citypossible™

24-hour cities network mobility workshop

INSIGHT REPORT

DECEMBER 2022

Contents

Introduction

This report synthesizes insights drawn from the mobility workshop held by the 24-Hour Cities Network on September 21, 2022. The two-hour workshop covered a wide variety of topics and included presentations and discussions on how to leverage ecosystem-wide solutions for safe and reliable nighttime urban mobility. This report is divided into three main sections: an introduction to the concept of mobility from a nighttime planning perspective, insights from the main case studies presented, and insights from the group discussion that followed.

"While some cities have more options than others, what they all have in common is that nighttime routes are scarce, less frequent, and usually concentrated around central business districts where demand is likely to be higher."

An introduction to nighttime urban mobility

Andreina Seijas, resident expert and principal at NightTank

Mobility is one of the major challenges faced by cities around the world. According to UN-Habitat, only 52% of the world's population has easy access to public transportation. Providing safe, accessible and affordable nighttime urban mobility is an even more challenging endeavor.

Nighttime mobility services range from public options, such as fixed-route buses or late-night rail services, to demand-responsive options like private shuttles and transportation network companies (TNCs) – Uber and Lyft, for example – that cover areas where ridership is not sufficient to support public transit service.[1]

While some cities have more options than others, what they all have in common is that nighttime routes are scarce, less frequent, and usually concentrated around central business districts where demand is likely to be higher. As a result, night shift workers are often forced to spend a large portion of their paycheck on taxis or private rideshare apps, or to face lengthy commutes to get home after work. Long commutes not only have significant economic and health costs for these workers, but also reduce the time they can spend with their families.

1.   Read more about late-night transportation types here

The absence of a 24-hour public transit service and affordable transportation leads to spatial and temporal segregation within a city, and causes significant gender disparities. A 2018 study on New York City travel habits revealed that women who can afford to change travel modes for safety reasons – for instance, choosing a taxi or an Uber rather than the subway – do so at the median extra cost of $26 to $50 per month. In comparison, the median extra travel costs for men for safety reasons is $0. This "pink tax" or financial discrepancy affects women's capacity to take part in the nighttime economy through jobs like nursing, janitorial work or bartending.[2]

These discrepancies became even greater during the COVID-19 pandemic, as late-night transport services were interrupted in order to clean and disinfect trains. For instance, the New York City subway was closed from 1 a.m. to 5 a.m., and the London Underground suspended its Night Tube service, affecting thousands of nighttime workers and homeless populations. With this context in mind, the goal of September's mobility workshop was to explore how cities can fill these nighttime mobility gaps by promoting greater public-private collaboration and incorporating new solutions that improve the way we travel within urban areas after dark.

Fixed-route bus or rail service	Shuttle or microtransit services	Stop requested bus service	Demand-response services	For-hire vehicle services
• Defined routes • Vehicles stop at designated stops • Some include extended hours	• Publicly or privately operated • Fixed route or demand-responsive services	• Riders can be dropped off at a location that is not a bus stop (recognizing that night-time routes are not the same as day-time routes)	• Door-to-door transportation throughout a neighborhood based on passenger-specific pick-up and drop-off requests	• Taxis, ridesharing/TNCs • Provide and/or replace late night service where ridership is not sufficient to support public transit service

2. Read the full study produced by the NYU Rudin Center for Transportation here

Daytime functionality, nighttime context: London's Night Tube

Mark Curran, rail closures planning manager, Transport for London

Starting in 2000, the London Underground would operate overnight just once a year, for New Year's Eve. This was an extremely popular initiative, and it grew the public's interest in having a regular overnight Tube service. In subsequent years, the city promised its customers that the Tube would run later on Friday and Saturday nights, but logistical questions about worker contracts and train line maintenance kept the promise from being fulfilled.

It was not until the 2012 London Olympics that regular late-night Tube service was truly piloted. During some nights of the Olympic and Paralympic games, the Tube ran up to two hours later than normal, and its successful operation during the games became one of their major operational highlights.

Following that success, a more committed attempt to establish regular Night Tube service began. Armed with learnings from the Olympics, the planners of the Tube compared its operations to similar metro systems around the world. The transport planning function of Transport for London (TfL) also started conducting research into how people were travelling around London at night. At the same time, TfL was undertaking its Access Transformation Programme to better understand how Tube engineers prioritize access to the railway overnight to do maintenance work on the train lines.

Planners began by looking at travel demand in the nighttime bus network. Between 2000 and 2013, there was a 170% increase in demand for nighttime buses (displayed by the purple line in the graph above). Only 1,000 busses were running at night (compared to 8,000 during the day), with bus frequency every three minutes on the busiest overnight routes. At the same time, late-night Tube travel (between 10:00pm and 12:30am) was growing at a faster rate than daytime Tube travel.

In July 2013, a business case was compiled based on the results of the transport planners' analysis, the findings of the Access Transformation Program, takeaways from the Olympics, and input from businesses and other stakeholders. The case was presented to the London Underground leadership, and nighttime tube service was subsequently approved for Friday and Saturday nights.
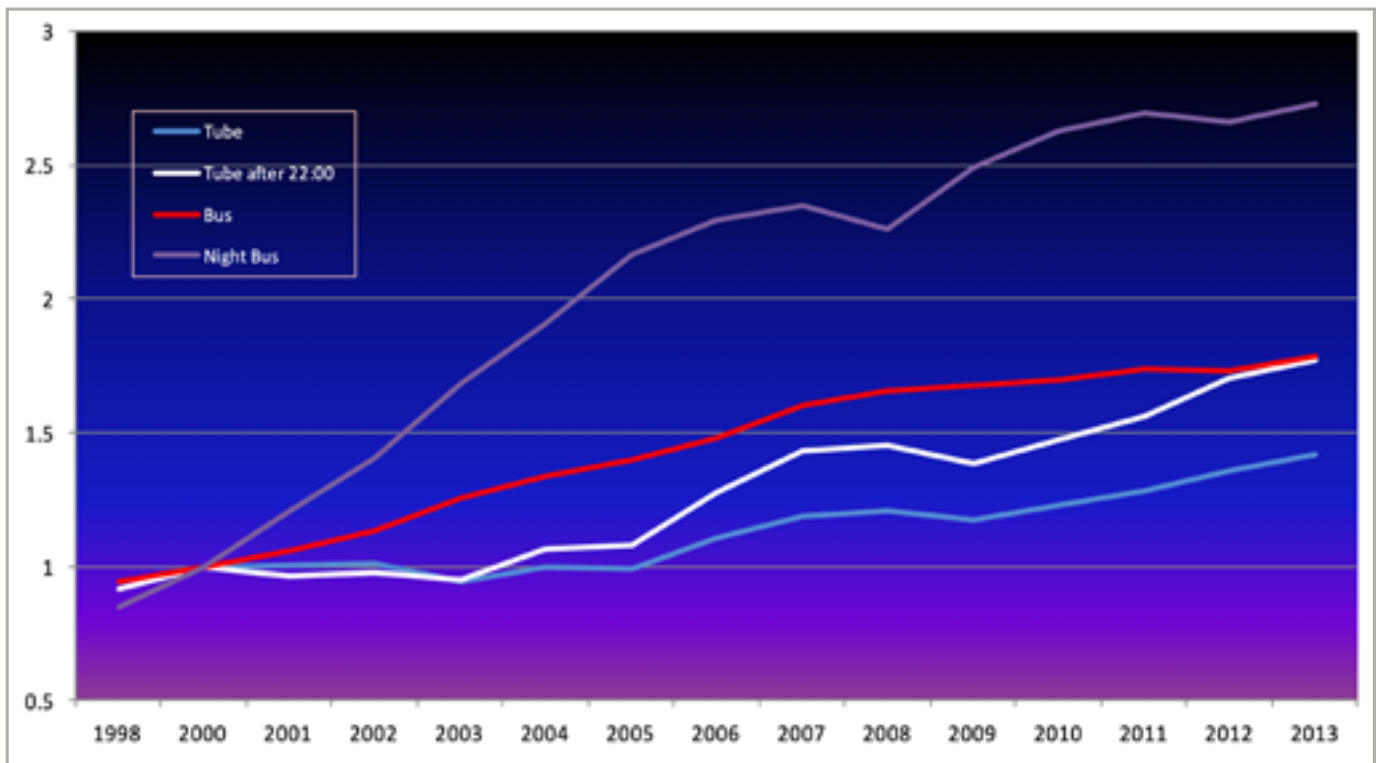

Figure 1 London's growing demand for nighttime transportation
Credit: Mark Curran

With this go-ahead, planners looked across London's eleven lines and devised a set of principles to guide the operation of the Night Tube in a way that was most appropriate for the city. The first principle focused on serving areas with existing demand. The next sought to provide "turn up and go" service, defined as six trains per hour (less than the typical daytime number, but not scarce enough to diminish the TfL customer experience standard). Another crucial principle was that each Night Tube line needed to pass through a major train maintenance depot to meet the Underground's requirement that trains be swapped every 24 hours. This had the added benefit of ensuring that Night Tube services travelled the full route, as most of these major depots are at the ends of the lines. The final principle was to minimize the Night Tube's impact on major upgrade works going on throughout the system.

Night Tube network design principles:
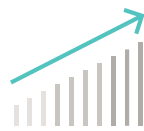
Serve existing demand

Provide six trains per hour

Route lines through one maintenance depot

Minimize impact on major upgrades

These principles yielded a plan for a Night Tube network of five lines delivered by an eight-person team made up of one project manager, multiple assistant project managers, graduate trainees, and a few people dedicated to operational delivery. The project ended up costing £17 million, much of which was spent on changing functions that would normally close, self-check, or reset every night, such as ticketing and simple computer systems. Signaling, in particular, provided a variety of new challenges and learnings, and a lot of funding went toward software solutions.

To deliver Night Tube service , the London Underground hired 200 new full and part-time train conductors and 300 new station staff. Before each line launched, a weekend was dedicated to operational trials. This allowed staff to prepare in a real environment for any issues that might arise, from items being dropped on the track to alarms being pulled.

"TfL also found that multimodal services increased ridership, and 19 new bus lines were created to feed the Night Tube, allowing services to be less focused on central business districts."

TfL also engaged its staff in the development and promotion of the Night Tube by discussing it in the staff magazine and intranet services, and by creating a Night Tube badge for employees. There was also a great deal of promotion to customers, including posters and paid advertising with a "Free the Night" theme. When the Night Tube debuted to the public on August 16th, 2016, service began with a song created by a subway busker who had won a competition.

Since the Night Tube's implementation in 2016, there have been a few unexpected outcomes. First among them was the even 50/50 split in demand between leisure and work usage. When Night Tube officials would present at public events in hotels and conference centers, it was just as likely that venue staff would express interest as attendees. Another learning was that the risk of crime was relatively low, though TfL still worked with the police to make sure buses and Tube carriages were safe. TfL also found that multimodal services increased ridership, and 19 new bus lines were created to feed the Night Tube, allowing services to be less focused on central business districts.

Following the easing of the COVID-19 pandemic, full Night Tube service was restored in late July 2022, allowing Londoners to more easily and safely venture out at night. The service still consists of the original five lines, with the addition of the London Overground network a few years after the initial launch. Night tube continues to be an integral part of London's world-class public transit system, and is a great case study in leveraging existing strengths to provide a new service for transit customers that many have long sought.

Figure 2 Night Tube "Free the Night" promotional posters.
Credit: Mark Curran

"One of the main goals of Nochebus was to provide fixed stops and schedules so that users would have more certainty as to when buses would arrive."

Bus networks for a burgeoning nighttime economy: Mexico City's Nochebus

Jose Manuel Landin, mobility specialist and former advisor at SEMOVI (Mexico's Mobility Secretariat)

Mexico City's night bus network was introduced in 2013 and originally consisted of 11 lines running across 416 kilometers. But it wasn't until 2017 that the city began a pilot program to have the first night bus line with fixed stops and schedules, called Nochebus. The city gradually institutionalized the service, starting with a mobility study to measure demand on the existing routes. To undertake this study, the city developed workshops with stakeholders, businesses, and authorities from different municipalities to help them understand what to expect from the improved service. The city also surveyed users of the different lines.

One of the main goals of Nochebus was to provide fixed stops and schedules so that users would have more certainty as to when buses would arrive. The process for implementing the Nochebus program also included training for operators and a campaign to inform residents of the new service.

The city also gathered local businesses and chambers of commerce as allies to share practical information with their patrons about when and where the buses would stop.

"For programs like this to be successful, they must make women's safety a priority."

The implementation of Nochebus led to some interesting findings. Of the nearly 254,000 night journeys made in Mexico City, only 22% are made by women. Nighttime commuters are generally between 35 to 44 years old, and are often working-class males travelling to work. While work and recreation are the reasons for most trips, travel for care (often done by women) is also a common category, and one that became increasingly important during the pandemic.

Nighttime travel is also more likely to be multimodal – a trip may begin on a night bus and end in a taxi, Uber or Lyft. Journeys are likely to take longer at night, as the frequency of service is lower: trips that take an average of 40 minutes during the day could take 90 minutes at night. Ticket prices are also typically higher at night.

The context of Nochebus's implementation can inform the development of similar night bus programs elsewhere.

Lessons from implementing Nochebus

- Nochebus replaced 11 routes with infrequent service and high operating costs
- Nochebus competes with "colectivos," which are informal transportation services that operate like shared taxis and pool the cost between a group of people
- Fixed stops are important for reliability – but operators must be trained to respect the stops
- Incorporating GPS to provide accurate wait times is key for future iterations

For programs like this to be successful, they must make women's safety a priority with features like better lighting, panic buttons, and surveillance cameras at the bus stops. There also needs to be more coordination and integration among transit agencies at night, as well as between the public and private sectors.

Despite having double the metropolitan population of London, Mexico City has fewer nighttime establishments than the British capital. Improving infrastructure and transportation to move residents around at nighttime has the potential to greatly expand economic activity and build a city that is socially and economically richer.

Old modes for new markets: Los Angeles's Metrolink-Insomniac partnership

Mary Riemer, director of customer experience at Metrolink

Metrolink is a commuter rail network serving six different counties in Southern California. Prior to COVID-19, about 80% of Metrolink customers had access to or owned a car, but would still use Metrolink to travel between work and home. This generally meant that the customer base was primarily white-collar job-holding commuters.

But much like other transit providers, Metrolink saw a huge decline in ridership during the pandemic, along with a shift in demographic to primarily essential workers. This shift pushed Metrolink to look for new markets and new partners, one of which was Insomniac – a festival promoter involved with some of the largest music festivals in the world, such as the Electric Daisy Carnival (EDC) in Las Vegas.

In 2021 Insomniac was promoting a festival in San Bernardino, California, near a Metrolink rail station about 60 miles outside of downtown Los Angeles – a trip that could easily take two hours by car. This posed an opportunity for Metrolink to give Los Angeles residents an easier transport option to an event that often featured alcohol consumption and group travel. However, these festivals typically ended at three or four o'clock in the morning, when Metrolink trains were no longer running.

Metrolink seized this opportunity to partner with Insomniac to provide trains for festivalgoers returning home after the event. Metrolink and Insomniac worked closely together to understand how many people would be at the festival at any given time and when the last music sets would end. Metrolink then presented a $20 ticket, separate from the festival ticket but specifically branded for the event, that attendees and staff could purchase for one of the six trains running back toward Los Angeles. Metrolink and Insomniac cross-promoted the tickets to increase awareness. Staffing was also modified to fit the needs of the service, and included two security guards, one supervisor, and some extra cleaning staff. Through this partnership, Metrolink was able to get 900 people home safely late at night.

After the first successful event, this approach was replicated with five other events, and Metrolink is continuing the program at other festivals later this year. This case study is a good example of a regular commuter rail seizing an opportunity to meet a new demand and continue to provide better services for city residents.

Figure 3 Posters cross-advertising for music festivals and Metrolink
Credit: Mary Riemer

Public-private partnerships for a stronger urban mobility ecosystem: Orlando, Lyft and Uber

Implementing rideshare hubs

Dominique Greco, founder and executive director, Orlando Hospitality Alliance

Orlando was the fifth city in the U.S. to have a 'night mayor' and one of the first to embark on a project with public funding supporting rideshare schemes late at night in a downtown entertainment district.

In 2016 the Responsible Hospitality Institute (RHI) conducted a study called their Hospitality Zone Assessment. For the study, the views of over 100 local stakeholders were taken into account as a blueprint to guide nighttime economy policy in Orlando. The study specifically called out pain points in downtown Orlando that are likely shared among most cities. Chief among them was the crush of people – many of them intoxicated – all trying to get home after closing time. RHI's report recommended creating nighttime transportation hubs to facilitate safe travel away from the nightlife districts, as well as creating a nighttime economy office within the city of Orlando.

The Nighttime Economy Office was founded in late 2017, and by 2018 and the city had already begun exploring coordination with Uber, Lyft and the local transport company Mears. The Nighttime Economy Office recognized the importance of including rideshare and taxi companies in the transportation ecosystem, and that approaching nighttime transit with an open mind was crucial for long-term success.

By using some funding set aside for the Downtown Entertainment District (a community redevelopment organization) and partnering with a local "management of traffic" provider (certified vendors responsible for closing roads and directing traffic), the city was able to provide financing for transportation hubs. The resulting partnership not only consisted of Uber and Lyft, but also the police department, the city and the transportation department.

The program created two hubs by repurposing the facilities for the Lymmo, the existing downtown circulator bus. Because Orlando did not have an overnight bus program, the city utilized these existing bus lanes as the designated pick-up and drop-off zones from midnight to 3 a.m. The city invested in creating hubs around these zones equipped with public restrooms, food trucks, music, and seating – in other words, pleasant and well-lit areas where riders can feel safe.

Figure 4 Rendering of the rideshare Magnolia Hub
Credit: Dominique Greco

"Using rideshare options to supplement existing transit networks is a useful tool in helping improve nighttime urban mobility."

The hubs were geofenced within the Uber and Lyft apps, creating a digital boundary over the physical hubs where rides could be hailed and picked up, and where communications could be pushed specifically to the area. This type of boundary can be set with latitude and longitude coordinates after its borders have been mutually agreed on by stakeholders. When a rider needs to go home after a night out, they can open their Uber or Lyft app and be directed to a nearby hub, where a driver will either be waiting or en route.

Information about the hubs was shared through a public engagement campaign that included on-the-street signage and digital communication. Uber and Lyft also messaged the program to their customers in real time. Additionally, ambassadors were invited to downtown Orlando to answer questions for riders and drivers, and the local police encouraged people to visit the two rideshare hubs. Once a customer picked a rideshare hub, they would get walking directions to the pick-up spot to allow for real-time navigation.
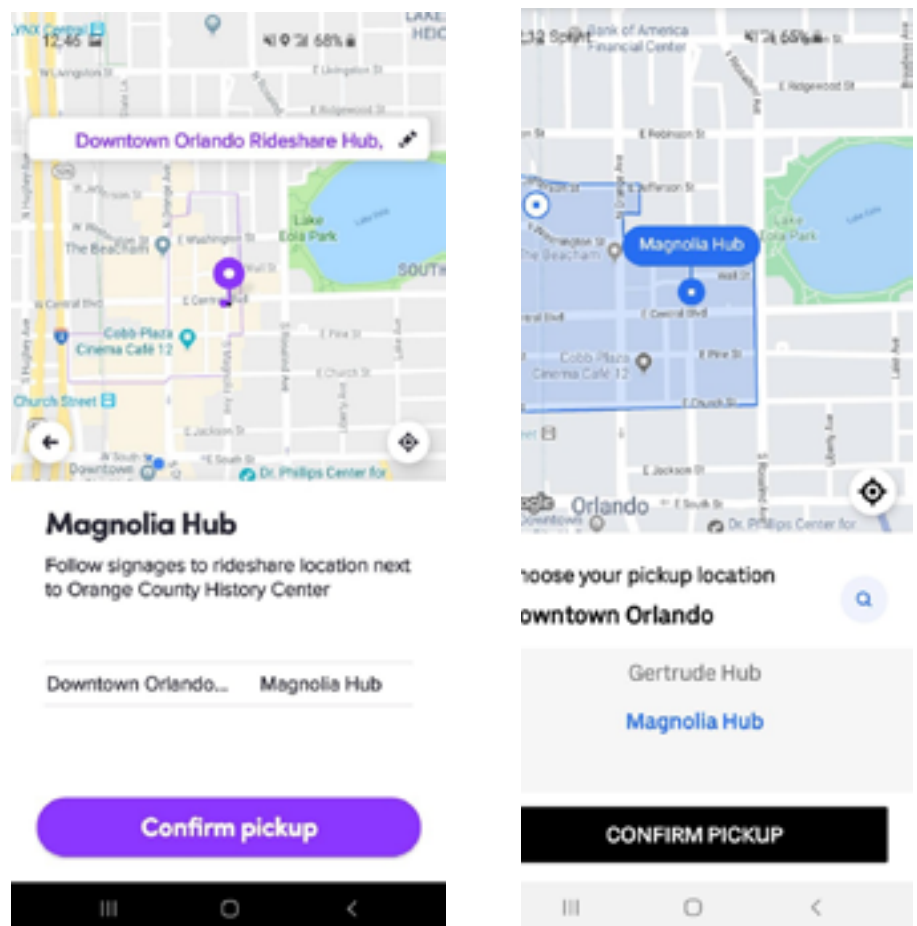

Figure 5 The in-app experience in Uber and Lyft for the Orlando rideshare hub
Credit: Dominique Greco

The program was a great success, largely due to the city's enthusiasm and the willing partnership of Uber and Lyft. While the program was indeed very expensive, Orlando is working on how to streamline costs for the next iteration. Using rideshare options to supplement existing transit networks is a useful tool in helping improve nighttime urban mobility. The more cities focus on multi-modal public-private collaboration in their mobility ecosystems, the more travelers they will be able to service safely and effectively.

Figure 6 Food trucks parked at the Orlando Rideshare Hub
Credit: Dominique Greco

Filling transit network gaps with Lyft

Sam Baldock, government and transit partnerships manager at Lyft

Lyft was founded by the youngest member of Santa Barbara's transit agency, and supporting transit systems is an important part of the company's mission. Its Government and Transit Partnerships team works with local and state governments, transit agencies, and nonprofits to enhance access to existing public transit networks. The team is largely made up of transit planners and advocates, who provide knowledge and expertise to 90+ agency partners across the US.

One of Lyft's successful city partnerships was with Miami Dade Transit in Florida, which launched in April 2020 in the midst of the COVID-19 pandemic. The city was already in the process of redesigning its nighttime bus routes, but needed to find alternative transportation for essential workers. Lyft worked with Miami Dade to service nine metro bus routes that had been temporarily suspended, using existing tools and a dedicated project team to launch the new program in about one week's time.

"Each transit agency must craft a program that is specific and complementary to their offerings, and can almost act as an extension of the transit agency."

In Columbia, South Carolina, Lyft has also worked with the local transit authority (known as Comet) to fill in longstanding gaps in their network. Comet did not have an overnight bus service due to the expense, but was looking for a way to provide late-night transportation focused on second and third-shift workers as well as trainees going to and from training programs. Previously, the challenge to find reliable transportation for these jobs meant that many people struggled to retain them. Lyft partnered with Columbia to launch a Jobs Access program that successfully covered this transit gap.

Lyft's Government and Transit Partnerships team has found some recurring factors in its success across different cities.

Upfront planning

Identify existing challenges and understand riders' needs

Collaboration

Get input and buy-in from cross-functional stakeholders to craft a program specific to the transit agency

Flexibility

Continue to refine and iterate as riders' needs, travel patterns and service capabilities change.

Learnings from Lyft

- Upfront planning, including a clear understanding of challenges, costs and rider needs, is critical to ensuring a smooth launch
- Get buy-in from cross-functional stakeholders and decisionmakers early
- A mutual understanding of goals, as well as some flexibility, is key. Does success mean…
  - Reducing cost per trip?
  - Increasing ridership numbers?
  - Responding to service disruptions quickly?

It's very important to have a local champion, as we saw in the case of Orlando, but we also must acknowledge that every partnership is unique, with no one-size-fits-all approach. Each transit agency must craft a program that is specific and complementary to their offerings, and can almost act as an extension of the transit agency. Flexibility with partnerships is key to ensuring smooth iteration and refinement. Capabilities and demand can change over time, and it is important to remain responsive to customers. Both the agency and its partners in Lyft need to be willing to learn together.

"It must be decided early on what success actually looks like, so that results can be effectively measured."

A holistic approach to public-private rideshare collaboration: Uber

Ben Kemp, manager, central operations: mobility solutions at Uber

The Mobility Solutions team at Uber leads transportation and logistics consulting across the United States and Canada. They work with many agencies, including departments of transportation, law enforcement and local transit, to find ways to streamline pick-ups and drop-offs as part of a holistic approach to transportation planning.

Nightlife is in many ways different from other types of transportation servicing, given it focuses primarily on restaurant and bar patrons and employees. Given the late hours and likely involvement of alcohol, Uber prioritizes safety and has to reorganize other priorities a bit differently. Affordability and comfort considerations also differ at night and between groups. Frontline workers are often trying to find the most affordable ride, while those looking for a nice evening out tend to prioritize comfort. Needs also differ between rides to events, commuter districts and nightlife districts. These are all considerations Uber takes into account when working with a city.

In order for a partnership to be successful, a few things need to be established:

- **Advanced lead time.** Often, cities don't realize what is required from a technological, enablement or bandwidth standpoint. For pilot programs or loading configuration zones, 30 days out is generally considered a good engagement period.

- **Stakeholder alignment and engagement.** Having all stakeholders involved in the planning and decisionmaking process is important for outlining goals and deciding who is going to have what impact at what stage. It's important to listen to stakeholders' expertise and to emphasize points of agreement during meetings.

- **Understanding in the public sector.** Companies like Uber and Lyft can provide guiding insights and directional data to ensure everyone is set up to make informed decisions that support the program's long-term sustainability.

- **Regular check-ins and scheduled changes.** It must be decided early on what success actually looks like, so that results can be effectively measured. This can go beyond just success for the city government – what does success look like for merchants? For riders and drivers? How do we scale successes? It is also important for both the city and the companies to share their successes with others and help the broader ecosystem learn from the experience.

What are the top factors a city should focus on when building out these types of programs?

The four Ss: security, space, signage and staffing.

- **Security** means providing well-lit, intuitive areas that riders are going to feel comfortable in when they're leaving a bar or work in the evening.

- Appropriate **space** must be allocated to match the demand you anticipate. For example, a city with poor access to transit late at night may need to lean more heavily on rideshare options than transit-rich cities. However, it is important to have space for these riders to corral, and for the drivers to queue to pick up. It is also important to make sure there is a dedicated space for rideshare loading zones that is not used by other private or commercial vehicles.

- **Signage** and wayfinding are very important in helping bridge the gap between the digital space within the app being used, and the operation on the ground. They are crucial in influencing behavior and creating paths.

- It's important to hire the right **staff** across different functions. There is a need for traffic management in the roadways, a large portion of which is done by law enforcement and parking agencies.

Uber Nighttime rideshare collaboration priorities

Security: Ensuring riders and drives feel safe in and out of the car

Space: Providing the appropriate amount of physical space in anticipation of demand

The four Ss

Signage: Posting clear, easy-to-find directions on the street and in-app

Staffing: Providing the right personnel across departments and partners for success

"Taking all of these learnings and applying them to nighttime mobility as an ecosystem rather than several separate parts will be crucial for building safe and inclusive nighttime communities, as well as thriving nighttime economies."

Uber has specific data and analysis capabilities to help cities with planning, one example being heatmaps. Uber's Demand Heatmap can show where people are opening up their app and where they are requesting rides, which can help planners understand the effectiveness of their infrastructure – for example, they can see when rides are being requested in one place, but pick-ups are happening in another. The heatmap can help narrow down where there may be infrastructural deficiencies. The Traffic Speed Heatmap shows average traffic speeds, where vehicles are slowing down, and where congestion builds. This can be used to understand things like how effective street light timing is.
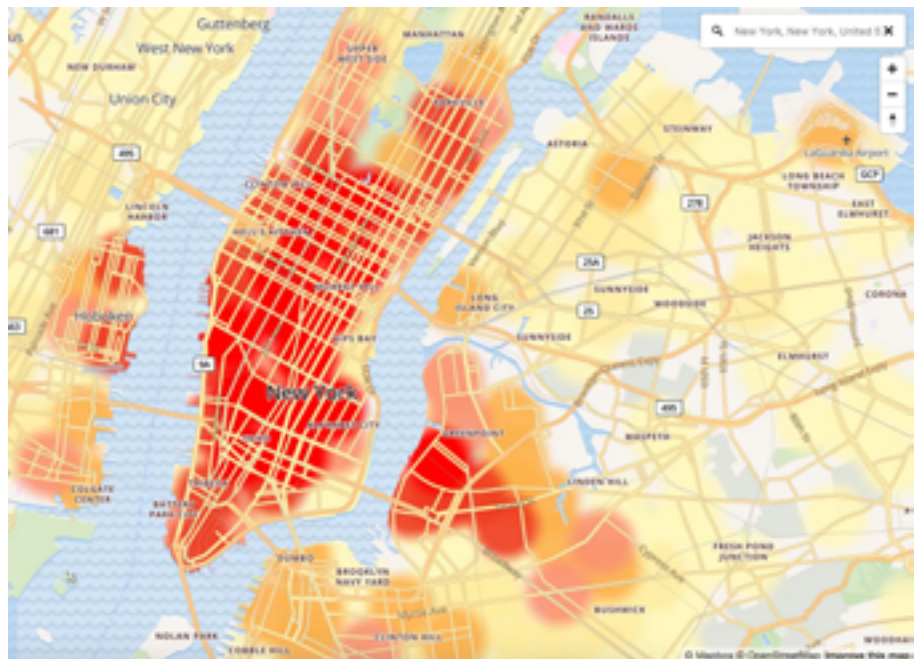

Figure 7: Uber's demand heat map
Credit: Jagandeep Singh

Uber focuses on three principles concerning the future of rideshare planning at the city level:

- **Build with heart:** Intentional and dynamic use of curb space is one example of this. Repurposing underutilized infrastructure meant for other modes of transportation can help encourage more efficient use by rideshare programs. Design elements can also be used to keep traffic flowing and riders and drivers on their way. It can also be helpful to standardize rideshare infrastructure in the same way bike lanes and bus lanes are standardized. This helps validate the role of ridesharing in the transportation ecosystem. Autonomous vehicles and electric vehicles will also add a new layer of complexity and richness to the space that will need to be explored in the proper way.

- **Stand for safety:** Uber is frequently adding new safety features, all of which are meant to make trips more comfortable for both riders and drivers. In addition to safety within the Uber, the simple act of encouraging people to take a rideshare rather than drive home from a bar encourages safety in the wider community.

- **Develop tools:** Building fit-for-purpose tools is one way to meet the needs of drivers, riders and the wider community. This can include partnering with apps for purchasing bus and train tickets, or offering the ability to rent high-capacity vehicles like buses for bachelor/bachelorette parties and corporate engagements. This also extends to how rideshares interact with micro-mobility options such as scooters and bicycles.

Taking all of these learnings and applying them to nighttime mobility as an ecosystem rather than several separate parts will be crucial for building safe and inclusive nighttime communities, as well as thriving nighttime economies.

"Buses, trains, rideshares, taxis, bikes, scooters and all mobility options have a role to play in providing safe, affordable and convenient transit to city residents during the day as well as during the night."

Discussion

Importance of collaboration

Collaboration is at the heart of success for well-developed nighttime mobility. More collaboration between the public and private sectors leads to more efficiency and more focus on problem solving. Additionally, collaboration between different modalities at night is crucial in getting people home safely. Taking a holistic approach with different transport modes connects all the dots and opens new possibilities.

Cost/benefit analysis of nightitime urban mobility

Depending on how you manage your nighttime transportation system, it can be difficult to determine the revenues and costs of just the nighttime portion of services. This will become easier as the services become a regular feature of the transit network, as more data on night-time mobility becomes available, and as efficiencies may be adapted to the point where nighttime services largely mirror daytime services in operation, as is the case with London's Night Tube service.

Still, there is no shame in paying more for nighttime service – delivering quality public transportation requires a subsidy, but the benefits go well beyond the balance sheet and bring broad social, economic and environmental benefits in the long term.

The role of micromobility

Micromobility – offered by small, lightweight vehicles such as bicycles, e-bikes, electric scooters and skateboards – must be a larger part of the conversation about travelling at night. During the pandemic, there was a huge jump in ridership for bikes. For Lyft, 89% of riders use bike share for first and last-mile connections to public transit, and 22% of those riders did so on a regular basis. Microbility options are an increasingly prominent part of the urban mobility landscape at all hours.

Multimodal models

There is ample new opportunity to integrate transportation hubs, as well as other emerging technologies like EV charging infrastructure, into the plans that cities have for their budgets – particularly in the United States, since the passage of the Inflation Reduction Act.

Focusing on the ecosystem aspect is very important. Buses, trains, rideshares, taxis, bikes, scooters and all mobility options have a role to play in providing safe, affordable and convenient transit to city residents during the day as well as during the night. In some instances, a major mobility consideration should be whether or not a trip needs to be taken at all.

Workshop participants

Resident expert

Andreina Seijas
Principal
NightTank
Barcelona, Spain

Workshop presenters

Sam Baldock
Government and transit
partnerships manager
Lyft
New York, U.S.

Mark Curran
Rail closures planning manager
Transport for London
London, U.K.

Dominique Greco
Founder/executive director
Orlando Hospitality Alliance
Orlando, U.S.

Ben Kemp
Manager, Central Operations:
Mobility Solutions
Uber
Washington D.C., U.S.

Jose Manuel Landin
Mobility specialist and former
advisor
SEMOVI
Mexico City, Mexico

Mary Riemer
Director of customer experience
Metrolink
Los Angeles, U.S.

Mastercard team

Alby Bocanegra
Vice president
Global city partnerships
Mastercard
New York, U.S.

Joseph Losavio
Manager
Ecosystem engagement and
development, global cities
Mastercard
New York, U.S.

Participants

Angélica Villalba Eljach
Deputy director of
international affairs
Secretariat of Economic
Development,
Bogotá Mayor's Office
Bogota, Colombia

Esteban Parra Martínez
Leader
24 Horas Bogota
City of Bogota
Bogota, Colombia

Bryan Tony
Good Neighbor Initiative
project manager
24Hour Dallas
Dallas, U.S.

Randall White
Host and curator
24Hour Nation
Dallas, U.S.

Brian Block
Entertainment services manager
City of Austin
Austin, U.S.

Jess Reia
Assistant professor
University of Virginia
Montreal, Canada

Art Guzzetti
Vice president, policy and mobility
American Public Transportation
Association
Washington D.C., U.S.

Ben Van Houten
Business development manager,
nightlife & entertainment sector
Office of Economic & Workforce
Development, City of San Francisco
San Francisco, U.S.

Ronald Mora
Economist, Secretaría de
Desarrollo Económico
City of Bogota
Bogotá, Colombia

Calli Cenizal
Senior manager, government and
transit programs
Lyft
San Francisco, U.S.

Andrea Forero
Miembro del Equipo Técnico Bogotá
24 horas, Secretaría de Desarrollo
Económico
City of Bogota
Bogota, Colombia

Allison Harnden
Nighttime economy manager,
Office of Nighttime Economy
City of Pittsburgh
Pittsburgh, U.S.

Danna Agudelo
Profesional universitario
SDDE
Bogota, Colombia

Michael Fichman
Lecturer
University of Pennsylvania
Phildelphia, U.S.

Matthew Daus
Partner/chair
Windels Marx Lane and Mittendorf
New York, U.S.

Daniel Ibañez
Director
IAAC
Barcelona, Spain

Claudio Olivella
Alcaldia de Pereira
Pereira, Colombia

Marite Ievina
Operative Information Centre,
City of Jelgava
Jelgava, Latvia

Paula Sofia Dias
Night life supervision department
Movida, City of Porto
Porto, Portugal

Richard Anderson
University of Liverpool
Liverpool, U.K.

James Noakes
City innovation broker
Belfast City Council
Belfast, U.K.

Alessio Kolioulis
Lecturer
University College London
London, U.K.

Carly Heath
Nighttime economy advisor
Bristol City Council
Bristol, U.K.

Adelina Lobo Guerrero Serrano
Miembro de Consejo Directivo
Alcaldia Nocturna AC
Lucerne, Switzerland

Ian Anderson
Director of legal services and
partnerships
Hull City Council
Hull, U.K.

Julian Siravo
Co-director
Autonomy
London, U.K.

Julieta Cuneo
Policy officer
Greater London Authority
London, U.K.

Rafael Andreotti
Government policy advisor
Jundiaí City Hall
Jundai, Brazil

Pedro Guedes
Manager for ICT policies
Recife City Hall
Recife, Brazil

Rayane Aguiar
Public policy manager and analyst
Recife City Hall
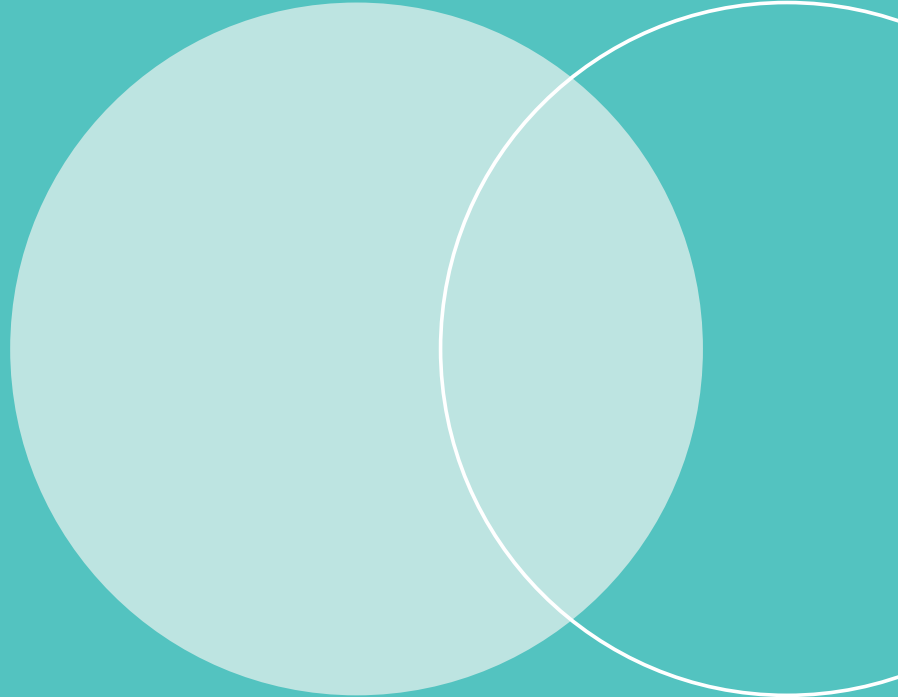Recife, Brazil

Pedro Sella
CTO/COO
Companhia de Tecnologia e
Desenvolvimento
Londrina, Brazil

Paraskevi Bessa-Rodriguez
Municipal secretary of economic
development
City of Novo Hamburgo
Novo Hamburgo, Brazil

William Straw
Professor
Université McGill
Montreal, Canada

Helpful links

Report: Impact of the Night Tube on London's economic activity

*Citation: Mastercard. City Possible: 24-hour cities network mobility
workshop insight report, September 2022*