



# CHAPTER 4 PEER PROGRAMS



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There are over 60 operating bike share programs in the United States (**Figure 3**) and at least 10 more in various stages of planning. This section draws from experience around the country to provide a complete account of different technologies, business models, partner roles, operating costs, pricing structures, ridership and membership rates, success factors, and risks. Detailed summaries are provided for four bike share programs operating in peer cities that were selected based on similarities in geographic and population size, transit infrastructure and other factors, as noted below:

- **Charlotte (Charlotte, B-Cycle):** compact downtown, major transit hub integration, non-profit ownership model.
- **Columbus (CoGo Bikeshare):** Midwest region, post-industrial past, small/mid-sized city, midsize presenting sponsorship.
- **Philadelphia (Indego):** proximity to Wilmington, Mid-Atlantic region, city owned and managed program, new pricing structure.
- **Washington, DC (Capital Bikeshare):** proximity to Wilmington, Mid-Atlantic region, demographic similarities, regional system (multi-state/ jurisdiction owned).

The case studies show that there is no single “right” way to implement, operate or evaluate a bike share system in a particular community. In all cases, cities have built on the momentum created by those championing the idea. In some instances bike share systems have been implemented as mayoral initiatives (such as in Philadelphia), or by a local nonprofit organization (Charlotte), or part of a regional transportation option (Washington, DC). However, in most existing systems, city government support, sometimes financial, but always non-financial, has been indispensable for implementing a successful bike share program. There is also no “one-size-fits-all” business model. Each city has rolled out their program in response to their political, institutional and financial realities. To this end, each business model has been adapted to account for the different local limitations. Intricacies related to each business model will be further discussed in subsequent sections of this study.

Capital and operating costs generally come from a variety of sources. However the most prevalent sources for capital funding include federal or state grants with a local match. Operating revenues generally come from a combination of system revenues (membership and usage fees) and sponsorship and/or advertising. In mid-sized communities, system revenues generally cover only a portion of the operating cost (around 20 to 40 percent in small-to-mid sized cities including Charlotte and Columbus). Throughout mid-sized U.S. cities with existing bike share programs there has been a push for attracting system-wide sponsors to help fund the operations and expansion of the programs. Mostly, however, bike share programs have been able to have a diversified portfolio of funding sources which have helped them cover their implementation costs. To date, federal funding for bike share has only been available to cover for capital costs (i.e., equipment including bicycles, stations, and installation). The day to day operations, maintenance and redistribution of bicycles has been paid with the use of local dollars, grants and user fees.

# CHARLOTTE B-CYCLE<sup>43</sup>



Charlotte B-cycle is the largest bike share program in the Southeast to date with 200 bicycles around 20 stations. The program which opened 2012 is funded in part by Blue Cross and Blue Shield of North Carolina, Carolinas HealthCare System and Verizon, which cover the majority of the program's cost

## System Characteristics

Equipment:	B-Cycle LLC
Equipment Type:	Solar/Wired Modular
Equipment Ownership:	Non-profit
Operator:	Charlotte B-Cycle
Operations:	Year-round (365 days)

## System Size

Bikes:	200
Stations:	20
Docks:	330
Days in operation (2014):	365

## Demographics

City Population:	809,958 (2014 Census)
Metro Area Population (approx.):	2,380,314 (2014 Census)
Estimated Annual Tourists:	18,000,000
Average System Population Density:	2,457 people / sq. mi.

<sup>43</sup> All figures derived from 2014 Annual Report and U.S. Census Bureau unless otherwise specified Accessed from <http://bit.ly/1IX6tSk> on September 2015.

## Membership and Ridership

Casual Subscriptions:	12,688
Annual Members:	578
Casual Subscriber Rides:	22,661
Annual Member Rides:	15,406
Total Rides:	38,067
Population per bike:	4,049
Percent population with annual membership:	less than 1 percent
Casual subscriptions per station:	634

## Funding Sources

Initial System (200 Bikes, 20 Stations)

- Sponsorship \$2.9 Million
- Total Capital \$2.9 Million

## Business Model

Non-Profit owned and managed with revenues generated from fundraising, sponsorship, membership and usage fees.

## Membership and Usage Fees

Membership Fees	Price	Usage Fees
Annual:	\$65	First 30 minutes of each trip included - No charge  Additional 30 minute increments: - Annual: Additional 30 minutes (\$4); (max \$75/day) - Casual: Additional 30 minutes (\$4); (max \$75/day)
Annual Discounted:	\$15	
1 day (24 Hours):	\$6	





### Membership and Ridership

Casual Subscriptions:	14,157
Annual Members:	684
Casual Subscriber Rides:	4,247
Annual Member Rides:	9,910
Total Rides:	44,989
Population per bike:	3,320
Percent population with annual membership:	Less than 1 percent
Casual subscriptions per station:	471.9

The CoGo Bike Share Program (operated by Motivate) launched in July 2013 with a network of 300 bicycles and 30 stations located throughout downtown Columbus. The system is available for use 24 hours a day, 365 days a year. CoGo Bike Share is a project of the City of Columbus.

### System Characteristics

Equipment:	PBSC Urban Solutions (Bixi)
Equipment Type:	Solar/modular
Equipment Ownership:	Jurisdiction
Operator:	Motivate
Operations:	Year-round (365 days)

### System Size

Bikes:	225
Stations:	30
Docks:	446
Days in operation (2014):	365

### Demographics

City Population:	787,033 (2014)
Metro Area Population (approx.):	1,967,066 (2014)
Estimated Annual Tourists:	N/A
Average System Population Density:	3,625 people / sq. mi.

<sup>44</sup> All figures derived from NABSA international bike share database. Obtained from <https://docs.google.com/spreadsheets/d/1phtN9ptlgmMAO0tNcf6LyJkh39UNNAmZXTQ1oqpCQo0/edit#gid=0> on October 2015

### Funding Sources

Initial System (200 Bikes, 30 Stations)  
 Public Funding: \$2.3 million  
 Private Funding: \$1.25 million

### Business Model

Medical Mutual of Ohio is the presenting sponsor by contributing \$1.25 million for a five-year sponsorship. Other funding utilized came from public sources.

### Membership and Usage Fees

Membership Fees	Price	Usage Fees
Annual:	\$75	First 30 minutes of each trip included - no charge
1 day (24 Hours):	\$5	Each additional 30 minutes \$3



Indego is Philadelphia’s newest public transportation system! With over 600 self-service bikes and 60 stations, Indego offers round-the-clock access to public transportation. The program opened on April 23, 2015 after a big push by Mayor Michael Nutter and the local advocacy community. The program is one of the only bike share schemes in the U.S. to accept cash as payment to access the bicycles.

**System Characteristics**

Equipment:	B-Cycle
Equipment Type:	Solar/modular
Equipment Ownership:	City owned
Operator:	Bicycle Transit Systems
Operations:	Year-round (365 days)

**System Size**

Bikes:	700
Stations:	70
Docks:	1225
Days in operation (2015):	150 (to date)

**Demographics**

City Population:	1,560,297
Metro Area Population (approx)	6,051,000
Estimated Annual Tourists:	2,100,000 (2014)
Average System Population Density:	11,635 people /sq. mi.

<sup>45</sup> All numbers derived from interview with Indego staff and U.S. Census bureau, unless otherwise specified.

**Membership and Ridership**

Casual Subscriptions:	N/A
Annual Members:	4,500 (30 day members)
Casual Subscriber Rides:	N/A
Annual Member Rides:	N/A
Total Rides:	~ 150,0000
Population per bike:	2,229
Percent population with annual membership:	N/A
Casual subscriptions per station:	N/A

**Funding Sources**

Initial System (700 Bikes, 70 Stations)

**Capital**

- City Funding \$3M
- Federal funding Undisclosed
- Foundation Funding Undisclosed

**Operations**

- Federal TAP funding
- Dedicated City funding
- Philanthropic funding

**Business Model**

Bike share program was pushed by the Office of the Mayor with the help from the advocacy community. A feasibility analysis and business plan were developed to understand the City’s needs/realities. Program opened in April 23, 2015 under the ownership of the City and operated by Bicycle Transit Systems.

**Membership and Usage Fees**

Membership Fees	Price	Usage Fees
Annual:	\$10	30-Day: Unlimited FREE trips up to one hour. \$4 per hour after the first hour.
Annual Corporate:	N/A	Annual Membership: \$4 per trip up to one hour.
Annual Discounted:	N/A	
Monthly:	\$15	\$4 per hour after the first hour.
Weekly:	N/A	
4 day:	N/A	
1 day (24 Hours):	N/A	Walk-ups: \$4 per 1/2 hour



# CAPITAL BIKESHARE<sup>46</sup>



Capital Bikeshare launched in 2010 with 110 stations and 1100 bicycles, as a collaborative effort between Arlington County and Washington, DC. Since then, the system has expanded to neighboring jurisdictions of Montgomery County and the City of Alexandria. The regional system now includes over 300 stations and around 2500 bicycles and is the second largest system in the U.S.

## System Characteristics

Equipment:	PBSC Urban Solutions (Bixi)
Equipment Type:	Solar/modular
Equipment Ownership:	Jurisdiction
Operator:	Motivate
Operations:	Year-round (365 days)

## System Size

Bikes:	2,952
Stations:	202
Docks:	3,768
Days in operation (2014):	365

## Demographics

City Population:	658,893
Metro Area Population (approx.):	5,225,000 (2014)
Estimated Annual Tourists:	18,900,000 (2012)
Average System Population Density:	3,366 people / sq. mi

<sup>46</sup> All numbers derived from Capital Bikeshare Annual Reports Summary; Capital Bikeshare Development Plan and U.S. Census Bureau unless otherwise specified. Figures only include Washington DC.

## Membership and Ridership

Casual Subscriptions:	597,886
Annual Members:	9,722
Casual Subscriber Rides:	609,470
Annual Member Rides:	2,234,695
Total Rides:	2,844,165
Population per bike:	220 people per pike
Percent population with annual membership:	67.7 percent
Casual subscriptions per station:	2,959

## Funding Sources

Initial System (1,100 Bikes, 100 Stations)

- Sponsorship \$6.2 million
- Grants \$ 0 million
- Total Capital \$6.2 million

## Business Model

Sponsorship, membership and usage fees are reinvested into the system through a collaborative agreement of the regional members. Jurisdictions pay a flat per-dock fee to operator in current agreement.

## Membership and Usage Fees

Membership Fees	Price	Usage Fees
Annual:	\$85	First 30 minutes of each trip included - no charge
Annual with Monthly Installments	\$96	Additional 30 minute increments: - Annual: \$1.50 (1 hr); \$4.5(1.5hrs); \$6 (per 30min) (max \$70.50/day)
Monthly:	\$28	
3 day:	\$17	- Casual: \$2 (1 hr); \$6 (1.5 hrs); \$8 (per 30 min) (max \$94/day)
1 day (24 Hours):	\$8	

**Table 1: Peer Programs Summary Table**

	<b>Charlotte B-Cycle</b>	<b>CoGo</b>	<b>Indego</b>	<b>Capital Bikeshare</b>
Jurisdiction	Charlotte, NC	Columbus, OH	Philadelphia, PA	Washington, DC
Equipment:	B-Cycle LLC	PBSC Urban Solutions (Bixi)	B-Cycle	PBSC Urban Solutions (Bixi)
Equipment Type:	Solar/Wired Modular	Solar/modular	Solar/modular	Solar/modular
Equipment Ownership:	Non-profit	Jurisdiction	City owned	Jurisdiction
Operator:	Charlotte B-Cycle	Motivate	Bicycle Transit Systems	Motivate
Operations:	Year-round	Year-round	Year-round	Year-round
Bikes:	200	225	700	2,952
Stations:	20	30	70	202
Docks:	330	446	1225	3,768
Days in Operation (2014):	365	365	150 (to date)	365
City Population:	809,958 (2014)	787,033 (2014)	1,560,297 (2014)	658,893 (2014)
Metro Area Population (approx.):	2,380,314 (2014)	1,967,066 (2014)	6,051,000 (2014)	5,225,000 (2014)
Estimated Annual Tourists:	18,000,000 (2013)	N/A	2,100,000 (2014)	18,900,000 (2012)
Average System Population Density:	2,457 people / sq. mi.	3,625 people / sq. mi.	11,635 people /sq. mi.	3,366 people / sq. mi
Casual Subscriptions:	12,688	14,157	N/A	597,886
Annual Members:	578	684	4,500 (30 day members)	9,722
Casual Subscriber Rides:	22,661	4,247	N/A	609,470
Annual Member Rides:	15,406	9,910	N/A	2,234,695
Total Rides:	38,067	44,989	~ 150,0000	2,844,165
Population per Bike:	4,049	3,320	2,229	220
Percent Population with Annual Membership:	less than 1 percent	Less than 1 percent	N/A	27.7 percent
Casual subscriptions per station:	634	471.9	N/A	2,959

