWEIGHTED)

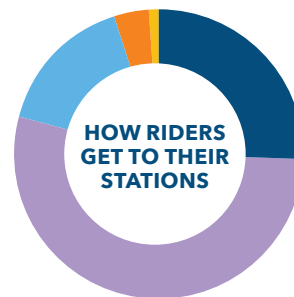
| Less than \$15,000 | \$15,000 - \$24,999 | \$25,000 - \$39,999 | \$40,000 - \$59,999 | \$60,000 - \$74,999 | \$75,000 - \$99,999 | \$100,000 - \$124,999 | \$125,000 - \$149,999 | \$150,000 - \$199,999 | \$200,000 and above |
|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| 1.2% | 1.4% | 2.8% | 7.0% | 8.0% | 13.0% | 14.9% | 10.7% | 15.8% | 25.3% |



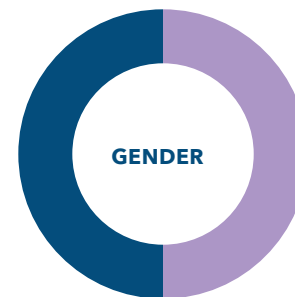
- White - 68.8%
- Asian - 9.6%
- Black - 12.6%
- Hispanic - 7.2%
- Other - 1.7%



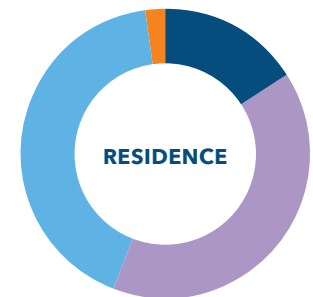
- Work Related - 92.3%
- School: Primary or High School - .5%
- School: College or University - 1.9%
- Home - 1.5%
- Other - 3.8%



- Walk/Bike - 26%
- Drive - 54%
- Dropped Off - 16%
- Transit - 4%
- Other - 1%



- Male - 50%
- Female - 50%



- Chicago - 16%
- Suburban Cook - 40%
- Collar Counties - 43%
- Outside the Region - 1%

METRA BY THE NUMBERS

Based on ridership, Metra is the fourth busiest commuter rail system in the U.S. and the largest and busiest commuter rail system outside of the New York City area. To understand the scope and quality of our service, consider these numbers.

Metra's busiest day ever?

**NOVEMBER 4,
2016**

The day of the Cubs
World Series victory rally:
469,462 riders



*These numbers are from before the onset of the COVID pandemic, which greatly impacted Metra ridership and operations.

96.5%

ON-TIME PERFORMANCE

74M

PASSENGER TRIPS*

692

WEEKDAY TRAINS*

273

SATURDAY TRAINS*

181

SUNDAY TRAINS*

242

STATIONS

1,155

MILES OF TRACK

488

ROUTE MILES

163

LOCOMOTIVES

855

RAILCARS

186

ELECTRIC RAILCARS

847

BRIDGES

565

GRADE CROSSINGS

24

RAIL YARDS

90,483

PARKING SPACES

12

FUEL FACILITIES

METRA KEY BENEFITS

Chicago was the third-most congested city, and the Eisenhower Expressway was the most congested highway in the U.S. in 2020*. But avoiding congestion is just one of the many benefits of riding Metra. Our trains play an important role in reducing our region's carbon footprint, and wherever a Metra station appears, economic growth follows, and people and communities become connected. Just consider some of the other key benefits Metra provides:

*2020 INRIX Global Traffic Scorecard



**SAVE
\$2,000**

Riding Metra saves the average commuter more than six days of travel time every year (that's 12 hours a month) and nearly \$2,000 a year, or \$166 a month, compared to driving.

Twenty-seven additional highway lanes would need to be added to the existing network to accommodate Metra riders if they switched to driving (Metra).

KEY BENEFITS



Traveling by commuter rail is 15 times safer than driving (APTA).

**15X
SAFER**

Communities that invest in public transit reduce the nation's carbon emissions by 37 million metric tons annually (APTA).

Public transportation in the U.S. is responsible for saving 4.2 billion gallons of gasoline each year (ICF international).

For every dollar invested in public transportation, approximately \$4 in economic returns are generated, and for every \$1 billion in investments in the sector, 50,000 jobs are created and supported (APTA).

A household can save nearly \$10,000 by taking public transportation and living with one less car (APTA).

Compared to drivers, public transportation users are:

- 44% less likely to be overweight
- 27% less likely to have high blood pressure
- 34% less likely to have diabetes (American Heart Association)

Individuals who use public transportation get over 3X the amount of physical activity per day of those who don't by walking to stops and final destinations (Victoria Policy Institute, APTA).

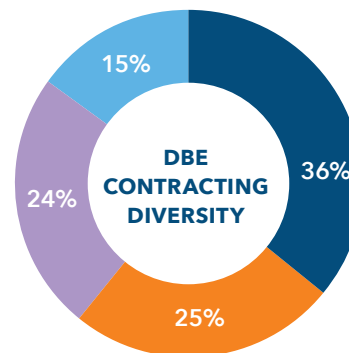
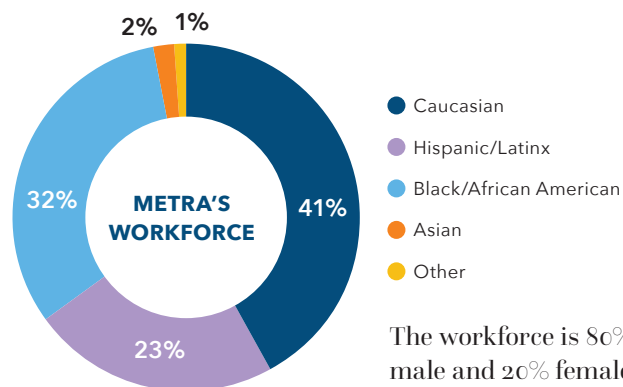
**SAVE
\$10,000**

**50,000
JOBS**



A DIVERSE WORKFORCE SERVING OUR DIVERSE COMMUNITY

Bringing together diverse people in the workplace drives innovation, fosters creativity and problem-solving, improves decision-making, increases productivity, and enhances employee engagement, all while adding a deeper understanding of the communities we serve. Metra employs over 2,600 professionals. Here is a demographic breakdown of our workforce.



From 2018 to 2020, Metra committed \$103 million in contracts to Disadvantaged Business Enterprise (DBE) firms. During that time, the value of contracts awarded to DBE firms increased by 13 percent.

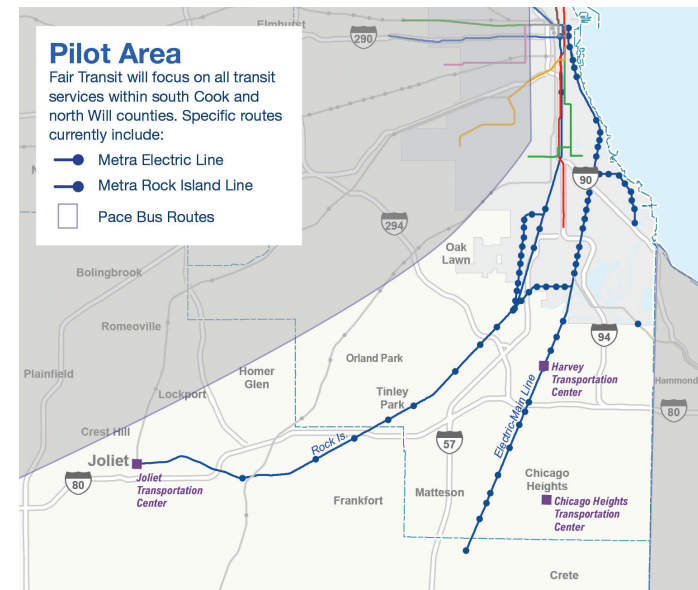


FAIR TRANSIT SOUTH COOK PILOT PROGRAM

A priority of Cook County Board President Toni Preckwinkle and Metra Board Chair Romaine C. Brown, this innovative program has been launched in conjunction with Cook County and Pace. This three-year pilot program aims to improve transit service to the South Side of Chicago and the south suburbs, a region that is more transit-dependent and economically disadvantaged than other parts of the county.

FAIR TRANSIT
SOUTH COOK

- The program includes a fare reduction of up to 50% on the Metra Electric and Rock Island lines
- These reduced fare rates are normally charged to seniors, persons with disabilities and K-12 students
- The reduced rates are for all tickets and all riders
- The rates will be assessed as the program continues
- Cook County will cover the difference between the reduced fares and full fares
- The program includes improved service and frequency on Pace's 352 Halsted route between the CTA Red Line 95th/Dan Ryan Station and the Pace Chicago Heights Terminal
- Public engagement and input will be sought throughout the duration of the program



A HISTORY OF SERVICE

As Metra continues to make history, here is a brief look at the major events in our nearly four decades of service.

June 8, 1984

The new Commuter Rail Service Board, created by the Legislature, meets for the first time.

July 12, 1985

The Commuter Rail Service Board adopts the word "Metra" as a service mark.

Aug. 1, 1985

The first locomotive painted with Metra's blue and orange colors makes its debut.

May 1, 1987

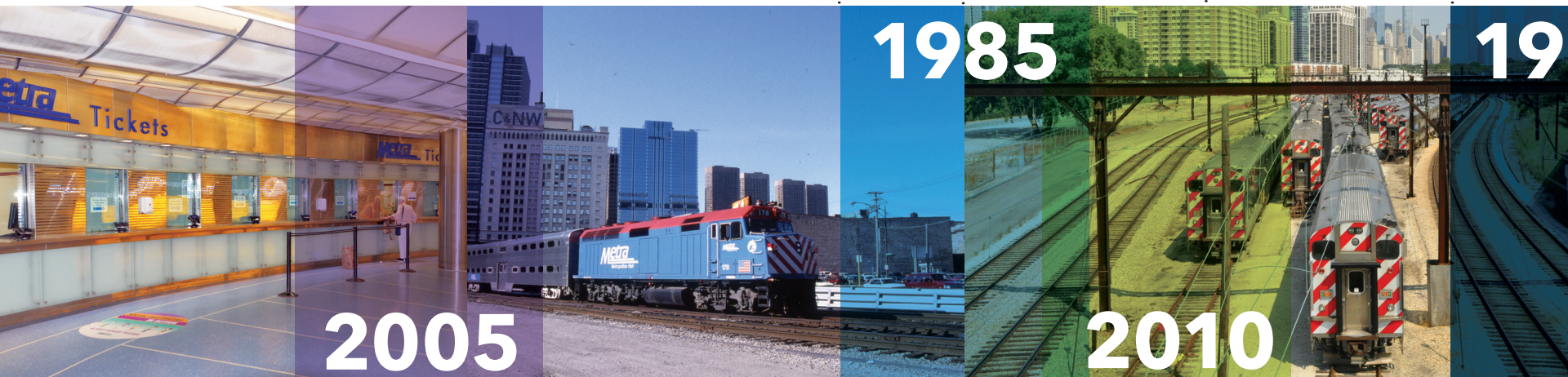
Metra buys the Electric Line from Illinois Central Gulf and takes over the Heritage Corridor.

Sept. 3, 1987

Metra acquires the two Milwaukee lines.

July 16, 1989

Service begins at the Route 59 Station on the BNSF Line, now by far Metra's busiest.



Dec. 5, 2004

Metra shows off a rehabbed Millennium Station.

January 2006

Metra extends the UP West to Geneva and expands the North Central Service and SouthWest Service.

December 2008

Metra provides \$6.8 million passenger trips in 2008, still the highest ever.

August 2010

Metra orders 160 cars for the Metra Electric Line from Nippon Sharyo for \$585 million.

May 28, 1993

Metra takes over the Norfolk Southern route and renames it the SouthWest Service.

Jan. 17, 1992

Metra buys 176 new railcars from Morrison Knudsen (order completed by Amerail).

April 1992

Metra completes a \$75 million renovation of LaSalle Street Station.

August 18, 1996

The North Central Service, the first line in Chicago in more than 70 years, starts.

April 1995

Union Pacific Railroad takes over Chicago & North Western's three lines.

Oct. 15, 1997

The C&NW station is named the Ogilvie Transportation Center after a \$141 million rehab.

Jan. 12, 2001

Metra orders 27 MP36-3S locomotives from Motive Power Industries for \$79.4 million.

Dec. 13, 2000

Metra orders 300 cars from Nippon Sharyo for \$400 million.

90



2015

1995



2000

2020



Oct. 23, 2014

Metra celebrates the opening of the \$142 million Englewood flyover.

Nov. 19, 2015

Metra, the CTA and Pace launch the Ventra app.

Nov. 4, 2016

The Cubs World Series parade draws a single-day record of 469,462 riders.

May 1, 2018

Metra begins a \$29.4 million expansion of its railcar and locomotive rehab shops.

Feb. 20, 2019

Metra orders 15 remanufactured EMD SD70MAC locomotives from Progress Rail for \$71 million.

December 2020

Metra completes installation of Positive Train Control, a \$415 million safety system.

January 2021

Metra approves the purchase of up to 500 modern railcars for \$1.8 billion from Alstom.

CAPITAL PROGRAM

Maintaining and improving as large and complex a commuter rail system as Metra requires a diverse array of capital sources. Metra relies on federal, state and local funding (including bond programs) for its capital budgets. The breakdown of these sources and the uses of the capital raised are detailed in the accompanying charts.

2021-2025 CAPITAL SOURCES

| Source | 2021 | 2022 | 2023 | 2024 | 2025* | Total |
|--------------------------------|------------------|------------------|------------------|------------------|----------|--------------------|
| Federal Formula | \$84,836 | \$87,235 | \$88,543 | \$89,872 | 0 | \$350,486 |
| Federal State of Good Repair | \$94,228 | \$105,074 | \$106,650 | \$108,250 | 0 | \$414,201 |
| Illinois Bonds | \$504,799 | 0 | 0 | 0 | 0 | \$504,799 |
| Illinois PAYGO | \$73,775 | \$73,775 | \$73,775 | \$73,775 | 0 | \$295,100 |
| RTA State of Good Repair Bonds | 0 | 0 | \$130,000 | 0 | 0 | \$130,000 |
| RTA ICE | \$4,158 | \$4,038 | \$4,349 | 0 | 0 | \$12,545 |
| CMAQ | \$306 | 0 | \$28,800 | 0 | 0 | \$29,106 |
| Illinois DCEO | \$1,050 | 0 | 0 | 0 | 0 | \$1,050 |
| Illinois Bonds (prior year) | \$35,000 | 0 | 0 | 0 | 0 | \$35,000 |
| Deob/Reob RTA Bonds | \$22,000 | 0 | 0 | 0 | 0 | \$22,000 |
| Total | \$820,152 | \$270,122 | \$432,117 | \$271,896 | 0 | \$1,794,287 |

2021-2025 CAPITAL USES

| | 2021 | 2022 | 2023 | 2024 | 2025* | Total |
|-------------------------------------|------------------|------------------|------------------|------------------|----------|--------------------|
| Rolling Stock | \$450,080 | \$84,825 | \$269,627 | \$117,556 | 0 | \$922,088 |
| Bridges, Track & Structure | \$85,026 | \$28,030 | \$28,950 | \$38,418 | 0 | \$180,424 |
| Signal, Electrical & Communications | \$72,732 | \$61,422 | \$51,572 | \$30,342 | 0 | \$216,068 |
| Facilities & Equipment | \$77,749 | \$35,580 | \$29,524 | \$34,774 | 0 | \$177,626 |
| Stations & Parking | \$116,632 | \$38,950 | \$30,550 | \$30,850 | 0 | \$216,982 |
| Support Activities | \$17,932 | \$21,315 | \$21,894 | \$19,957 | 0 | \$81,098 |
| Total | \$820,152 | \$270,122 | \$432,117 | \$271,896 | 0 | \$1,794,287 |

Totals may vary due to rounding.

*2025 funding sources and uses are subject to a performance-based programming distribution that has yet to be determined.

OPERATING BUDGET

For 2021, Metra’s operating budget is \$800 million. Traditionally, Metra covers a bit more than half its operating budget with fares and other system-generated revenue, with the rest coming from a regional transportation sales tax and a partial state match. With the impact of COVID-19, revenues plummeted. Metra shored up its 2020 and 2021 budgets with federal aid from the 2020 Coronavirus Aid, Relief and Economic Security (CARES) Act. Metra is also expecting relief funding from the 2021 Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act and the 2021 American Rescue Plan, which should provide relief in future years.

Metra is committed to not raising fares in 2021.

METRA’S REVISED 2021 OPERATING BUDGET

OPERATING FUNDS

\$110.3M

Fares, other operating revenue

\$369.6M

Sales Taxes

\$320.1M

CARES* Act (federal relief)

\$800.0M

Total

*Coronavirus Aid, Relief,
and Economic Security

OPERATING USES

\$613.9M

Operations

\$107.7M

Administration

\$53.1M

Diesel fuel

\$4.0M

Metra Electric Electricity

\$21.3M

Claims & Insurance

\$800.0M

Total

The Metra logo is rendered in a bold, blue, italicized serif typeface. The letter 'M' is significantly larger than the other letters and features a horizontal bar that extends to the right, passing under the letters 'e', 't', 'r', and 'a'.

Metra

METRA.COM

