



VELOCITTÀ

Better use of Bicycle Share Systems

From 'VeloCittà' to 'Bike Share Cities'

Better use of Bicycle Share Systems; Recipes for Success making a significant difference.

From Krakow, Szeged, Padua, Burgos, Lambeth, Southwark.

With the support of DTV (NL), Isinnova (IT), Choice (DE), Velo Mondial (NL)



FROM 'VELOCITTÀ' TO 'BIKE SHARE CITIES'



In 1965 Luud Schimmelpenninck, member of Dutch counter-culture movement Provo, released a so-called 'White Bicycle Plan', which called the municipality of Amsterdam to yearly buy twenty thousand bicycles that were to be painted white and distributed around the city. These white bicycles were to be public possession and free for everybody to use. After the municipality declined, the Provos took matters in their own hand by painting a few dozen of bicycles white and spreading them around the city for free usage. Even though the system collapsed in a few days (bicycles were stolen or destroyed and police officers removed them, arguing that they invited theft), the white bicycle plan was the genesis of a new type of public transport, which nowadays we call Bicycle Sharing Systems.



The Bike Share Boom

In December 2016 European city politicians gathered at VeloCittà's first European Bike Share conference in Rotterdam. They signed a 'statement of support' to promote bike sharing. In addition the 160 delegates heard of plans to set up a global bike share platform to help cities, operators and others to develop and spread bike share more efficiently. The partners in VeloCittà now announce that the results of the successful project will have a future in a global bike share platform called: 'Bike Share Cities'. [VeloCitta becomes Bike Share Cities](#)



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INTRODUCTION



Bike Sharing and VeloCittà

Executive summary

About VeloCittà

Bike sharing schemes have become a part of today's urban mobility landscape all over the world.

After a decade of cities adopting bike share systems, still new cities adopt bike sharing while the first major scheme contracts are running out putting bike sharing at a crossroads. The more bike sharing contributes competitively to improving urban mobility, the more these schemes will be continued and improved.

VeloCittà brought together five cities aiming to improve their existing bike sharing schemes. In the Boroughs of Lambeth and Southwark in London (UK), Krakow (PL), Burgos (SP), Padua (IT) and Szeged (HU) the performance of the bike sharing system has been enhanced through two complementary approaches.

On the one hand marketing campaigns were tailored to specific target groups: residents, tourists, students, employees or commuters; and on the other hand the adoption of the most effective solutions in organizational and financial terms. It was very important to also address the political.

If ever there was a project that needed to take place it was VeloCittà; this was the conclusion of the many attendants of the first European Bike Share conference coinciding with the Final Conference of VeloCittà.

In this report we show you the results of the progress the cities made and how they did that with technical, financial and political forces steering the direction and with their passion energizing them.

In December 2016 European city politicians, bike share providers and planning professionals gathered at VeloCittà's first European Bike Share conference. The conference delegates came from more than 25 countries, highlighting the surge of interest by many cities across Europe in bike sharing in recent years. It also shows that cities and other stakeholders still have many "black spots" when it comes to this topic. Inspiring keynote speakers from the USA, Spain and Ireland emphasized among others the importance of stakeholder cooperation, proper and long-term planning, securing financing from various sources.

The conference addressed the most asked questions and presented 'Ten Golden Rules for Bike Sharing'. Dozens of city politicians signed a 'statement of support' to promote bike sharing. In addition the 160 delegates applauded the plans to set up a global bike share platform to help cities, operators and others to develop and spread bike share more efficiently.

VeloCittà, making a significant difference, becomes 'Bike Share Cities'. The partners in VeloCittà in the meantime have announced that the results of the successful project will have a future in a global bike share platform called: 'Bike Share Cities'.

The experience of the VeloCittà partner cities and the cities involved in the POLIS working group can help to link up those already involved and spread the message that bike-share is going places.

'Bike Share Cities' is planning events to be held in 2017 and onwards, bringing the major players together and welcome cooperation in developing this initiative.

The VeloCittà team



Telling the story

With nearly a thousand cities in over fifty countries worldwide having a bike sharing system in place, this way of mobility has experienced enormous growth and is one of the fastest ways to make energy efficient and sustainable transport available in urban areas.

Working with stakeholders that are engaged with the design and implementation of effective and resource-efficient solutions, VeloCittà aims at providing inspiration to local authorities and Bike Share System stakeholders.

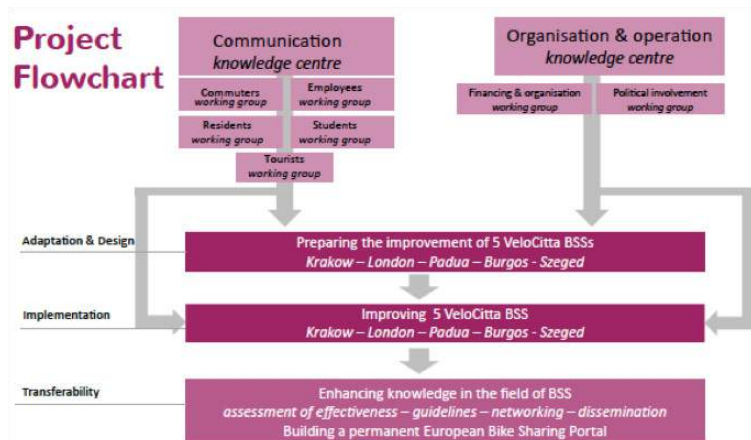
The project aims to also support other BS schemes across Europe to increase their user numbers and efficiency by providing a knowledge and experience base on communications and operational approaches, in the form of a permanent online Bike Sharing workspace.

VeloCittà tested approaches based on communication & awareness campaigns and organisational & operational adjustments. In doing so, the project builds on and takes forward experiences and methodologies developed by previous and on-going initiatives. Their deliverables, where relevant to cycling, bike sharing and/or market segmentation will be an important part of the online Bike Sharing database and will provide crucial input to the VeloCittà campaigns.

In the following pages you will find some highlights in a selection of the major outputs of VeloCittà regarding:

- Communication campaigns aimed at five specific target user groups: commuters, employees, tourists, students and residents. VeloCittà delivers an overall campaign report and a synthesis of the fact sheets of all 5 user groups.
- Knowledge gathered in VeloCittà on financing and organisational aspects of bike sharing as well as political support will be available in various documents: a report on political barriers and drivers, a report on 10 golden rules for bike share financing & organisation and two fact sheets about optimising the Bike Share System business case and about political involvement.
- A permanent Bike Sharing Workspace that includes a large library with bike share related scientific reports, feasibility studies, evaluations, presentations etc, as well as contact information of bike share experts (both from cities, operators and consultants). Finally, the Workspace will include case studies with detailed information on the bike sharing systems of selected cities. This will be developed into a bike sharing benchmark tool for cities all over the world to use.

All reports will become available on www.velo-citta.eu



General objectives

- To identify and remove the responsible market and organisation barriers by applying strategies and methods that have already been proved effective in stimulating behavior change through segmented marketing and operational enhancements.
- To encourage citizens, tourists and employees to use an energy efficient and sustainable transport mode for their urban travel journeys.
- To change the travel behaviour of the public with two complementary approaches:
 - Utilisation of user segmentation techniques to overcome perceptual and/or attitudinal barriers;
 - Adoption of the most effective available operational solutions with regard to financial organisation and political involvement to improve the performance of the BSSs.

Specific and strategic objectives of VeloCittà

Bike Share Systems have an important role in providing an alternative mode of transport within cities, and helping to shift journeys away from private car and public transport to cycle. In this framework VeloCittà specific objectives are:

- To draw on existing proven techniques to bring about behavioural change leading to increased use of BSS through effective communication approaches in each of the five demonstration sites.
- To improve the organisational and operational efficiency of the BSS in each of the five demonstration sites by addressing issues related to financial viability and “best business cases”, as well as by increased political involvement and support.
- To analyse, collate information on effective actions for increasing BSS use, and transfer knowledge, and exchange experience between partners and other organisations engaged in VeloCittà and other groups with existing BSS.
- To improve energy efficiency by shifting journeys currently undertaken by car and public transport to cycling across the case study regions, by increasing the visibility and acceptability of cycling.
- To analyse and assess the impacts of the project to spread information about the cost-effective opportunity represented by this type of investment for public mobility.
- To provide a permanent ‘home’ - during the project and beyond - for information on and advice to cities on Bike Sharing Systems by setting up an online BSS Workspace, connected to the project website as a start and to be integrated with other websites/Workspaces afterwards.

In this framework, the VeloCittà strategic objectives for the long term will be twofold:

1. to continue to improve energy efficiency through increased use and potential expansion of BSS in all case study cities.
2. to support other BSS schemes across Europe to increase their user numbers and efficiency by providing a knowledge and experience base on communications and operational approaches, in the form of a permanent online Bike Sharing workspace.



ZOOMING IN ON BIKE SHARING

Findings and results from VeloCittà



Benefits of Bike Sharing

Benefits

Bike sharing bring along a list of positive effects. While parts of the effect result directly from the use of the scheme itself, others are indirect or rather long-term results.

- **Modal share:** bike sharing influences the current modal share. A small proportion of this effect comes directly from the actual use. A larger effect in the long run can be expected by the overall improvement of cycling visibility, safety, infrastructure etc.
Example: On an average day in 2014, 26 million trips were made from, to or within London. Thereof, an average of 27,000 were made with the London Cycle Hire, a share of 0.01 %.



*Of the total number of cycle trips per day, the Cycle Hire accounted for 4.5 %.
14 % of surveyed users use the private bike more often thanks to the cycle hire.
80% of the surveyed users say, that the hire cycles contribute positively to the city, and 33% state that the bikes contribute to overall cycling safety.
Other studies suggest that Bike Share contributes to a normalisation of cycling making the bike a more attractive means of transport for everyday use.*

- **Congestion:** when bike share is used more often, congestions reduces only to a rather small extent. The indirect effect is presumably far higher through an overall more favourable modal share for cycling.
- **Mobility landscape:** bike sharing adds an attractive mobility option that complements walking and public transport. Having the possibility to use the bicycle for the “first/last mile” of the trip has a positive impact on the attractiveness of public transport.
- **City image:** the local bike sharing scheme is an excellent opportunity to market the city brand and to create a positive image of a liveable, sustainable city among residents and visitors. The overall contribution of bike sharing turning cities into cycling-cities boosts this effect.

- **Health and well-being:** cycling improves the health and well-being of the respective cyclists directly. Additionally bike sharing schemes boost cycling and with that contributes to more cycling safety. In the bigger context bike sharing contributes indirectly to a healthier, safer and more liveable surrounding by fostering sustainable mobility.
- **Economic effects:** the scheme in itself has a direct economic effect with hiring staff and running the operation. Retailers located close to bike sharing stations can gain access to new customers. The scheme itself and the opportunity for cooperation with local employers can become an advantage and make the city more attractive for companies. Employees who cycle regularly are more productive and less absent. The overall improvement of the local cycling culture supports the city’s retail industry.

Main barriers

- The financial sustainability of a Bicycle Share System is the main issue to be faced.
- Politicians have to consider the start up costs and the continued economic sustainability at times of scarce public resources.
- Bike Share System is rarely seen as a revenue-generating provision.
- A city interested in a Bicycle Share System should be aware of the fact that public resources will be needed (as for any other form of public transport), whether a private sponsor is involved or not.
- Another key factor is the correct sizing of the Bicycle Share System. The number and location of the docking stations, as well as the number of circulating and repositioned bicycles is critical for a successful Bicycle Share System.
- Less prominent barriers include creating the possibility to reserve bicycles or waiving an initial registration deposit.
- Structural barriers concern issues that affect cycling in general, such as its perceived danger by the limited quality of the city’s cycling network.
- More cycle-friendly infrastructure (extended network, with no gaps, with high quality standards and increased safety measures at critical junctions) is needed to encourage cycling for all social groups.

Main success factors

- Key aspects relate to keeping the Bicycle Share System affordable, easy to use, flexible, dense with docking stations positioned near popular origin and destination points.
- Another important factor is the focus on Bicycle Share System awareness and publicity to maximise satisfaction and take up.
- Targeted education campaigns (e.g. free bike sessions and lessons appear to be successful) should be intensified as cycling garners popularity.
- Young people individually and schools should be addressed through tailored education and communication campaigns to take-up safe cycling.
- The ability to guarantee regular servicing and re-balancing of the bicycles across the system and promptly solving problems indicated by the users.
- A Bike Share System needs to gradually grow both in size (number of docking stations and bicycles) and scale (urban areas reached by the system). As Krakow said, “water drop hollows out the rock no matter how small the scale of a Bike Share System you start with and no matter how serious the obstacles you may encounter, if you have strong will, you may always end up with a large system.”
- The introduction of electric Bike Share System bicycles, as well as full integration with other key public mobility offerings, such as car sharing and public transport, is regarded as vital.
- The future points at a single mobility card much as a credit card with regular discount campaigns. ICT developments in the mobility field can therefore be seen as a driver for Bicycle Share System.

	Burgos	Krakow	London	Padua	Szeged
Increase of registered users by 2017	200%	375%	S: 35% L: 41%	18%	1473%
Increase in rental/ user by registered members	-	75%	-	16%	16%
Increase in rental/ bicycle	-	581%	S: 14% L: 19%	89%	133%
Increase in rental/ dock across scheme area	48%	632%	S: 3% L: 16%	-	-
Increase in number of bicycles	54%	22%	S: 3% L: 11%	-	-
Increase in number of stations	21%	14%	S: 13% L: 14%	-	-
Energy (fuel) saving due to modal shift	14.835	795.046	S: 19.188 L: 8.541	14.835	795.046

All over project successes

- For London Southwark the most relevant added value was the people themselves, the cultures met and the relationships established.
- For London Lambeth the involvement of politicians within the project was a great success. The Lambeth mobility Councillor for example enthusiastically attended the European Conference on Bike Sharing (the final event of VeloCittà) and signed the Political Statement.
- Bicincittà stated that an important achievement was the valuable things learned. Coming from a limited vision they acquired a big knowledge on market segmentation and on targeted campaigns. However, they regretted that in daily routine it's difficult to have time to put things learned into something more practical.
- Another success factor was that the cooperation between the city of Padua and its operator Bicincittà that was helped by the project. In Padua a barrier is the Bike Share System contract with the operator made 3 years ago that needs to be reviewed. One lesson learned is the importance to pay much more attention to the contract definition.
- For Krakow the success factor was the flexibility and the freedom to develop campaigns, to postpone some activities where needed.
- In Szeged, the small dimension of the partner company that owned the service showed its positive aspects: clear roles and strong motivation in doing what they are doing.
- All partners stated that relationship with the coordinator, and the confidence in comparison with other programmes, was a driver for the deployment of the project.
- For Burgos the main achievement has been the number of new users; the expectation to double the number was achieved despite the barrier of the students' target group.

Key expected outputs	Achieved outputs
Market segmentation analyses, one per site	✓
About 300 questionnaires filled out in each site to define market segments	An average of 446 questionnaires filled out in each site to define market segments.
Communication campaigns aimed at target sectors, one per site.	✓
1 report analysing the perceived political barriers and drivers with regard to BSS.	Deliverable D3.8
1 report on the “10 golden rules” for BSS financing and organisational aspects.	1 report (Deliverable 3.7) and 1 video on the ‘10 golden rules’: youtube.com/watch?v=q03Y8h66_Xg&feature=youtu.be
5 communication working groups set-up ad running covering the different target groups.	✓
2 public workshops to present the results of communication working groups with at least 20 attendees (excl. project partners).	1 public event with 130 delegates from more than 25 countries: velo-citta.eu/bikesharingconference/
5 factsheets or guidelines about effective communication tools, one for each communication group.	✓ (D2.4)



Key expected outputs	Achieved outputs
2 discussion groups focussing on BSS financing and organisation and BSS political involvement and commitment.	✓
2 public workshops on operation of BSS with at least 20 attendees (excl. project partners)	During the Rotterdam European Bike Share Conference (final project event on 30.11.2016) 5 tables to discuss about Contract management, political barriers and operational aspects (around 100 participants)
Factsheets about financial and political optimisation strategies to encourage the use of shared bikes.	✓ (D2.5)
1 online Bike Sharing Workspace.	✓
1 signed Political Statement by all demonstration site politicians.	19 signatures from 15 cities in 8 European countries

What do bike share users need?

Different target groups for a bike sharing scheme have different requirements to fit their mobility needs. These requirements refer to the spatial layout (e.g. station location), technology, tariff, information and framework conditions such as the overall cycling safety situation.

“Understand your market and how your BSS adds value”



Residents

Residents form a main, but diverse target group in all cities. Accommodating their transport needs and fostering behavioural change towards a more sustainable mobility are main motivators for the implementation of bike sharing schemes. To accommodate their needs and achieve a lasting acceptance of bike sharing, some basic requirements should be fulfilled. The main aspects to be considered and improved are:

- Location of docking points: it is very important that bicycle docks are located near public transport hubs, near residential areas and destinations like main shopping centres or large leisure locations.
- Price: the economical convenience of this mode of transport is one of the key factors to motivate inhabitants to change their daily way of travelling within the city. Other important measures are monthly or annual rates to make the service more convenient and the introduction of user loyalty schemes.

- Availability: high availability of bicycles and bicycle redistribution service well balanced. The peak usage for residents is usually during the weekends and after working hours, as the majority of this target group uses the bicycles for leisure purposes.
- Safety: residents need to perceive the whole system - registration, the bicycles itself and the cycling infrastructure - as safe

Students

Students cycle a lot, thus they are an important target group for bike sharing schemes. To accommodate their needs and to achieve a lasting acceptance of bike sharing, the following basic requirements should be fulfilled.

- Location: bike sharing stations should be located on campuses and close to student's housing areas. An in-depth-analysis of student's moving patterns is necessary to cover their mobility needs over the day (campus-to-campus, campus -to-home, and campus-to-library).
- Availability: a large number of bikes should be available at the stations on campuses and at other location where a high number of students has the same mobility need at the same time. Stations in front of main buildings should provide at least 20-50 bikes/racks. This number of bikes is used less or not at all during weekends and semester-breaks, when they can be used elsewhere.
- Price: students, often having the “luxury” of PT discounts and often use own bikes. They are not willing to pay high rates.
- Access media: most students own smart phones; they are familiar with RFID-cards and thus do not need sophisticated terminals or other rental infrastructure. Unlocking their student-cards (RFID student Ids or PT cards) gives all of them access to the scheme at low costs.

Commuters

Commuters need reliable options for their daily transport. Bike sharing provides a last-mile solution for users of PT. To provide a bike sharing scheme that fits their needs, the following main aspects should be considered:

- Price: the economical convenience of this mode of transport is one of the key factor to motivate people to change their daily way of travelling within the city. Commuters should be provided with tariffs for regular usage, such as monthly or annual passes.
- Location of docking points: bike sharing stations near train and metro stations and working places are essential. Another strategic solution is park-and-ride lots with the localization of docking points in proximity of parking areas.
- High availability of bicycles: bikes and free docking points must be available during peak hours. This requires a well organised balancing system.
- Travel information: commuters require integrated real time information (e.g. Apps) to have information about available bikes and empty docks available at any time.
- Integrated ticket: an integrated ticket, preferably with one access cards makes daily use easy and convenient.

“Ensure a seamless integration of the BSS with the transport system”



Employees

Employees as users of shared bikes have only one priority: it should be hassle free! The paying client is very often the employer. In order for a Bike Share System system to compete with the existing preferred mode of transport it should be better with regards to:

- **Availability:** stations must be available at the company premises and at the point of destination. Bikes must be available at any time. Reservation functions made available for company locations can increase the reliability.
- **Reliability:** the employee should be able to rely on the technical functioning of the bike. The track record with regards to punctures, lights, smooth chain, derailleur and gears should be impeccable.
- **Price and billing:** Employers require attractive packages with reduced fares and/or minute packages per employee. Furthermore, depending on the local legal/tax requirements, easy travel costs breakdowns must be available from the operator, preferably with common IT-interface solutions. For employees, private usage allowances with the same access, paid by the employer is an attractive incentive.

“Engage with local stakeholders and business-to-business markets”



Tourists

Tourists form a significant target group in almost all bike sharing schemes. To accommodate their needs and achieve a lasting positive image of bike sharing, some basic requirements should be fulfilled.

- **High visibility:** many bike sharing schemes lack visibility among tourists. Tourists need clearly visible stations near the main touristic sights, near the railway station and hotels.
- **Ease of use:** the registration should be as simple and straightforward as possible and information about registration should be available not only in the local language but at least also in English and preferably additional languages based on the origin of most tourists.
- **Safety:** tourists need to perceive the whole system - registration, the bicycles itself and the cycling network - as safe. Even though a bike share system can be widely known, if the common perception is that cycling in the tourist destination is dangerous this can completely undermine its usage.
- **Integrated ticket:** can be offered to tourists as a unique ticket for public transport and shared bicycles, for smooth and simple multimodal journeys.



Benefits that bike share users bring to the city

For a solid and cost efficient operation, operators should address more than one target group as the different locations and times of usage, turnover flows and infrastructure requirements balance the scheme.

Residents

Actively involving residents and targeting them as users for the local bike sharing scheme generates a number of benefits for the scheme itself and for the municipality.

- **Visibility & perception:** residents can boost volume, thereby adding to an increase in the overall visibility of the scheme. They can have a positive influence on other possible users by word of mouth. When satisfied customers, residents can be loyal to the scheme for a long time.
- **Scheme size & density:** new or enlarged stations on large leisure destinations like stadiums, shopping centres, local beaches or lakes contribute directly to the overall scheme size.

“Launch a system at the correct scale”



- **Turnover:** even though residents do not have a high individual willingness-to-pay, collectively they can contribute substantially to the scheme. Also a consistent demand from people living within the city is good for the business case, since it provides visibility and a significant revenue stream.
- **Mobility behaviour:** Familiarising residents from a young age onwards with shared mobility and with cycling can cement a car-independent-lifestyle. Moreover, residents' positive cycling experience can bring added value and benefits not only to bike sharing schemes but more in general to cycling.

Students

The decision to actively involve students and to targeting them as users for the local bike sharing scheme generates a number of benefits for the scheme itself, for the university and for the municipality.

- **Visibility & perception:** students use bikes frequently and in high numbers. The overall scheme visibility can be increased.
- **Scheme size & density:** new or enlarged stations on university premises, close to campuses or close to student's housing areas contribute directly to the overall scheme size.
- **Turnover:** even though students do not have a high individual willingness-to-pay, they can contribute to the scheme collectively. The bike sharing scheme can for example be embedded in the semester-fee-structure to receive a small contribution from a large number of individuals.
- **Market opening:** universities are an ideal showcase in cities where bike sharing schemes do not (yet) exist. Operators can set up a university-wide-scheme to convince the municipality that bike sharing complements the city's mobility landscape.
- **Product development:** students are creative and willing to dedicate a lot of time and passion into developing future concepts and products. Operators can use this potential to improve their services with fresh ideas.

Commuters

Commuters' positive experience and regular use bring added value and benefits not only on bike sharing schemes but also for public transport and the overall mobility landscape.

- **Visibility:** just as other frequent users, commuters use the bikes regularly and make cycling in general and bike sharing in specific visible in the streets.
- **Scheme size & density:** large stations at public transport stops, bike & ride facilities and workplaces contribute directly to the overall scheme size and availability.
- **Redistribution:** commuters are a reliable target group in terms of usage time and location. Thus they provide the operator with reliable redistribution information.
- **Turnover:** commuters, mainly using monthly or annual subscriptions, bring a constant and reliable revenue stream.
- **Public transport:** depending on the overall strategy, bike sharing can take the pressure off frequented public transport lines or increase utilisation by making the overall public transport system more attractive with integrated offers and reliable first and last mile solutions.



Employees

Employees are a hard target group to reach because they can only be approached indirectly through their employer. The paying client of the Bike Share System operator is the company that needs to become aware of the benefits of bike sharing. However, involving companies and their employees brings a number of benefits for the bike sharing scheme:

- **Scheme size & density:** new or enlarged stations in industrial zones or close to large office buildings contribute directly to the overall scheme size. Companies can participate in the station investment and "order" their own stations.
- **Turnover:** framework contracts with big employers offer a considerable revenue stream to the system. Despite reduced fares, this can create a reliable and significant turnover amount.
- **Image:** partnering up with large companies can bring image gains for both sides. Employers strengthen their green image while the bike sharing operator is perceived as reliable partner of the local industry.

Tourists

Not all bike sharing schemes allow tourists to register as bike sharing competes with private bike rental services and this is often considered an inappropriate market influence with public money. In schemes where tourists are allowed to register, they form a beneficial target group.

- **Visibility & perception:** for many cities, tourists come in such large numbers that they are a great potential increase the overall scheme visibility. Their positive experiences with bike sharing brings added value and benefits not only to bike sharing schemes but more in general to cycling mobility.
- **City branding:** as cities are competing for tourists and guests, they invest massively in presenting their city as modern and innovative. In that context bike sharing can be seen as an environmentally friendly service to support the modernity and individuality of a city. Getting to know the city by bicycle can be promoted more actively as a unique experience. Bike sharing schemes and city marketing should go hand in hand and can open up new areas for visitors.
- **Scheme size & density:** new or enlarged stations at main tourist destinations, close to big hotels or close to conference centres and parks contribute directly to the overall scheme size.
- **Turnover:** tourists generally have a high individual willingness-to-pay and can thus contribute considerable additional turnovers to the scheme.



Bike Sharing at a Strategic Level

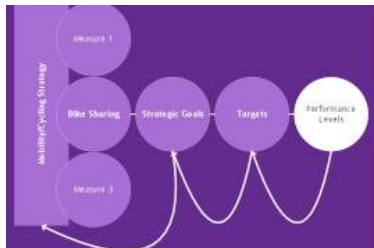
Three levels

For a Bicycle Share System to be truly successful it must be an integral part of a city's sustainable mobility plan. Bicycle Share Systems can be regarded as an additional form of public transport and should be effectively integrated with the overall public transport offer. Bike sharing schemes cannot become successful as an isolated measure and without setting targets. The key-stakeholder should agree on the level(s) of success that they wish to focus on e.g.:

- Economic success
- High performance
- Visibility
- Image

These priorities and the concrete targets connected with them should be in line with to overall strategic direction of the respective city. Three strategic levels can be distinguished.

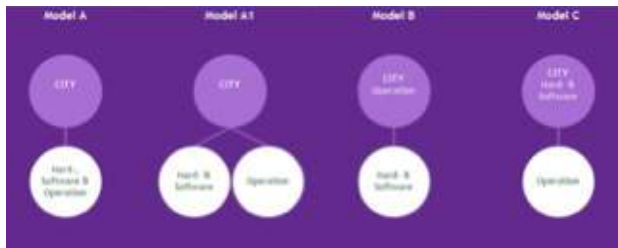
The strategic level for the future is the general principle for urban development and the city's mobility plans. The European Commission Sustainable Urban Mobility Plans (SUMP) with a set of guidelines, projects and events and also provides a common online-tool and knowledge exchange platform: [Reference Framework for European Sustainable Cities](#).



Mobility / cycling strategy

A designated cycling strategy comprises the city's long-term vision for cycling as well as detailed plans for the measures that are needed to achieve the stipulated goals.

- The plan of measures needs frequent updates (2-5 years) to adapt to the state of development.
- Cycling audits help to analyse the current situation to identify strengths and weaknesses.
- The bike sharing scheme as a hard-measure is adjusted to other infrastructure measures such as bike lanes, parking spaces, signage, bridges or tunnels.
- Planned soft-measures such as information campaigns, web-portals, support of local cycling groups etc. should consider the requirements and the contributions of the bike sharing scheme as well.



models of bike sharing organisations

The strategy for the bike sharing scheme itself comprises:

- The vision for the scheme,
- The targets in terms of effects,
- An implementation and operation plan
- Performance key figures

A monitoring plan needs to come with the bike sharing strategy.

- Frequent updating of the measures planned
- Adjusting the performance indicators



Sources for financing

Recommendations

- Bike sharing as strategic measure: In case bike sharing is not yet part of the urban development and/or cycling strategy in your city, it should be considered during the next revision phase.
- A good bike sharing scheme is fully integrated with the urban transport system as a whole. A close look on feasibility and a comparison with other cycling measures should be carried out to determine whether bike sharing is an option for the city.
- Setting targets: bike sharing schemes perform very differently under different framework conditions. Demographic, geographic, economic, climatic and cultural factors have an enormous impact on whether the scheme can perform well or not. Experts and existing best-practice literature should be consulted to set the targets.
- Incentive scheme: the operator should become an ally of the city. Without a cooperative operator, the city will not be successful. Economic incentives are the strongest argument and thus a detailed incentive scheme should reward the operator for performance levels that contribute to the city's strategic goals.
- Open data: to monitor the performance of the bike sharing scheme, full data access is needed. Operator contracts should therefore include data access agreements. A full integration into existing or planned municipal open data platforms increases transparency and gives independent researchers and developers the opportunity to contribute with performance analyses, apps, tools for operation etc.

“Ensure access to operator data for policymaking purposes”



The Urban Planning Point of View

At first glance, common bike sharing schemes are just another space consuming urban infrastructure element like bus stops, streetlights or bins. Even though there are scheme concepts that work without installed station infrastructure, most cities decide to adopt conventional station-based concepts. Depending on the complexity of the planned station infrastructure more or less tasks connected with building permits, groundwork, electricity, data cables etc. have to be carried out.

Vendors have developed less invasive station infrastructure in the last years. Nevertheless, the process of implementing several hundred bike sharing stations can easily last years, depending on the local administrative structure and the political will.

- An elaborated implementation plan for the scheme should therefore consider local conditions. An early involvement of affected authorities and the development of a common guideline for building permits, helps to shorten the process. Especially in cities with old-towns and UNESCO World Heritages it might be difficult to implement bike sharing stations at all. In such cases it might be an option to implement a scheme without station infrastructure or almost invisible WiFi solutions.
- Billboards on station equipment or close to planned stations might require additional planning and permitting efforts. Depending on whether the city has a contract with another outdoor marketing company it might be challenging or even impossible to erect the planned billboards.
- Civil society and businesses should be involved during station network planning in a participatory process to assess the demand perspective and to boost the acceptance of the scheme among residents.

- The station network design will also have impacts on the operation of the scheme. Narrow alleys or pedestrian zones will for example limit the opportunities for picking up or bringing bikes with lorries.
- Finally, in case of a scheme close-down or an evolution in station technology, a removal of baseplates, cables and safety barriers might be needed. It is important to estimate the efforts for these tasks well in advance.

Urban Planning Recommendations

- Regulations: as any other public infrastructure, bike sharing stations need permits from different authorities. Early involvement of these authorities and agreements about needed documents and minimum planning standards help to shorten the permission process.
- Design: the bike sharing infrastructure as well as the bikes themselves should have an individual design; preferably one that is in line with the city's corporate design and existing street furniture to establish a local brand.
- Technology: to avoid extensive groundwork, stations should either work without underground cables or deep concrete foundations or use existing ones e.g. from removed telephone booths.
- The crowd: use the crowd with online participation tools. Interactive maps enable citizens to articulate demand and to become designers of "their" scheme.

Why a Bike Share System important to politicians?

When Vélib' started in 2007, Paris got the world's attention, the London Cycle Hire scheme is inseparably connected with Boris Johnson, the former mayor of London while New York's Citi Bike is known to be former mayor Bloomberg's initiative. Large schemes had the potential to become a prestigious project for any mayor at relatively low costs. Hardly any other public measure pops up in every resident's daily life from one day to the other.

However, seven years after the introduction of the world's first large bike sharing scheme the potential popularity gain is not big enough anymore to convince a mayor. But political support is still essential for a successful implementation and operation of any bike sharing scheme.

- Bike Share Systems are considered as an essential element of any modern urban transport system. The mobility needs of people have changed over the years, and have become more complex and demanding. Mono-modality has become a rare commodity, people need flexibility, diversity and integration, as the booming number of mobility services confirms.
- It naturally complements other modes of transport, especially public transport. Research shows that having the possibility to do the "first/last mile" by bicycle enhances the attractiveness of other sustainable modes.
- Tourists regard Bike Share System as a "nearly mandatory" service. They expect to find when visiting a city, and expect it to be easily accessible.
- It significantly contributes to less congestion, cleaner air and a healthier population.
- The economic effects of cycling in general are well known, with recent studies performed by the Dutch Ministry of Transport confirming that the social return on cycling investments is substantially higher than those of other transport modes (with social savings of €0,41 and €0,51 per km when switching respectively from car and public transport to cycling).
- Cycling is also shown to improve the local economy with real estate values increasing when car traffic decreases and cycling (and walking) increase. Bike Share System is in this sense an enabling factor.
- It builds a more welcoming image for visitors.





Political Recommendations

- Administrative levels: all administrative levels are important. Mayors and other high officials have the power to push the decision for a bike sharing scheme. They also have the opportunity to boost the scheme with their own visibility. Lower administrative levels are responsible for the physical permits and their good spirit is therefore essential during the implementation.
- Political sustainability: As bike sharing schemes are supposed to run several years, it is important to involve the opposition as well to avoid the schemes discontinuation after an election. Some advice from VeloCittà to cities without a Bike Share System
- Get a Bike Share System! Cycling is a great way for people to get around, it is good for health, it allows residents to make trips in alternative ways. It is good for businesses. It is a form of sustainable transport available to everybody, said London Lambeth.
- It is a service that must be implemented because it is a sustainable mobility service, innovative for the future said Padua.
- Choose strategic locations of docking stations, locating them in the vicinity of city facilities such as schools, shopping areas, public services and transport hubs, which by their nature are frequented by potential users of this mode.
- Perform a pre-implementation study also exploring the financial options and cost, possibly involving sponsors.
- It is the advice of Burgos (Spain), that the city needs to see how any Bike Share System plan fits within the overall city mobility and cycling plans.
- Krakow suggests to learn from other cities. There are many different systems and it is worth your while to see them and to 'try' them before deciding on a Bike Share System in your city.
- Another suggestion that came from the Rotterdam final event was: 'Be courageous to lead the change'. Politicians must have courage and the political will to take unpopular decisions, such as congestion charge, parking and traffic limits. Bike Share System can be successful if it is positively connected to these other measures in a wider political plan for urban mobility.
- Last, but not least, another aspect to take into account is the education and promotion of cycling and walking among young people; they can help to bring change away from the use of the private car and take up collective or active ways of transport.

[The ultimate advice you will find in VeloCittà's 10 Golden rules for Municipalities on Bike Share Systems](#)



Signing of the Political Statement on Bike Sharing. On stage: Councillor Langeberg (Rotterdam, Netherlands), Cllr. Michniowski (Bielsko-Biała, Poland), Cllr. Brathwaite (London Lambeth, UK), Cllrs. Stefano and Bernabei (Rome, Italy), Cllr. Harkin (Greater Manchester Region), Cllr. Russo (Region Calabria, Italy).

FACT SHEET MAGAZINES FOR



KRAKOW



SZEGED



BURGOS



PADUA



LAMBETH

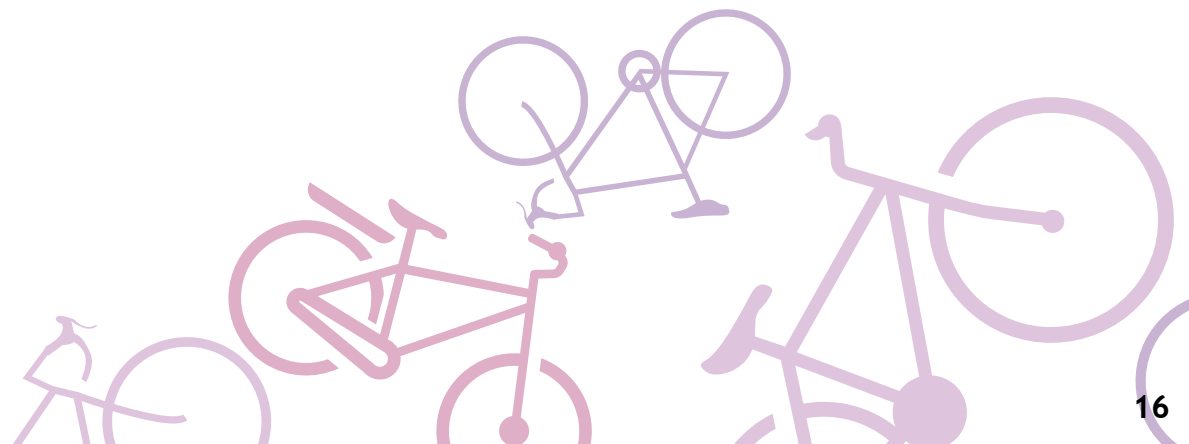


SOUTHWARK



CONTENT

- The story of the system
- Framework
- Identifying the challenges
- Main stakeholders
- Main target groups
- Key messages
- Key offers
- Results after VeloCittà



Fact Sheet on the Bicycle Share System in KRAKÓW



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Tadeusz Trzmiel, 1st Deputy Mayor for Urban Investments

Bicycle sharing system in the city favors the development of cycling. We observe an increase in the share of cycling in the city every year, which translates into improved quality of life for residents.

The story of the two Krakow bike sharing systems

The Bicycle Renting System “BikeOne” started to exist in Krakow in autumn 2008 thanks to 6th FP project CIVITAS CARAVEL. This was the first implementation of bike sharing system realized in Poland and one of the first in Central Eastern Europe.

It started off with 100 bicycles and 12 self-service bicycle stands with places for bicycles. Within the first 3 years of its existence, the system expanded up to 120 bicycles and 16 stations. The system was operated by the consortium of private companies that won the tender. All the elements were of municipal property.

The company earned from subscriptions and advertisement placed e.g. on the bicycles (the company cooperated mainly with the biggest online /auction service in Poland named Allegro). The subscription was possible only via internet; the payment system based also on the on-line tools only (credit cards, wire transfers). Customers needed to register via internet and make initial payments on the Bike Share System’s website.

During registration the user obtained a personal customer number and defined a personal PIN code. Only these two numbers were needed to use the system later on. No credit card was required. The users could choose an option from different types of subscription (e.g.: monthly, seasonal). Initial period of every ride (30 minutes) was free of charge. After that time client’s customer account was charged depending on rental time. Special subscriptions for tourists were available as well.

The number of average number of rentals amounted to 5000-8000 by month (within 2009-2011), and the number of day rentals achieved ca. 150-170. Each year the number of trips increased by ca. 20% per year. At the end of 2011, system had ca. 6000 registered people with 4000 active users (“active” meaning at least 1 rental).

When the contract expired the new tender was opened and another company, settled in the city of Rzeszow won it. The company operated Rzeszow’s bicycle renting system. Unfortunately, the cooperation between the new company and the Municipality did not proceed very well and the contract was dissolved in April 2013.

Subsequently the system was being operated by The Authority of Municipal Infrastructure and Transport (ZIKiT), which is a municipal unit. There was a strong political will to keep the system and to develop it in the future. However, until the end of 2013 there was no dedicated budget for development. In the beginning of 2014, coinciding with the start of VeloCitta, the idea of selecting a private operator came up. In the late spring 2014 a new operator named BikeU was appointed in a public tender. BikeU acted as a technical operator, whereas ZIKiT still acted as a managing operator. The system was called KMKBike (KMK as an abbreviation of Komunikacja Miejska w Krakowie - Urban Communication in Krakow).

The KMKBike system was planned to be integrated with the Krakow’s Municipal Card (a kind of electronic ticket enabling to use PT in the city). The plans were to enable all holders of the Krakow’s Municipal Card for all PT lines to use the system freely. The system served the citizens in principal. The registration procedure based on the website but it changed in order to simplify the whole procedure. The mobile phone number was necessary to obtain a special and unique SMS code.

The contract lasted till the end of 2014 and a new public tender, opened at the beginning of 2015, appointed another company for the year 2015. At that time there were 29 docking stations and 270 bikes. In this period the main part of the VeloCittà marketing and promotional campaigns were delivered. The city of Krakow engaged with a variety of stakeholders during the campaign planning with frequent meetings. They also promoted the system in multiple ways: focusing on residents, they offered them a set of thematic tourist bike tours during the summer time. In order to ride safely and securely on the bikes, the city also organized training courses in a real traffic environment acquainting them with the new cycling infrastructure. To raise the awareness of residents, students and employees about the Bike Share System Krakow launched a knowledge competition. Consisting of a series of questions to test the participants’ awareness on Bike sharing.

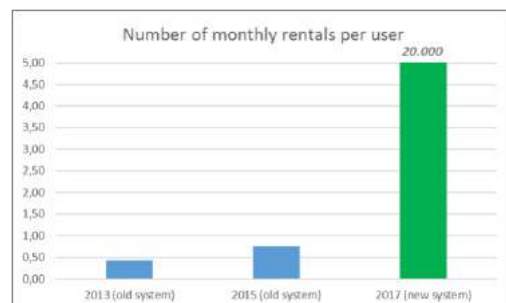
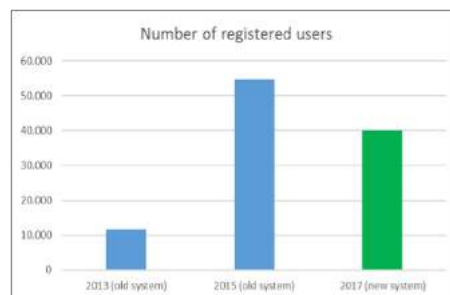
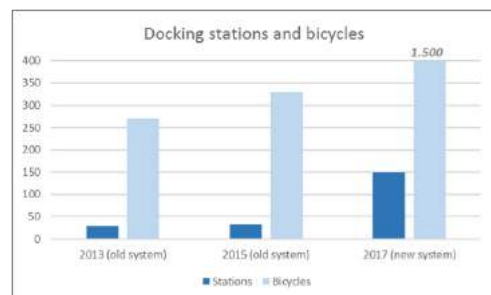
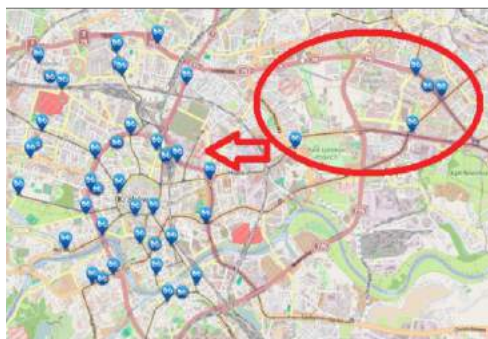
A big change happened in the second half of VeloCittà, at the end of 2015, when the city decided to rethink the bike sharing organizational model outsourcing the entire system to a private company. The impossibility for the municipality to have a multiyear planning and to allocate to bike sharing more than “one year budget” brought to the decision to entrust the management and the infrastructure of the 4th generation new system through a new tender for an 8-year contract. After a long bureaucratic process BikeU bid won the contract.

The new system, Wavelo, started in October 2016 with a pilot phase (100 bicycles) planning the official launch for April 2017 with 150 stations and 1500 bikes.

The operation is different. The registration is possible via website or with online application and daily, monthly or annual subscriptions, including 60 or 90 minutes for free every day, are available. The new system is much more sophisticated and therefore flexible. For instance, the tech is inside the bike, equipped with GPS and on-board computer. Stations and bike stands no longer need any mechanical elements to rent a bike.

The new system addresses 4 different target groups: families, commuters, students and tourists offering different subscription options and taking care of different needs (and communication campaigns). The messages are different: on one side there are families interested more in safety and in the possibility to use the same subscription for more persons, on the other side students are looking for high availability and a cheap service. Tourist are more focused on an easy registration process and for commuters the availability of bikes early in the morning and in the afternoon is a must.

BikeU is also working to establish conventions with big companies and hotels in order to offer the better service to the different users. VeloCittà activities helped the growth of the old system in the years 2014-2015 and are supporting now promotion of the new system with the knowledge acquired during the project.



Krakow framework	
Demography	<ul style="list-style-type: none"> 758,334 inhab. 2,320 inhab./km² 204,897 workers 204,891 students 8,950,000 visitors 6,900,000 tourists
Modal share	<ul style="list-style-type: none"> Private cars: 27,3% PT: 47,7% Walking: 22,6% Cycling: 1,9% Others (motorbike): 0,5%
Target groups	<ul style="list-style-type: none"> Residents (city centre) Commuters, tourists and students
Marketing measures	<ul style="list-style-type: none"> Simplification of existing Bike Share System procedures. Tailored marketing campaigns.

Identifying the challenges

For Kraków it was the challenge to commission a new supplier and, not only with the experience of a gap in the service, implement an entirely new system. So, the key challenges identified include:

- To prepare a campaign knowing that the old system was being discontinued and a new supplier would be commissioned
- Identifying measures that would address this challenge and respond to the target groups
- To launch a completely new system in Autumn (colder month)
- Address negative comments from local community groups

Main stakeholders

Kraków has engaged the following networks in developing the campaign and operational improvements:

- Authority of Public Infrastructure and Transport
- Bicycle Officer
- Krakow Festival Office
- Public Transport Operator in Krakow
- Department of Information, Tourism and Promotion of the Municipality of Kraków
- Krakow City Bicycle Association
- Union of Associations Polish Green Network
- Foundation partnership for Environment
- The University Students' Council of the Academy of Mining and Metallurgy from Kraków
- Student Government of Cracow University of Technology
- Marketing company cooperating with the new operator (for the new system only)

Krakow was going through the process of tendering and implementing a new bike sharing scheme during the project. Thus, the activities focused on an overall promotion of cycling in the city and informing about the upcoming scheme. The city administration offered two different types of tours addressing mostly residents, one focussing on bike safety and everyday cycling in Krakow, and one offering different themed bike tours.



To increase cycling in general and bike sharing specifically among students, the city administration sponsored cycling students at university events.

To increase the overall awareness about the system in Kraków, a knowledge competition was launched.

In autumn 2016, the bikes for the new system were presented to the public. The department of infrastructure and transport (ZIKiT) carried out a poll to let locals decide about the new name for the scheme. Among four options, WAVELO was chosen to be the new local bike sharing offer.

New system in 2016

- The brand new system was launched in October 2016 and will be rolled out in the coming half year. Its bike stations are not permanently attached to the ground. Each station offer two stands for one bike. What is more, the bike stations serve as traditional bike stands and are not be equipped with any mechanical elements that would be used to rent a bike. Apart from that, the system also offers possibility of returning a bike beyond a bike station, but for some extra fee (3 PLN, ca. 0,7 EUR). On the contrary, those who return such a bike to the bike station are awarded with a small bonus (1 PLN, ca. 0,25 EUR) added to their account.
- Each bike station is equipped with an information panel: map of the nearest station, cycling infrastructure in the neighborhood, contact to the Customer Service Office, user instruction, information about a relevant mobile application, excerpt from regulations etc.
- The system consists of the so called 4th generation bicycles meaning they are equipped with GPS and on-board computer that allow users to rent, return, report bicycle/system faults etc.

The financing of the contract by the city of Kraków is very limited. For 8 years the city will pay not more than 133 400 PLN (i.e. ca. 31 800 EUR). In addition to that, the operator will pay the city as follows: 1% out of all revenues from renting and 100% out of all other revenues (e.g. advertisement). The city of Kraków, through the municipal Authority of Public Infrastructure and Transport in Kraków, supervises the implementation of the contract, approves prices of all subscriptions and docking stations localization etc.

Main target groups

- Residents
- Students
- Employees

Key messages:

- Our bikes are very functional
- Our bikes are the most modernized in Poland
- Our system is well integrated to the public transport, so you can use it in your daily activities....
- ...but also for your leisure time!
- It's easy to be a member
- It's easy to rent a bike
- Leave your car at home, stay fit, healthy, benefit from the great weather and fight with air pollution
- You are never too old to use it

Key offers:

Key offers included:

- For the old system - Integration of Public Transport Card with the system (so that it was possible to rent a bike with this card, no PN needed)
- Launch of new Bike Share System with 4th generation bikes

Key figures for the old system

Year	Stations	Bikes	Users	Rentals
2013	13	90	1.817	6.284
2014	29	270	9.644	29.023
2015	34	300	30.548	
2016	34	300	50.931	

Results after VeloCittà

Krakow is a very specific case in the VeloCittà constellation. During the project lifespan two different systems occurred and both benefited from the VeloCittà activities. In fact, a first marketing campaign was delivered during 2015 helping the old system to increase substantially the number of users (from 11.520 to 54.756) and rentals (from 4.955 to 41.250). The new system Wawelo started in October 2016 and is now on a trial phase and will be officially launched in April 2017. Experiences and knowledge exchanges gained are now available, addressing 4 target groups:

- Tourists
- Commuters
- Students
- Families

The numbers indicated for the new system are a credible estimation made by the city and the new operator on the basis of the number of early subscribers during the pilot phase and users of the past system that received a voucher for a free month subscription. The expected number of rentals per month is very high in comparison with the old system and this is justified by the price of the subscription (slightly high than in the past one); the more a user pays for a service, the more he will take advantage from it using the system for a high number of trips and purposes.

The high expectations for the new system are also based on the great investment that the operator is doing; the number of bicycles available from April will be 1.500 instead of 330 (270 at the beginning) and the stations 150 instead of 33 (and 29 in 2013). The increase in bikes and docking points at disposal to users is growing of 456% and 417% respectively.

This increase in system coverage and in capillarity will allow the new bike sharing to offer a better, reliable and flexible service. Also the different options for the subscription will attract a significant percentage of tourists interested in discovering the city by bike. Every year about 10-12 millions of tourists visit Krakow and, even with 1% estimation of them, this would mean 10.000 daily subscriptions per year.

Fact Sheet on the Bicycle Share System in SZEGED



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Vice-mayor Sándor Nagy

In Szeged we have always focused on environment protection. Therefore, in developing urban mobility we promote the sustainable modes of transport. Also, in the city's "Smart City Concept" the aspects of environment have a special role. We tend to take steps to decrease car use in the city centre, and support alternative mobility for producing significant benefits in terms of time savings, lower emissions and less congestion. Thus, we want to facilitate sustainable mobility and liveable city for the citizens.

Szeged: the story of CityBike

Szeged is located in the Southern part of Hungary, and it is the third largest city with a population of around 170.000. Hungary's second biggest university can be found here. Szeged is one of the top 10 tourist destinations in the country. The bicycle is a very popular vehicle and the "EuroVelo 11" bicycle route (5964 km long) goes through the city.

The CityBike Szeged Scheme has been launched in October 2013 with 12 docking stations and 100 bicycles available to hire. This was the first implementation of bike sharing system realized in Hungary; in recent years other Hungarian cities have adopted similar schemes.

The system is owned (for profit) and operated by a private company (Sund Magyarországi Ltd.) that won a tender. Sund was project partner in VeloCittà. All the elements are of private property. The purpose is to install this system and extend it all around the country. The scheme is available to registered members only. People are able to hire a bicycle on an ad-hoc basis with their mobile phone.

The subscription is possible via internet; the payment system based also on the on-line tools only (i.e. credit cards). Customers needed to register via internet and make initial registration fee on the Bike Share System's website. During registration he/she obtains a personal customer number and defines his/her own PIN code. To use the system a PIN Code - got after the registration - is required. Additionally, the user needs to call via mobile phone a dedicated number in order to establish a connection between the mobile phone and the system.

This system, based on mobile technology (mainly GPS), allows to know immediately the hiring times (start and end) and the exact position of the bikes and so the users. Additionally, bikes can be booked in advance and the user can use the bike for the whole day even if the rate is always calculated on an hourly base.

The stations are almost all located in the central city, and 2 of them are nearby the interchange parking. The bike sharing service is focused on short trips, with a pricing policy in favour of the frequent and short-term users. The possibility given to the operator to take advantage of exclusive advertising on the bicycles, in dedicated spaces, allows ensuring the economic sustainability.

Tourists could have a lock for easier use to have the possibility to leave the bike outside and visit a tourist attraction. At the beginning the system became very popular and, out of curiosity, residents and tourists subscribed to the Bike Share System. During the last two years the percentage of active users decreased. The positive aspect is that while residents are using the system less, tourists use it more.

Within the VeloCittà project the city of Szeged addressed students, residents, employees and tourists, designing different messages and campaigns for them: posters and leaflets, coupons (in restaurants and cafeterias where customers could get a coupon with 1 hour free cycling after purchasing), face to face events, critical masses, campaigns during summer concerts.

They also introduced the Szeged CARD, which is just an additional extra comfort service that allow the user to register himself and pay the initial fee in a cheaper and easier way.

Thanks to the support of the VeloCittà Knowledge Centre, the cooperation between the bike sharing operator and the city is improving and they are planning for the next spring (2017) two new docking stations. They are also planning to open another station in the city centre near to a business area with 6 companies to serve and address their commuters.

Szeged framework	
Demography	<ul style="list-style-type: none"> • 161,837 inhab. • 901,21 inhab./km2 • 11,328 commuters/day • 30,526 students • 500,000 persons/year
Modal share	<ul style="list-style-type: none"> • Private cars: 22% • PT: 47% • Cycling: 9% • Walking: 22%
Target groups	<ul style="list-style-type: none"> • Tourists • Students • Citizens • Commuters
Marketing measures	<ul style="list-style-type: none"> • Establish links with University and hotels websites.

Identifying the challenges

CityBike Szeged has been in operation since October 2013. It is an independent business with no financial support from the municipality. For Szeged, being privately owned, a key challenge was how to get the support of the local municipality. Other key challenges identified include:

- Low number of users
- Resistance to changing mobility behaviour
- Weather conditions (winter)
- Lack of public/private subsidies

Main stakeholders

Szeged has engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- University
- Businesses
- Hotels

Sund operates CityBike Szeged privately and without financial support from the municipality. During VeloCittà, Sund improved the corporate identity, upgraded the website and developed a number of merchandising products, such as t-shirts, stickers etc.

The key issue for the operator was to make CityBike widely known and establish the offer in the city. The newly developed CityBike Pass (RFID) was developed and marketed.

Sund also worked on strengthening the cooperation with the city. A brochure, also including the CityBike offer was produced and distributed to 75,000 households by the city administration.

Furthermore, CityBike Szeged was present at different seasonal events with a focus on residents, students and tourists. Free vouchers, that were handed out at these and further occasions, triggered potential users to register. From October 2014 to October 2016, the number of users increased from 1,600 to 3,900.

Financing of the contract:

No data available. It is an independent business with no financial support from the municipality.

Key messages:

- Try it, it's easy to use
- At university get a pass.
- Get on a bike today, it's cheaper than the bus.

Main target groups:

- Tourists,
- Students
- Residents
- Employees

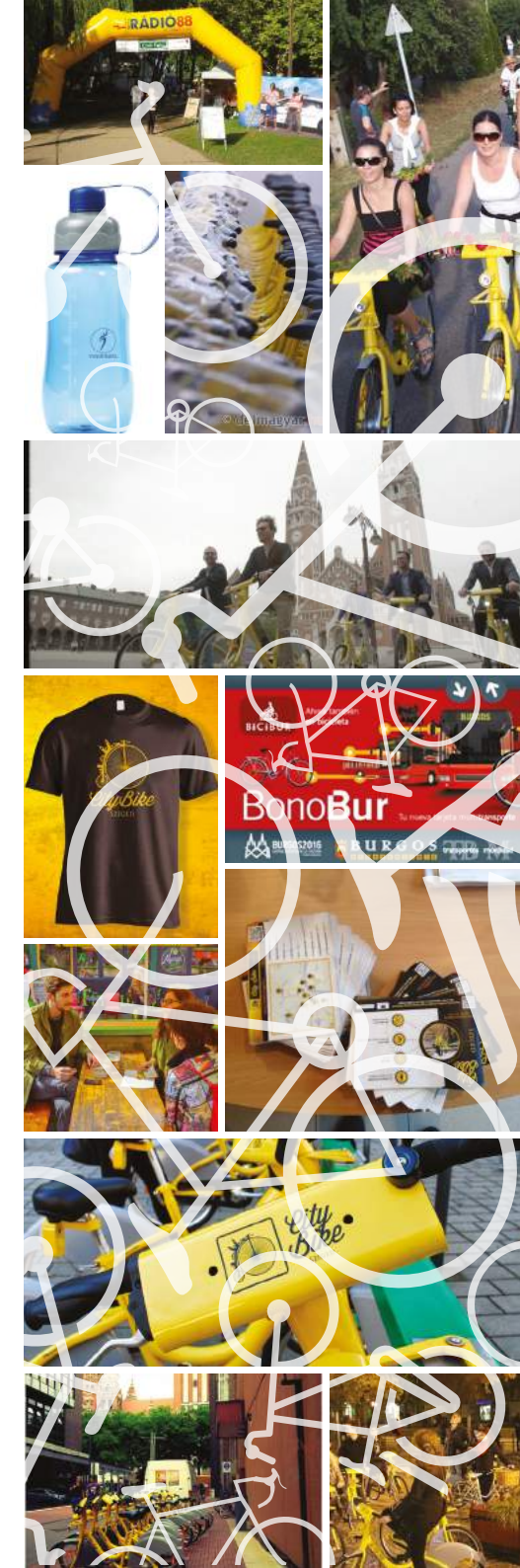
Key offers:

Key offers included:

- CityBike Szeged Card
- CityBike Szeged PASS
- CB MOBILE app V2.0 - provides mobile paying options - September 2016

Key figures:

Year	Stations	Bikes	Users	Rentals
Oct. 2013	12	100	232	472
Oct. 2014	12	100	1.600	3.000
Oct. 2015	10	100	2.800	4.890
June 2016	10	100	3.727	6.000
Oct. 2016	10	100	3.899	6.919



Fact Sheet on the Bicycle Share System in BURGOS

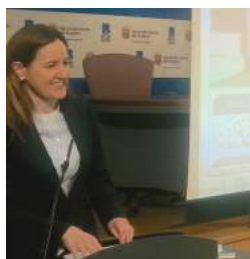


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Ms. Gema Conde, Vice Mayor

BiCiBUR (our Bike Sharing System) has been always cheap, easy to use, very flexible and very useful. These are the main reasons of the success. BiCiBUR is an OPPORTUNITY, and opportunity for all the citizens to easily use a sustainable mean of transport.

The story of Bicibur

The Burgos Hire System was launched in 2006, and during the last seven years the system has been upsized up to 18 docks with ten available bicycles in each one. Burgos started with a free system, calling "Loan system". It was free for citizens and tourists and they can take the bike for two hours (citizens) or three hours (tourists).

Tourists also have a lock allowing them to leave the bike outside while visiting an attraction. In 2011, Burgos combined public transport and bike share in one travel card, making it very easy to access the bikes. Resulting in a total number of 12,000 users with 150,000 uses of the bicycle.

The picture changed in the year 2012, as the Council decided to implement a fee of €15 per year, resulting in a decrease in the number of users to only 500 and the number of uses to 5,000. In the face of that situation, the Council tried to get users back by promoting intermodality, trying to promote this also among tourists and make the procedure to get a transport card even easier. At the same time during that period the modal split moved from 0,2 in 2005 up to 3.8 in 2011.

The bike share service is owned (for profit) by the Municipality and operated by private company under a public contest. This means €180,000 per year. It counts with 18 docking points (a new one will be inaugurated this year) and 200 bikes. Burgos was the first Spanish City to install this system and the same one has been imported to more than 20 other Spanish cities, some Portuguese ones and a Polish one (mainly technology). The system was created under the European CiViTAS umbrella. Towards the end of 2013, the picture had improved in terms of number of people who have signed up for the service: this has more than doubled: from 504 to 1020. The costs are still €15 for the whole year.

Burgos municipality made enough budget available in 2014-2016 in the Sustainable Urban Mobility Plan. In addition to the 18 stations, 4 new ones were introduced during the lifetime of the project. To promote the inter-modality, the membership card had already been integrated with the public transport card to allow the use of only one card for buses and bikes. The same measure was also implemented to integrate the University card with the BiCiBur card.

The bike sharing system is open 24 hours a day during the whole year and it is a station-based system working with contactless cards. Therefore, it is possible to check in real time the availability of bikes. Nowadays to register users have to go to the mobility office, the subscription is permanent and it costs 15 euro per year. It is not possible to book a bike in advance, but the user has to check online (by pc or mobile device) the availability before going to the rental station.

Thanks to the expansion of the system, the renewal of the bicycles and the marketing and communication campaigns delivered within the VeloCittà project the popularity and the usage of the system increased rapidly doubling the number of users and rentals in only 2 years.

Burgos framework	
Demography	<ul style="list-style-type: none">• 179,000 inhab.• 1,672.55 inhab./km2• 157,520 commuters/day• 6,500 university students
Modal share	<ul style="list-style-type: none">• Private cars: 27%• PT: 23%• Cycling: 4%• Walking: 45%• Others (motorbike): 1%
Other existing Bike Share System	Only renting per day for tourism, you can do it in the hotel and the prices vary from 10€ to 15€ per day depending on the bike.
Target groups	<ul style="list-style-type: none">• Students• Workers• Tourists
Marketing measures	Leaflets to remind the scheme existence



Identifying the challenges

The key challenges for Burgos were to:

- Address the perception of poor quality bicycles
- Improve the operating systems

Main stakeholders

Burgos engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- Bike Share System operator
- The University
- Bicycle City Association
- Bicycle University Association
- Businesses
- Hotels

Bicibur sent promoters to the university and student events to make the offer known among students. The electronic student can be used access the Bicibur system after a simplified registration process.

To strengthen the integration of Bicibur and public transport, the option of using the bike sharing scheme with the BonoBur was promoted during the project.

Financing of the contract:

The costs are approx. € 180,000 each year.

Key messages:

- It is now easier to be member of the system through internet.
- Bike is of quality
- More Bike Share System points
- Possibility of using the University Card or the Bus card for the Bike Share System
- All of the new users will receive some gifts to celebrate ten years (a bike bottle, mobile base for the bike and an elastic glasses rope).
- All of the members up to 30th September were inside a contest of 6 intelligent watches.

Main target groups:

- Students
- Workers mainly in the City Centre or around
- Citizens in general

Key offers:

Key offers included:

- Bike bottle, mobile base for the bike, and elastic glasses rope (all new users received gifts to celebrate 10th Anniversary celebrations)
- Competition with six smart watches as the prizes

Key figures:

Year	Stations	Bikes	Users	Rentals
2013	18	107	504	17.334
2015	20	107	480	14.269
2016	23	150 approximately	938 (10-2016)	24.913 (10-2016)

Results of the Velocittà project

Thanks to the Velocittà project and the attention paid to the delivery of targeted campaigns to:

- commuters
- residents in the age of 35-45
- students

there is an increase in the annual number of rentals from 18825 in 2013 to 33660 now: 78% increase.

The number of subscribers rose to 1020, doubling the initial data. From the start of the crisis with 500 users, the system is well on its way towards a complete recovery.

There was also an increase in usage; rentals per bike rose with 16%. Despite the increase in the number of bikes (from 107 to 180) and in stations (from 19 to 23), the rentals per user only dropped from 37 to 33 percent.

The rentals for each station increased by 47% even though the number of stations increased from 19 to 23.

Another relevant result gained by the city of Burgos is the modal shift obtained at the end of the project; the percentage of people who shifted modes to cycling increased from 3,8% to 8,9 %.

Fact Sheet on the Bicycle Share System in PADUA

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Mobility Councillor Paolo Botton

In our city the request for use of bicycles is very significant. It is a service that must be implemented because it is a sustainable mobility service, innovative for the future. The Bike Share System is one of the elements that can provide more sustainable mobility in the city, but economic stability, lack of additional investment to spend in a time of scarce public resources can be barriers to progress. The main reasons for success is that the service is widespread, the affordable cost of the service, the density in the most community centers. It 's important to be able to share public spaces with great respect among users (bicycles, cars, pedestrians, bike, bus)

Padua: the story of GoodBike Padova

'GoodBike Padova' is the Padua public bike sharing system and it consists of 200 traditional bikes and 65 e-bikes in 28 stations in the urban area of Padua; 6 of them equipped with photovoltaic panels. Bicycles are available 24 h/day.

The system was projected and implemented by Bicincittà, a private company that won the tender in 2013. The full project cost is € 456,000, including the 10 years management, and it was co-financed by the European Project Neutalp Co2Alpine Space, the National Environmental Ministry, some private funds and Municipality resources.

All the elements of the BS Padua System (bikes and stations infrastructure) are of municipal property. The company's incoming resources are from the subscriptions and the advertisement spaces placed on the BS stations. Registration is possible both by internet and front-office; after the payment the user obtains a contact-less card that allows using the service.

A front office and a call centre are available from 9 a.m. to 7 p.m., on weekdays and give information as well as support, telephone subscriptions, reports to the maintenance service. The web workspace and the app provide real time public info about the stations, availability of bicycles, bikeway maps, news about the service.

When the VeloCittà project started, the system had about 2000 users, achieved in the first 6 months of operation. As the challenge of the project was to increase the number of subscribers, this very positive start created belief that the city's desire to increase the number of memberships would be successful. In order to improve the sale of the BS subscriptions a partnership with the public transport operator and local hotels was made.

The rapid increase of registered users and rentals put a strain to the capacity limit of the system. Soon the redistribution and maintenance of the bicycles started to struggle, with decreasing levels of quality and service perceived by the municipality and confirmed by declining user satisfaction.

In all fairness it should be noted that many Bicycle Share Systems show a physiological decline the second or third year of operation; the launch of Bicycle Share Systems is normally met with curiosity, and the novelty of public bicycles tends to appeal to curious users. After one or two years the effect tends to wear off and registrations accordingly decline.

Also, it is important to point out that despite the mentioned decrease in users, the number of hires in Padua stayed strong with 219,527 in 2015. This means that a substantial part of the users have been won over and that the fidelity level is satisfactory. All in all, the combined effect of the above caused the Bike Share System to register only 1.990 users at the end of 2015.

In 2016, thanks to the promotional campaigns part of VeloCittà, the municipality, with the operator's support, held a series of communication events that concentrated during the spring and the summer. The campaigns allowed the Bike Share System to target new groups, mainly residents and commuters, not aware of the previous communication actions.

Padua's promotion campaign focused on students including activities such as promotional events and marketing through the university radio, prizes with subscriptions and discounted annual membership for University students. The campaign also used traditional advertising materials, including poster and leaflets. Face to face meetings at sporting events were also organised, to encourage cyclists and runners to extend their sports passion to a daily practice with the bike sharing system.

Bike sharing promotion was also carried out during other cycle and sustainability promotional events that took place in the city squares and included many attractions to involve as many people as possible. The aim of these events was not only to attract people's interest onto bike sharing, but also give the possibility to try the bicycle. Although the number of members did not increase as the city expected initially, they were able to create loyalty among members.

As part of the project, the city, in cooperation with the operator, monitored the system's operation. One of the measures taken was a trial test, to increase the number of bicycles at the stations and test the ability of the system under stressed conditions. To improve the service, the city also carried out a survey on members and those who didn't renew the subscriptions: the results suggested that the solutions are only possible with improved cooperation between City and operator.

To increase the number of subscribers the survey identified 3 key issues that need to be improved: 1) the age of the bicycles, 2) the efficiency of the redistribution service and 3) the expansion of the bike sharing system to other areas of the city.

Padua framework	
Demography	<ul style="list-style-type: none"> • 209,679 inhab. • 2,258 inhab./km2 • 48,000 commuters/day • 93,000 employees • 58,000 students • 607,000 visitors/year
Modal share	<ul style="list-style-type: none"> • Private cars: 48% • PT: 22% • Cycling: 16% • Walking: 9% • Others (motorbike): 9%
Target groups	<ul style="list-style-type: none"> • Students • Residents
Marketing measures	<ul style="list-style-type: none"> • Give incentives for university students' subscriptions. • Organise dedicated promotional activities during students and schools events. • Organise a festival dedicated to bikes. • Organise guided cycling tours.

Identifying the challenges

Padua's Bike Share System, while fully supported by the municipality and privately owned, needed a more coordinated approach by the two partners.

The main challenges identified included:

- Lack of knowledge about the Bike Share System
- Redistribution of the bicycles on the stations

Main stakeholders

Padua has engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- Bike Share System operator
- Mobility Councillor
- Friends of Bikes Association
- Padua University
- Public Transport Operator

The industrial area of Padua is one of the biggest industrial zones in Europe, having an area of 11 million sq. m. The main offices of 1.300 industries are based here, employing over 50.000 people. In the industrial zone, there are two railway stations, one fluvial port and three truck terminals. Padua is an important tourist destination in northern Italy, profiting from the massive numbers of tourists visiting its neighboring city Venice. Padua hosts around 607.000 tourists per year. Many visitors arrive in Padua by train.

The historical city centre is a car-free zone and most of the bike sharing docking stations are situated in that area.

Both stakeholders, the operator of the GoodBike scheme Bicincittà and the city administration are partners of VeloCittà. During the project, they worked jointly on the improvement of the system.

The main focus was put on residents. New marketing materials, e.g. brochures and posters were developed. The campaign was accompanied with social media activities and radio spots. In spring 2016 a total number of 360 radio spots was aired by local radio stations to promote the scheme. At the same time a new GoodBike App was introduced to facilitate the registration and usage processes.

The city administration incorporated GoodBike for the promotion of cycling in general and carried out several events, mainly targeting residents and students. Politicians like the Mobility Councillor participated and helped getting media coverage for cycling as a vital topic for the city. GoodBike and the city administration were present at events for the Sustainable Mobility Week, the Expobici, the city fair M'illumino di meno and many more.

Besides that, discounts were provided for students and commuters that registered during the campaign period. Also, 30 mobility managers of local companies received information about the service and support in informing their employees about the offer.

Financing of the contract:

- The contract amount includes the cost of the infrastructure, of the bicycles and the management for 10 years (€456.000,00).
- Funding from UE, Municipality of Padua, Environmental Ministry, Private Associations.

Key messages:

- Be happy! By smart! Be healthy!

Main target groups:

- Students
- Residents/Employees

Key offers:

Key offers included:

- Annual student 5€ subscriptions discount to students -Students can upload the membership directly on their University badge
- New App (improve registrations process, real time information, unlock the bikes)
- Student competition - helmet, free subscriptions
- Training tourist information staff about Bike Share System

Key figures:

Year	Stations	Bikes	Users	Rentals
11/07/2013 - 11/07/2014	28	265*	3.130	214.049
11/07/2014 - 11/07/2015	27	265*	2.566	203.403
31/12/2015	27	265*	1.990	
11/07/2015 - 11/07/2016	27	265*	2.413	191.199



Fact Sheet on the Bicycle Share System in

LONDON BOROUGH OF LAMBETH



Contact after the project:

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Cllr Jennifer Brathwaite

Cllr Jennifer Brathwaite, Cabinet Member for Environment and Transport for Lambeth said 'The Cycle Hire scheme is a great way for residents to access cycling. Cycling is still very much thought of as male dominated form of transport and bike sharing systems can allow access for more people. It makes cycling affordable and accessible.'

London Lambeth the story of the system

The London Cycle Hire Scheme launched in July 2010 with 315 docking stations and 5000 bicycles available to hire in 8 Central London boroughs including Lambeth. The scheme is available to both registered members and casual users, able to hire a bicycle on an ad-hoc basis with their credit cards.

In March 2012 the scheme expanded further eastwards to cover Tower Hamlets as part of the Phase 2 expansion. The bicycles were available in 9 boroughs in Central London. In December 2013 the system was extended also to new areas within Wandsworth, Hammersmith & Fulham, Lambeth and Kensington & Chelsea.

Although the cycle hire scheme did not yet cover large areas of Lambeth there was ambition and plans to extend the scheme further southwards into this borough. Lambeth, the north of the borough where the scheme was in place and the areas of the proposed expansion have high densities of residents who have limited space for storing their own bicycles thereby creating potential demand for the bike sharing system.

Vauxhall in the centre of the Cycle hire area was coming to be home to a large student residency which will serve many London Universities across the city and scheme should be maximised for their use as transport to their various institutions. Statistics showed that only 23% of members of the scheme are female and 6% are non-white, this is compared to 61% of Lambeth residents who classify themselves as non-white. This shows a great potential for identifying the specific barriers to these groups as residents or as students or workers in the area. Lambeth Council adopted its Cycling Strategy in July 2013, and has commissioned a propensity to cycle study which is due for completion in December 2013.

Due Lambeth's role in the Central London Partnership, the borough disseminated lessons learnt to the other London Boroughs with Santander docking stations, thereby improving the overall uptake and management of the London bike sharing scheme. The London Cycle Hire scheme is operated on a revenue-generating basis, with any surplus reinvested into transport projects or deficit subsidized.

The scheme is owned by Transport for London (public company). After Barclays contract, from 2015 Santander is currently sponsoring the scheme giving them branding rights. The scheme is operated by Serco (private company) under the terms of a contract procured by Transport for London (public company).

Barclays sponsored the scheme from the outset for £25m, which ended in 2015. Santander took over the sponsorship for 7 years, with a clause for the bank to promote and grow the scheme, ensuring greater engagement and involvement. The deal at £43.75 m was the largest public-sector sponsorship in the world at the time.

Thanks to the Olympics legacy, the wide investment made with the new sponsor Santander and also due to the high number of tourists visiting London after the Brexit referendum, the system grew hugely and the Velocittà activities found a perfect field for the marketing and communication campaigns.

Lambeth worked closely with Transport for London who use sponsorship money for marketing campaigns. Activities included marketing on bus stops, tube stations and digital media as well as bike rides, road-shows and free trial weekends. They attached project activities on these others to maximise the benefits for Velocittà campaigns.

For the VeloCittà campaign, specific docking stations with low usage but high population densities and a propensity to take up cycling were targeted. Residents were London's main target groups, with employees and students secondary target groups. Understanding the target groups allowed them to know what the issues were and informed the campaign. The aim of London's campaign was to diversify the existing market and attract more women, young people and people from a wide range of backgrounds and incomes.

Lambeth held focus groups on the street to better understand the target groups. They learnt a lot about who used the bike scheme and how, and if not, why not. These discussions within the focus groups helped them shape our campaigns.

Lambeth decided to try a marketing and event campaign for the targeted residents. To make it family friendly, the event was held on a Saturday with a pop-up playground and free hotdogs to entertain the children while Santander bike experts chatted to parents about using the bikes. Similar event for the students was organized close to a large student accommodation serving Central London universities. Lambeth plan to work with the student accommodation every year to inform new students.

This was complemented by a leaflet which was distributed to all households and businesses surrounding the docking station - with free trials and cycle confidence training.

Lambeth framework	
Demography	<ul style="list-style-type: none"> • 304,500 inhab. • 5,767 inhab./km2 • 225,300 commuters/day
Modal share (at London level)	<ul style="list-style-type: none"> • Private cars/motorcycle: 23% • Bus/tram: 24% • Underground DLR: 8% • Taxi/other public: 1% • Cycling: 4% • Walking: 30%
Target groups	<ul style="list-style-type: none"> • New users • Existing members
Marketing measures	<ul style="list-style-type: none"> • Encourage yearly members to renew.

Identifying the challenges

The London Borough of Lambeth is the eight busiest for cycle hires / docking stations. The key challenges for the London Borough of Lambeth were to:

- Change the perception of who uses Santander Cycle Hire (male, middle to high income)
- Diversify the existing cycle hire market and attract people from a wide range of backgrounds and incomes

Main stakeholders

London borough of Lambeth engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- Transport for London (TfL)
- Colleges
- Local London Cycling Campaign
- Local Living Streets
- Local Business Improvement Districts
- Housing Associations and resident groups

Santander Bikes in London is promoted by TfL and Santander in citywide campaigns. This leaves little room for individualised activities but TfL supports the boroughs with on-site events by providing staff that explains the scheme to the attendants. Lambeth focussed on residents in specific neighbourhoods and on students that live in the borough.

Contract duration:

The contract is for a period of five years and commenced in August 2009. There was a clause in the contract to extend, the whole or part of the services, for a period of two years following the expiry of the initial term. It was announced at the end of 2013 that the contract with Serco Ltd would be extended until July 2017.

Financing of the contract:

The London Cycle Hire Scheme is a public scheme funded by Transport for London (TfL), with the sponsorship agreement and hire charges contributing to financing the scheme. The expansion of the scheme to the south-west and east has also been funded by the local boroughs via the Local Implementation Plan scheme (LIPs) and Section 106 contributions from developers collected for local cycling and public realm improvements. The new sponsor of London's Bike Share System, Santander, was announced in February 2015. The £43.75m (over 59 million euro) deal is the largest public-sector sponsorship in the world.

Key offers:

Key offers included:

- Free Santander Cycle Hire vouchers
- Free cycle training on cycle hire bikes. This offer was provided by the existing service provider, Cycle Confidence
- Face to face staff at the residential and student events
- Annual membership trial for one department (internal)

Operational key figures:

Year	Stations	Bikes	Users	Rentals
2013	32	931	6.283	501.719
2014	43	1.207	6.337	514.528
2015	43	1.288	8.626	654.564
2016	49	1.486	10.121	549.874 (to date)

Year	Registrations in Lambeth	Average rental duration Across the scheme	Average trip length Across the scheme
2013	6.283 members	17 minutes	4.1km
2014	6.611 members	18 minutes	4.3km
2015	8.626 members	18 minutes	4.4km
2016	10.121 members	18 minutes	4.5km

Results of VeloCittà:

The positive impact on cycling is visible all over Lambeth. A favorable public feedback is the first step for a broad behavioral change and more people are now aware of how to use the scheme. Thanks to the segmentation approach and to the focus groups used, the borough could address the different target groups with different approaches, making them feel like key players of the process.

The Borough of Lambeth, involving citizens and paying attention to their requests, received useful information on where to expand the system. Another successful result gained, thanks to the project, is the collaboration with London Universities: the engagement of academics helped the boroughs to build more efficient campaigns at lower cost.

The number of stations increased with 14 and the number of bikes available in the system with 11%; the registered users grew more significantly with 42%. The number of rentals per bike increased by 19%, indicating an intensive use of the system. The number of rentals grew by 32% in the London Borough of Lambeth compared to numbers in the same period in 2014.



Fact Sheet on the Bicycle Share System in

LONDON BOROUGH OF SOUTHWARK



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Cabinet Member for Environment and the Public Realm

“While Southwark is the sixth busiest borough for Santander Cycles in London, VeloCitta has been a great project in helping up to better understand potential new customers, more effective ways of marketing and ways to improve operations. In considering opportunities to expand the scheme south and east in to the borough to ensure even greater access to cycling for residents and businesses, VeloCitta has helped us develop a stronger evidence base. It has also made us look into the feasibility of other Bike Share Systems and how they could help us achieve our goals to get everyone cycling, whatever their age or ability, in Southwark.” Councillor Ian Wingfield

London Borough of Southwark: the story of the system

The London Cycle Hire Scheme launched in July 2010 with 315 docking stations and 5000 bicycles available to hire in 8 Central London boroughs including Southwark. The scheme is available to both registered members and casual users, able to hire a bicycle on an ad-hoc basis with their credit cards.

In March 2012 the scheme expanded further eastwards to cover Tower Hamlets as part of the Phase 2 expansion. The bicycles were available in 9 boroughs in Central London. In December 2013 the system was extended also to new areas within Wandsworth, Hammersmith & Fulham, Lambeth and Kensington & Chelsea.

Although the cycle hire scheme did not yet cover large areas of Southwark there was ambition and plans to extend the scheme further southwards into this borough. The proposed extension area into Southwark has a high propensity to cycle and already a cycle mode share which is higher than the inner London average.

Usage of the scheme had been increasing London wide and Southwark is no exception. When comparing the same months in two different years (2014, 2015 and 2016) the number of hires and docks has increased every month for which comparable data was available.

Southwark has 39 cycle hire docking stations located in the north of the borough. The most popular cycle docking stations in the borough were focussed in the London Bridge and Bankside areas which form part of the main business district. The majority of the usage tended to be by commuters and employees. Less popular docking stations tended to be away from the central area and towards the scheme periphery. A better understanding was required of the potential demand at these locations and how to exploit that demand. Southwark was, and still is, one of the fastest growing boroughs in terms of population in London.

Given the high density of development, with many residents having limited space to store their own bicycles, there was the potential for high demand for the bike hire scheme in large parts of the borough. Southwark's current schemes now include Quietways (quiet cycle routes), Grid routes (cycle routes), Cycle to School partnerships (cycling awareness and infrastructure improvements), and minor implementation projects (cycle parking).

Due to Southwark's role in the Central London Partnership, the borough disseminated lessons learnt to the other London Boroughs with Santander docking stations, thereby improving the overall uptake and management of the London bike sharing scheme.

The London Cycle Hire scheme is operated on a revenue-generating basis, with any surplus reinvested into transport projects or deficit subsidized. The scheme is owned by Transport for London (public company). After Barclays contract, from 2015 Santander is currently sponsoring the scheme giving them branding rights. The scheme is operated by Serco (private company) under the terms of a contract procured by Transport for London (public company).

Barclays sponsored the scheme from the outset for £25m which ended in 2015. Santander took over the sponsorship for 7 years, with a clause for the bank to promote and grow the scheme, ensuring greater engagement and involvement. The deal at £43.75 m was the largest public-sector sponsorship in the world at the time.

Thanks to the Olympics legacy, the wide investment made with the new sponsor Santander and also due to the high number of tourists visiting London after the Brexit referendum, the system grew hugely and the Velocittà activities found a perfect field for the marketing and communication campaigns. The Borough of Southwark worked closely with Transport for London who use sponsorship money for marketing campaigns. Activities included marketing on bus stops, tube stations and digital media as well as bike rides, roadshows and free trial weekends. They attached project activities on these others to maximise the benefits for Velocittà campaigns.

For the VeloCittà campaign, specific docking stations with low usage but high population densities and a propensity to take up cycling were targeted. Residents were London's main target groups, with employees and students secondary target groups. Understanding the target groups allowed them to know what the issues were and informed the campaign.

The aim of London's campaign was to diversify the existing market and attract more women, young people and people from a wide range of backgrounds and incomes.

Southwark held focus groups on the street to better understand the target groups. They learnt a lot about who used the bike scheme and how, and if not, why not. These discussions within the focus groups helped them shape our campaigns.



As one of the largest employers in the borough, Southwark Council employees were also targeted. Over Summer, staff were sent emails and online notifications, with posters in the office and Santander Cycle Hire face to face staff speaking to staff over a month period, providing free Cycle Hire vouchers. The council also signed up to a business account to make it easier for staff to hire bikes.

Southwark experimented new marketing techniques, commissioning graduates from the London College of Communications, a branch of the University of Arts London, to design, test and document a very targeted on-street marketing campaign.

One of the Unique Selling Points the graduate designers identified was Speed and Ease, with a focus on showing how close destinations are to cycle from Harper Road in Southwark. They designed and installed the numbers on Harper Road.

This was complemented by a leaflet which was distributed to all households and businesses surrounding the docking station - with free trials and cycle confidence training.

Southwark framework	
Demography	<ul style="list-style-type: none"> • 288,300 (2011 Census: residents) inhab. • 9,988 inhab./km2
Modal share (at London level)	<ul style="list-style-type: none"> • Private cars/motorcycle: 23% • Bus/tram: 24% • Underground DLR: 8% • Taxi/other public: 1% • Cycling: 4% • Walking: 30%
Target groups	<ul style="list-style-type: none"> • Hard pressed families • Students • Employees
Marketing measures	<ul style="list-style-type: none"> • Launch the new TfL campaign. • Include an online component, building on existing websites. • Focus on targeting 'hard pressed families' to become casual users. • Increase awareness of the docking stations. • Concentrate on Southbank University students and Unite campus. • Dedicated promotional activities for employees. • Develop key messages to attract new users.

Identifying the challenges

The key challenges for the London Borough of Southwark were to:

- Be bold
- Change the perception of who uses Santander Cycle Hire (male, middle to high income)
- Diversify the existing cycle hire market and attract people from a wide range of backgrounds and incomes
- The objectives of the campaign were to:
 - To increase the use of the Bike Share System (increase hires and revenue)
 - Promote first time use
 - Encourage casual users to become members
 - Encourage members to renew their membership

Main stakeholders

London borough of Southwark engaged the following networks in developing the campaign and operational improvements:

- City Council departments
- Transport for London (TfL)
- London Southbank University
- Local London Cycling Campaign
- Local Living Streets
- Local Business Improvement Districts
- Housing Associations and resident groups

London Southwark decided as part of the broader marketing council wide campaign, to use more traditional methods, and for the Harper Road installation to trial a more experimental marketing technique - literally bringing the message to life.

Initially, Light Follows Behaviour was engaged to work on a lighting installation. Issues were encountered through the design process with the existing light columns unable to hold the weight of any additional lighting structures. Due to this, the commission was not continued to the build and installation phases.

The London College of Communications was commissioned to develop the idea for Harper Road. The brief for the end product was intentionally left open to allow the graduate designers to respond to the local community and develop a concept that would effectively promote Santander Cycle Hire. The graduates interviewed people on the street before developing a concept.

The Superdigits design was conceived as a response to comments from local residents and businesses not knowing how far away local landmarks are by cycle. (The most responses about why there weren't cycling or using the Santander Cycle Hire was due to the perception of cycling as unsafe. The top comment in all reports about barriers to cycling in London.) The Superdigits clearly define how far landmarks are to cycle - with huge numbers showing the distance.

The borough-wide #cyclehappy campaign combined on-street elements and on-line communication to promote bike sharing and cycling in general to residents and employees. Additionally to these individual approaches, Southwark also teamed up with transport for London to target residents, students of the South Bank University and businesses.

TfL supported the campaigns with free vouchers, one-site staff to inform potential users and marketing materials. The ongoing communication efforts and the close cooperation with TfL and the operators of the scheme have proven to be successful. In 2015, about 3,300 residents were members of Barclays cycle hire and used the bikes more than 300,000 times.

Key offers

Key offers included:

- Free Santander Cycle Hire vouchers
- Free cycle training on cycle hire bikes. This offer was provided by the existing service provider, Cycle Confidence
- Face to face staff at the London Borough of Southwark office, More London, London South Bank University
- Annual membership trial for two departments (internal)

Contract duration:

The contract is for a period of five years and commenced in August 2009. There was a clause in the contract to extend, the whole or part of the services, for a period of two years following the expiry of the initial term. It was announced at the end of 2013 that the contract with Serco Ltd would be extended until July 2017.

Financing of the contract:

The London Cycle Hire Scheme is a public scheme funded by Transport for London (TfL), with the sponsorship agreement and hire charges contributing to financing the scheme. The expansion of the scheme to the south-west and east has also been funded by the local boroughs via the Local Implementation Plan scheme (LIPs) and Section 106 contributions from developers collected for local cycling and public realm improvements. The new sponsor of London's Bike Share System, Santander, was announced in February 2015. The £43.75m (over 59 million euro) deal is the largest public-sector sponsorship in the world.

Operational key figures in Southwark

Month	Infrastructure		Usage		
	Docking Stations	Bikes	Members living in Southwark	Member hires	Members whose journey either started or ended in borough
Apr-13	39	7.888	7.524	31.820	54.117
Sep-13	39	7.850	7.804	29.749	51.319
Apr-15	39	10.324	9.020	29.877	51.272
Sep-15	39	10.333	9.955	31.732	55.338
Apr-16	44	11.160	10.445	28.493	49.751
Sep-16	44	10.584	11.400	34.054	59.813

Results during the VeloCitta project

Southwark has 39 cycle hire docking stations located in the north of the borough. The most popular cycle docking stations in the borough were focussed in the London Bridge and Bankside areas which form part of the main business district. The majority of the usage tended to be by commuters and employees. Less popular docking stations tended to be away from the central area and towards the scheme periphery. A better understanding was required of the potential demand at these locations and how to exploit that demand. Southwark was, and still is, one of the fastest growing boroughs in terms of population in London.

In the LondonBorough of Southwark, the local Bicycle Share System generally witnessed a noticeable surge in all monitored indicators,

- registered members +100%
- docking stations +13%
- public bikes +7%
- hires and journeys +10%

These remarkable achievements are clearly linked with the expansion strategy decided by London, and in fact similar trends are visible also in the other Boroughs served by the Bicycle Share System.

However, the VeloCittà segmented marketing campaigns also had a strong influence on shifting behaviours towards public bikes and cycling in general, thus substantially reinforcing the expansion strategy already planned.

Southwark's current schemes now include:

- Quietways (quiet cycle routes)
- Grid routes (cycle routes)
- Cycle to School partnerships
- Cycle parking



CAMPAIGNING AS A TOOL



What to consider when campaigning

Challenges

- London needed to be bold and improve the perception of the users of Santander Cycle Hire (male, middle to high income).
- For Burgos it was to address issues of the perception that the bicycles were of poor quality
- For Kraków it was the challenge was multiple: to commission a new supplier, deal with a gap in the service and implement an entire new system.
- For Szeged, being privately owned, the key challenge was how to get the support of the local municipality.
- Padua, while fully supported by the municipality and privately owned, needed a better coordination between the partners.

Market segmentation:

- **Identifying target groups:** Some cities decided to focus on quite broad target groups, targeting residents, students, employees or tourists, while other cities narrowed it down even further to target specific groups within the larger groups, such as women, people of low to middle incomes and from specific backgrounds.
- **Identifying stakeholders:** All the cities identified key stakeholders that could assist with either providing access to the target groups, communication channels or assist in improving the operations.
- **Political support:** Key to a successful Bike Share System is political support. Political and senior municipality officer support can assist with ensuring that the Bike Share System is given both strategic and financial importance.
- **Focus groups:** Most of the cities organised their focus groups and adapted their campaigns according to the response received. The focus groups enabled the cities to find out more about their target-groups and their response to the proposed key messages, offers, operations, marketing materials and communication channels.

Key messages

- It's fun
- It's affordable
- It's for every day (like the bus or train)
- It's for everyone, no specific skills are needed
- It's easy to get started, just hop on

Key offers

- Free cycle training on Santander Cycle Hire bikes in London
- Discounted student membership in Padua
- New bikes in Burgos
- A new system in Kraków
- Providing events for families to cycle together.

Marketing Materials and communication channels

The cities developed the communication channels and marketing materials.

- Leaflets
- Posters
- Digital media
- Events
- Advertising. London used both the
- Pavement stickers,
- Pavement reverse graffiti
- Street Superdigit installation

Operational improvements

- In London: intensification and plans to expand the Santander Cycle Hire scheme, looking at other Bike Share System in operation in the city.
- In Burgos, a new website has made it easier to become a member and new, white bicycles have created a marketing buzz while addressing the poor public perception of the original bicycles.
- In Kraków, the new system replaced the old under performing system, better meeting the needs of the users.
- In Szeged, hard with the municipality gained the support of local politicians and other key stakeholders - giving this privately owned business an opportunity to start to thrive.
- In Padua, a new app improved the registration process and shows real time data about the availability of bikes and the location of docking stations.



How to address target groups

Residents

- Include residents where possible in the planning process when implementing or expanding a Bike Share System. Give them chance to address their wishes, fears or complaints and respond to these.
- Use a large variety of occasions in and around town to make residents aware of and comfortable with the bike sharing system. For example the opening of a new shopping mall or swimming pool, a large music festival, news about increased congestion, etc. The scheme should convert these occasions into (first) rides and a positive customer experience.
- Use a variety of departments within the municipality to promote and explain the bike sharing scheme, for example departments related to new resident registering, education, transport, safety etc. As an example, new residents could receive brochures and vouchers for the usage of the local Bike Share System with their registration papers.
- Use local communication channels like local radio, newspapers, door-to-door magazines to provide informative campaigns on the system and opportunities, health aspects, convenience etc.
- Emphasise that increasing the availability of bicycle sharing systems will likely result in increasing property values, improved neighbourhood health, and a more vibrant urban environment, thereby improving the local urban environment while at the same time benefiting from economic gains.

Students

- Operators of bike sharing schemes who want to target students must consider that two different groups have to be addressed: students themselves as users of the scheme and universities or students organisations as payers.
- Define the exact targets that they want to reach by involving students (e.g. increase the number of bikes and stations, gain additional turnover, increase visibility, strengthen the local network) and monitor the results.
- Incorporate the visual identity of the respective institution, e.g. by using the university colours and logo for the stations on their premises, a dedicated app or access media.
- When addressing students, keep communication simple, underlining aspects of flexibility, sustainability, fun, convenience, modernity and identification with the city and the university.
- When addressing universities and students organisations, illustrate sustainability aspects, image gains, mobility strategies and local stakeholder-networks.
- Marketing and communication by several stakeholder groups is well developed at universities and similar institutions. Use the existing communication infrastructure: magazines, semester information, apps or newsgroups. Furthermore be present at events and use the chance to contribute to academic work with lectures or seminars.

Commuters

- Team up with the local PT operator(s) to provide commuters with integrated information, access solutions and communication campaigns.
- Work together with companies. Employers and Mobility Managers can be collaborative actors and can contribute to encourage employees to experiment the Bike Share System (Ex.: discount tickets campaigns, target communication within the companies' buildings...)
- Provide more capacity at central PT stops and workplaces.
- Use existing campaigns, such as the European Cycling Challenge to promote "bike to work" travels.

Employees

Operators of bike sharing schemes who want to target employees must consider that two different groups have to be addressed: employees themselves as users of the scheme and employers as potential payers. The following actions are recommended:

- Contact companies in the industrial area or in areas with large office buildings and let them pay for or sponsor (additional) docking stations.
- Make a package deal for companies that could include a subscription in advance for employees, subscription in advance for customers, loyalty program or sponsored docking stations. An insurance and provision of helmets can also be included.
- Make more docking stations available in the industry area for employees to use the Bike Share System in combination with public transport.

Tourists

Tourists, being in the city only for a very limited time, should be approached as follows:

- Make Bike Share System as accessible as possible for tourists. Provide websites and on-site information in different languages and provide an easy registration and payment service.
- Team up with hotels to offer them the bike as flexible mobility option during their stay. Schemes with complex registering procedures can provide hotels with access cards and billing software that allows guest to use the service without extra registration.
- Include bike sharing in the visitor card that your city offers to tourists.
- Give tourists a sense of safety by giving instructions what is expected from them in terms of behaviour, the rules and regulations on the streets, what they can expect on the street.
- Create simple cycling routes both inside and outside the city with information on the attractions and sights they can expect on the way. Make for example an Architecture route, Food Route, Parks route, Historic Route, Channels and rivers Route, etc.



CONCLUSION AND LESSONS LEARNED



Cities results and successes

VeloCittà sought to bring together cities with Bike Share Systems that for different reasons could benefit from exposure to:

- Marketing segmentation technique
- Exchange of information on technical and organisational issues
- Direct observation of the respective systems in operation

VeloCittà negotiated its pathway in the broader mobility environment presented by each city, facing fluctuating political moods, newly intervening policies, and contingent socio-economic factors. Results shall thus be put in perspective in order to appropriately understand the contributions that the project was able to deliver.

As a whole VeloCittà is associated with success in all participating cities, both owing to the increased capacity produced by the project and to concurring external factors that favoured the improvement of Bike Share Systems service levels.

In London, the local Bike Share System generally witnessed a noticeable surge in all monitored indicators, with a rising number of registered members (+100% in Southwark and +66% in Lambeth), docking stations (+13% in Southwark and +58% in Lambeth), public bikes (+7% in Southwark and +34% in Lambeth), hires and journeys (+10% in Southwark and +40% in Lambeth).

These remarkable achievements are clearly linked with the expansion strategy decided by London, and in fact similar trends are visible also in the other Boroughs served by the Bike Share System. However, the staff working in VeloCittà agree that VeloCittà segmented marketing campaigns had a strong influence on shifting behaviours towards public bikes and cycling in general, thus substantially reinforcing the expansion strategy already planned.

The assessment is confirmed by the observation of the improved performance of the specific docking stations that the two Boroughs targeted with their segmented marketing campaigns.

In Burgos results are also promising. After the local Bike Share System switched from a free to a fee-based service (2012), the number of registered had collapsed, almost obliterating the system. As of 2013, and with the help of VeloCittà, the Bike Share System rebounded recording a 100% increase in registered users. The number of monthly hires also went up by 76%, confirming that the system is now on its way to complete recovery.

The Bike Share System of Szeged, which was launched at in 2013 at VeloCittà outset, the number of registered members witnessed a 15-fold increase. The segmented marketing campaigns, which targeted students, were effective and helped push the number of registered students up, passing from the initial 20% to 60% of total registrations. In terms of customer satisfaction, the local system has maintained high ratings, and currently 80% of users is happy with the public bikes and actually in favour of additional docking stations.

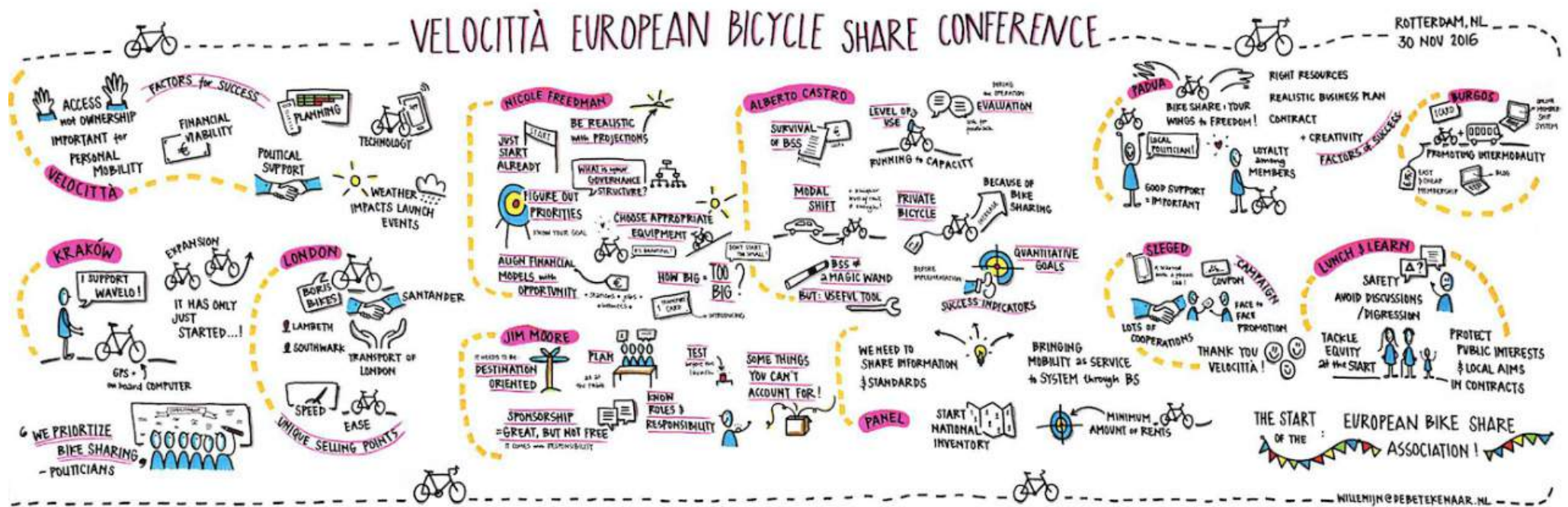
In Padova the Bike Share System was launched in 2013, with an immediate success confirmed by annual registrations that hit a peak in 2014 with 3.130 registered users. As of 2015 numbers started to decline, reaching 1.990, mostly owing to waning political support, physiological disaffection and the inability to cope with bikes maintenance and adequate bikes distribution. However, the segmented marketing campaigns delivered in 2016 were able to lift numbers up with 2.413 annual registrations, thus countering the negative trend.





Tips and suggestions for your future Bike Share Systems

- **Politicians awareness.** Politicians have become aware through the Bike Share System that although changing attitudes to mobility can take time, the success of the Bike Share System shows that there is now a very significant demand for cycling. More than this, the politicians are also aware that the Bike Share System is both a useful way to promote cycling and a useful lever in helping to reduce the dependence on private cars in cities. As said by a Parma politician “The bike sharing it’s a great way to get around without having to worry about where to park your own car”.
- **Bike sharing as strategic measure.** If bike sharing is not yet part of the urban development and/or cycling strategy in your city, it should be added to the existing or planned scheme to the plan during the next revision phase. This will add political relevance to the topic and decision-making processes might improve.
- **Setting targets.** Bike sharing schemes perform very differently under different framework conditions. Demographic, geographic, economic, climatic and cultural factors have an enormous impact on whether the scheme can perform well or not. Experts and existing best-practice literature should be consulted to set the targets.
- **Incentive scheme.** The operator should become an ally of the city. Without an operator that wants to achieve the best possible result the city will not be successful. Economic incentives are the strongest argument and thus a detailed incentive scheme should reward the operator for performance levels that contribute to your strategic goals.
- **Open data.** To monitor the performance of the bike sharing scheme, full data access is needed. Operator contracts should therefore include data access agreements. A full integration into existing or planned municipal open data platforms increases transparency and gives independent researchers and developers the opportunity to contribute with performance analyses, apps, tools for operation etc.
- **Urban planning suggestions:** Concerning the regulations, as any other public infrastructure, bike sharing stations need permits from different authorities. Early involvement of these authorities and agreements about needed documents and minimum planning standards help to shorten the permission process.
- **Individual design.** The bike sharing infrastructure as well as the bikes themselves should have an individual design; preferably one that is in line with the city’s corporate design and existing street furniture to establish a local brand.
- **Participation tools.** Involving the crowd with online participation tools through interactive maps enables citizens to articulate demand and to become designers of “their” scheme. Focus groups are also excellent participation tools.
- **Attention to the contract:** A simply written contract leads to misunderstandings and inevitably to service shortcomings, which in turn prompts users’ dissatisfaction and eventually leads to system failure. Bicycles, docking stations, payment system, targeted communication, and system management, maintenance and minimum quality levels are vital elements in the delivery of the service, and a good contract must address all these points.
- **Operator motivations.** In many BSSs, the operator is paid in full at contract signature. This can reduce the level of motivation, while lump sum instalments and possible performance-based incentives, or on the contrary penalties, are best suited to keep the momentum and the level of attention alive. However, experience shows that these sort of contracts have another face of the coin, unless the incentive component is well designed: the operator ends up failing to ensure the agreed service levels because redistribution and maintenance is more expensive than losing portions of the payment.
- **Sponsors.** Sponsoring is an attractive way to gain considerable and predictable sources of funding. However, as contracts last relatively long, both sides should balance reasons for and against a sponsorship. Low scheme performance might reduce the marketing success for the sponsor while a bad development of the sponsor image might spill-over to the scheme.



The first European Bike Share Conference

European city politicians gathered at the first European Bike Share conference signed a 'statement of support' to promote bike sharing. In addition the 150+ delegates heard of plans to set up a global bike share platform to help cities, operators and others to run and spread bike share more efficiently.

The conference that took place on November 30 in Rotterdam, the Netherlands marked the animated end of the 3-year European VeloCittà project. The conference delegates came from more than 25 countries, highlighting the surge of interest by many cities across Europe in bike sharing in recent years. It also shows that cities and other stakeholders still have many "black spots" when it comes to this topic. The conference addressed the most asked questions.

Making a significant difference

Participants could learn from the 5 VeloCittà cities of Krakow, Burgos, London, Szeged and Padua, who described how well targeted, professional marketing campaigns make a significant difference in user levels and satisfaction. Inspiring keynote speakers from the USA, Spain and Ireland emphasized among others the importance of stakeholder cooperation, proper and long-term planning, securing financing from various sources.

Political statement of support

Highlight of the conference was the signing of the political statement of support for bike sharing schemes by 17 politicians from 12 cities in 9 countries. Seven politicians signed on stage, the others had already signed beforehand but could not be present. The politicians urged VeloCittà and the statement of support for bike sharing to be presented to the European Commission and the European Parliament. This could lead to more support on a policy as well as financial level from European institutions.

Find the full report here: <http://velo-citta.eu/bikesharingconference/>



VELOCITTÀ'S 10 'GOLDEN RULES'



RULE 1

"Political and executive support leads to strategic and financial support"



Commitment to a Bicycle-sharing system (Bike Share System) at political or executive level creates opportunities for financial support. Fostering these partnerships enables new coalitions with relevant stakeholders who bring added support to a scheme. Combining the Bike Share System into a city plan for cycling or as part of the urban mobility plan encourages greater adoptions of schemes from political and executive levels.

RULE 2

"Secure financing from more than one source"



User fees alone are not sufficient to make a Bike Share System economically viable. Securing additional resources is crucial. Examples of financing include sponsorship agreements, advertisement, or grants at the local, national or European level.

RULE 3

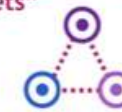
"Understand your market and how your BSS adds value"



In order to be successful, a service must provide added value to its user group. It is necessary to learn from the users of the Bike Share System: their preferences, habits, mobility behaviours, etc. This 'customer' intelligence is the basis for designing the scheme, service offers, subscription models and marketing campaigns.

RULE 4

"Engage with local stakeholders and business-to-business markets"



Besides individual users of the systems, local stakeholders such as businesses, can prove crucial in building a successful user base. Employers or universities have large commuter groups. As such, they can be perfect target groups for Bike Share System operators. Specific service and subscription packages could be designed and customised for these groups.

VELOCITTÀ'S 10 'GOLDEN RULES'



RULE 5

"Ensure a seamless integration of the BSS with the transport system"



A Bike Share System is one of many options in a transport system. The Bike Share System should be integrated into the system in order to ensure seamless connections between different transport options. This requires an abundance of stations located in well-planned places, such as close to specific origins, destinations and public transport hubs. What is also important is the integration of the Bike Share System payment scheme in an existing public transport payment scheme

RULE 6

"Launch a system at the correct scale"



There needs to be enough stations and bicycles at the launch of a Bike Share System. Users must be able to use a bicycle to go from the origin of their choice to their chosen destination, without being confronted with unavailability of bicycles or stations.

RULE 7

"Include maintenance and performance plans in the contract"



A malfunctioning service may lead to unsatisfied users and a declining user group. Bicycles, stations, racks, payment system and the management of a system are vital elements in the delivery of the service, therefore maintenance is essential. A contract between an authority and Bike Share System operator should include proper maintenance and minimum service level agreements.

RULE 8

"Ensure access to operator data for policymaking purposes"



As operations take place, data is collected about the usage of the system. It provides insights into the who utilizes a system, the volume of users, and when and where the system is used. It reveals the popular origin sites and destinations, data which is useful in optimising operations and policymaking. The data that is collected should be made available to city authorities, and could be arranged in the contract with the Bike Share System operator.

VELOCITTÀ'S 10 'GOLDEN RULES'

RULE 9

"Make payment and subscription easy"



Difficulties in understanding payment and subscriptions build barriers and prevent usage of a system. Accessing and using a system must be made as easy as possible. It is best to reduce the options on pricing, the number of steps for payment, and to build a platform that integrates the Bike Share System into existing payment schemes - such as a public transport chip card. Avoid (pre) registration, and when registration is required, allow on-the-spot registration with an easy and user-friendly interface.

RULE 10

"Professionalise marketing to sell the service"



A professional marketing approach considers many different user groups and service packages to match the needs of these different groups. It takes advantage of appropriate channels and messages to effectively reach the target users, ensuring the greatest impact of a system and encouraging potential users to try the service for themselves.



STATEMENT OF SUPPORT FOR BIKE SHARING SCHEMES IN OUR COMMUNITIES

We, the undersigned Mayors and Councillors, make decisions every day affecting the health and safety of our residents and the long-term quality of life in our communities.

Urban areas can bring challenges of air pollution, congestion, traffic safety, accessibility, social inclusion, and economic growth. In addition, urban areas are growing – in 2014, 54% of the world's population lived in urban areas and it is expected that this figure will rise to 70% by 2050. With more people living in urban areas in the future, potentially these challenges will get greater unless action is taken to address them.

Solutions to these many challenges are equally diverse and complex. One very accessible transport option that can be used by a large majority of people is the bicycle. Cycle use has many advantages, for the individual as well as for society and the environment. Cycling, as an individual mode of transport, offers quick and efficient door-to-door transport. It is also a flexible means of transport that helps keep cities moving, and prevents or reduces congestion.

However, in crowded living spaces not everyone can own or has space for a bike, making more difficult to combine trips with public transport, complement or substitute altogether the car. This is where bike-sharing systems (BSS) can and have already shown they can help to extend the use of the bicycle and so bring the benefits of cycling to a greater level. As of June 2014, public bike sharing systems were available in 50 countries on 5 continents, including 712 cities, operating approximately 806,000 bicycles.

Therefore, we, the undersigned Mayors and councillors recognise the following advantages of promoting bike sharing systems and believe that the promotion of the following steps will help to improve conditions for bike sharing so contributing to realising the significant potential benefits of bicycling in our communities.

By signing this **Statement of Support for bike sharing**, we recognise that bike sharing is:

- an important, accessible and affordable part of the urban mobility system.
- a very flexible transport option available to residents, visitors, business-people, young and less young.
- a very effective and visible tool to promote cycling and contribute to the sustainability of the overall mobility system.
- a valuable component of the public transport offer and can work well supporting each other in a mutually beneficial manner.
- something that can bring economic benefits in terms of health, reduced congestion and better air quality, as well as increasing spending in the vicinity of bike stations and boosting the economy of the cycling sector.

Thanks to the experience gained during the VeloCittà project, it is advisable that communities interested in boosting bike sharing should keep in mind the following considerations:

- economic sustainability can be an issue. Many of the bike sharing systems appeared on the market in recent years have faltered within the first two years of service. In addition to casual system design and weak user needs assessment, a common reason is the complex economic sustainability of the system, which requires careful planning

ahead of field operation. On the long run, thriving bike sharing systems reach their economic balance by leveraging a mix of financial sources, such as sponsorships, advertising revenues and public subsidies.


- professional marketing and communication strategies are critical for the success of bike sharing. VeloCittà learned that it is important to identify specifically the groups that are to be targeted and design the message to be communicated accordingly. Generalised umbrella-like marketing approaches fail to effectively entice new users.
- continuing exchange of experience, data and lessons learned on urban bike sharing with other communities is essential to ensure a long life to our systems.


We would urge that:


- cities that do not currently have a bike sharing system should investigate the benefits of introducing one, using the experience from cities with prior experience and experts in the field.
- cities that do have a bike sharing system should actively participate and help in sharing their experiences and advice to other cities, especially to those who do not have a system.
- future platforms facilitating this exchange at a transnational level be established, in order to help spread good quality information.
- transnational organisations and institutions should support research, promotion and dissemination of best practice in the bike sharing realm.
- businesses, citizens and cyclists' groups should play a role in the provision, use and promotion of bike sharing systems.


STATEMENT OF SUPPORT FOR BIKE SHARING SCHEMES IN OUR COMMUNITIES


Signed by:

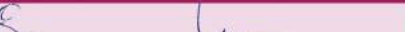
Name: Mr. Pex Langenberg
Position: Mobility Councillor
City: Rotterdam, Netherlands
Signature: 

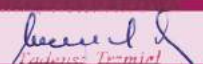
Name: Mr. Enrico Stefano
Position: Mobility and Transport Councillor
City: Rome, Italy
Signature: 


Name: Mrs Annalisa Bernabei
Position: Mobility and Transport Councillor
City: Rome, Italy
Signature: 


Name: Mrs. Jennifer Brathwaite
Position: Mobility Councillor
City: London Borough of Lambeth, UK
Signature: 


Name: Mr. Guy Harkin
Position: Vice Chair at Transport for Greater
City: Manchester Committee, UK
Signature: 


Name: Mr. Francesco Russo
Position: Transport Councillor
City: Calabria Region, Italy
Signature: 

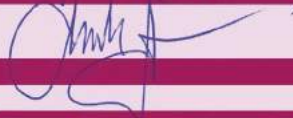
TADEUSZ TRZMIEL
ZASTĘPCA PREZYDENTA MIASTA KRAKOWA
ZASTĘPCA PREZYDENTA KRAKOWA


Vadims Baranņiks
Chairman of Traffic and Transport Committee
Riga City Council


Emīls Jakobs
Acting Director, Traffic Department
Riga City Council


Rudite Revelina
Head of Interinstitutional Projects Unit, Traffic
Department
Riga City Council



Hannema
Head of department of Traffic and Environment
EINDHOVEN


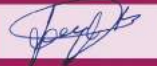
Marek Stepa
Deputy Mayor
Gdynia (Poland)



SYGHUNT ZHUDA TRZEBIATOWSKI
MAYOR'S REPRESENTATIVE ON CYCLING
Gdynia (POLAND)

PEŁNOMOCENIK PREZYDENTA
dr. Szymon Rórowej
Syghunt Zhuba Trzebiatowski
HARIUSZ REVESEZ
GOVERNMENT COMMISSIONER FOR
BUDAPEST CYCLING


Dr. Harkin
MIKLOS BERENCSI
HEAD OF DEPARTMENT, CYCLING COORDINATION
BUDAPEST


BALINT GYORIVANYI, DR.
REFERENT FOR THE COORDINATION
OF GOVERNMENT COMMISSIONER FOR
CYCLING


JORGE BERZOSA
MOBILITY COUNCILLOR
BURGOS


Johan Nijhus
Mayor Urban Transport Committee
City of Gothenburg


Mr Zbigniew Michniewski
Mobility Councillor
Bielsko-Biala, Poland


GUY HARKIN
VICE CHAIR
MANCHESTER


Cllr Jennifer Brathwaite
Cabinet member Environment
London Lambeth



READ ON



Further literature	Link
Guide: Sustainable Urban Mobility Plans	http://www.eltis.org/mobility-plans
Tool: Reference Framework for European Sustainable Cities	http://www.rfsc.eu/
Paper: Political Factors in Bicycle Sharing Systems	https://www.academia.edu/8234337/Political_Factors_in_Bicycle_Sharing_Systems?auto=download
Sources: Website VeloCittà News with close to 200 articles	http://velo-citta.eu/news/
Examples: Santander Cycles Monthly Reports	https://tfl.gov.uk/corporate/publications-and-reports/cycle-hire-performance
Examples: Citibike New York City Monthly Reports	https://www.citibikenyc.com/system-data/operating-reports
Examples: B-Cycle Denver Yearly Reports	https://denver.bcycle.com/docs/librariesprovider34/default-document-library/annual-reports/dbs_annualreport_2015_04.pdf?sfvrsn=2

Further literature	Link
Example: Feasibility study for a central London cycle hire scheme	https://www.tfl.gov.uk/cdn/static/cms/documents/cycle-hire-scheme-feasibility-full-report-nov2008.pdf
Example: Paying for a NYC Bike-Share	http://www.nyc.gov/html/dot/html/pr2013/pr13-029.shtml
Examples: Review of Programs in the United States	http://olis.uoregon.edu/sites/olis.uoregon.edu/files/images/bikesharepaper.pdf
Examples: Bike Sharing Technology	https://www.academia.edu/7934410/Bikeshare_Technology_White_Paper_A_Comparative_Guide_to_the_Different_Technologies_Offered_by_Bikesharing_Vendors
Examples: Bike Sharing Funding	https://www.academia.edu/7934411/Bikeshare_Funding_White_Paper_A_Guide_to_the_Different_Bikeshare_Business_Models_and_Funding_Process
Guide: Bike-Sharing Guide	https://www.fcm.ca/Documents/tools/GMF/Transport_Canada/BikeSharingGuide_EN.pdf
Guide: OBIS, bike sharing handbook	https://ec.europa.eu/energy/intelligent/projects/sites/iee-projects/files/projects/documents/obis_handbook_en.pdf

VeloCitta Consortium:



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Programme of the European Union

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