



Planning for Bikeshare
Programs
Portland, Maine
Next Steps Memorandum
July 3, 2013



EPA Technical Assistance for Sustainable Communities:

Building Blocks

1. INTRODUCTION

The U.S. Environmental Protection Agency (EPA) selected Portland, Maine for a Building Block for Sustainable Communities technical assistance award—conducting a workshop on Planning for Bikeshare Programs. The city of Portland has a history of supporting Smart Growth, particularly in the Peninsula which serves as the urban core of the city. It has encouraged redevelopment and infill projects and has implemented new bicycle facilities throughout the city. Portland’s Peninsula has a compact urban form with population and employment densities comparable to larger cities such as Boston. As a result, it enjoys relatively high levels of walking and bicycling. The city was interested to explore how bike share can provide for enhanced mobility, transportation choices for residents, businesses and visitors, increase access to bicycling for a variety of income levels, and reduce greenhouse gas emissions.

The technical assistance is designed to provide insight into the planning, operational and business plan elements of implementing bike share. The community’s request for technical assistance also centered on gaining additional information regarding the optimal technology for a bike share system in Portland and considerations as to whether such a system would be a "stand alone" or could integrate with the Hubway bike share system in Boston.

This memorandum summarizes the key issues and opportunities identified for planning and implementing a bike share program in the city of Portland. The memorandum concludes with strategies and key actions to bring the bike share concept forward.

2. SITE VISIT + WORKSHOP

The technical assistance effort involves five major activities as noted in Figure 1. The pre-workshop coordination calls with the city helped set the agenda for the May 8-9, 2013 workshop and provided the EPA team (EPA staff and consultants from Alta Planning + Design) with an understanding of the city’s desired outcomes from the technical assistance.

The technical assistance began with a field visit and meetings with key stakeholders including the City Manager. Later, a public workshop provided interested community members with an overview of the history of bike share. Participants were encouraged to ask questions throughout the presentation and were also given the



Figure 1 – Key Elements of Building Blocks Technical Assistance

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opportunity to identify locations on a map where they could envision a bike share station.

The technical session took place on the second day and served as a forum for convening stakeholders. The workshop provided an opportunity for stakeholders to learn the basic elements of planning for bike share as well as help identify opportunities and challenges to implementing bike share in Portland. Stakeholders who attended some or all of the day-long workshop included representatives from the city of Portland, city of South Portland, Portland Area Comprehensive Transportation System (PACTS), Northern New England Passenger Rail Authority (NNEPRA), University of Southern Maine (USM), Bicycle Coalition of Maine, Portland Trails, Healthy Portland, Maine Commercial Association of Realtors, as well as members of the Portland City Council, Planning Board and Bicycle Pedestrian Advisory Committee. The first half of the presentation provided an overview and history of bike share, which was delivered as an interactive question and answer event. The second half of the presentation focused on considerations for identifying the feasibility of implementing bike share and provided an overview of the items to be considered before investing in bike share. The presentation set the stage for a discussion of local opportunities and challenges on the following topics:

- System Planning (e.g., potential bike share users, potential types of trips that a bike share user might take, system technology, and potential areas to be served)
- Business Planning (e.g., who might own, manage, and operate a bike share system and how will the system be funded?)
- Operational Considerations (e.g. understanding the behind-the-scene elements of operating a bike share system and identifying operational considerations relevant to the local context in Portland, such as removing stations in the winter months).

3. KEY ISSUES + STRATEGIES

The results of the workshop are organized as follows:

- Local Context Analysis
- System Planning
- Business Planning
- System Operations
- Next Steps
- Potential Implementation Schedule

Local Context Analysis

In preparation for the workshop, the city of Portland completed a short ‘homework’ assignment to provide the technical assistance team with background information to assess the opportunities for bike share in Portland. Below is a brief summary of information provided in the homework. Relevant additional information gained during a tour of the city and from the workshop event is also included.

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Portland has a number of characteristics that are supportive of bike share, including:

- **Policy and Political Environment** – Portland has a number of policies that are supportive of bicycling, including a Complete Streets policy, the PACTS Regional Bicycle & Pedestrian Plan, and a bicycle chapter in the city’s comprehensive plan. The city also has travel demand management (TDM) and transit tax-increment financing (TIF) ordinances.
- **Bicycle Infrastructure** – Portland has a solid and growing bikeway network that includes shared lanes, bike lanes, bike boulevards and multi-use trails.
- **Physical Characteristics** – Portland is a compact and relatively dense urban environment, particularly on the Peninsula. A mix of uses (i.e., residential, retail, commercial) is present in areas such as downtown and Bayside, while other destinations are interspersed with residential areas. There is a considerable amount of infill and re-development taking place in the city. Much of Portland is relatively flat, but there are hills in several areas. Cold, snowy winters are a consideration for ridership and operations (e.g., removal of bike share stations in the winter).
- **Demographics** – As described in the Station Planning section, there are opportunities for bike share to serve local residents, employees, college students, visitors and to extend the reach of public transportation.
- **Support** – There is currently no dedicated funding for bike share, though several funding opportunities were identified during the workshop and are presented in the Business Planning section of this document.

System Planning

Early in the workshop, participants were asked to discuss goals for a bike share program in Portland. Subsequent discussions focused on potential bike share trip types and areas in Portland that bike share could serve. The results of these discussions are provided below.

Goals for bike share in Portland

- To increase the visibility of biking and encourage people who do not normally ride.
- To provide a mobility option for people who cannot afford a car or do not have a bike.
- To improve public health through active transportation and by providing access to other resources that improve health (e.g., parks, trails, grocery stores, farmers market).
- To contribute to economic development (i.e., generate business/development activity).
- To serve the tourist market.
- To allow people to ‘park once’ when coming to the city (i.e., allow people to park and then use bike share, walking or transit for other trips throughout the day).

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- To reduce parking demand, congestion and need for parking infrastructure downtown.
- To serve regional destinations (e.g., provide access to parks, mall, Casco Bay Ferry Lines to connect islanders to and provide mobility in the downtown area).

Potential benefits of bike share in Portland include:

- Bike share can enhance mobility and opportunities for active transportation for residents and local visitors.
- Bike share can enhance the reach of transit (e.g., bus, ferries, train) and support the integration of all modes.
- Bike share can support economic development, providing an amenity that can help attract workers and employers and enhance small business.
- Bike share can reduce barriers to riding a bicycle (e.g., allow people to bike without having to worry about locks).
- Bike share can make bicycling more visible to other road users (i.e., the “safety in numbers” effect), and induce additional investments to the local bike network.
- Bike share can provide environmental benefits (e.g., reduced vehicular emissions).

Bike Share can serve the following areas:

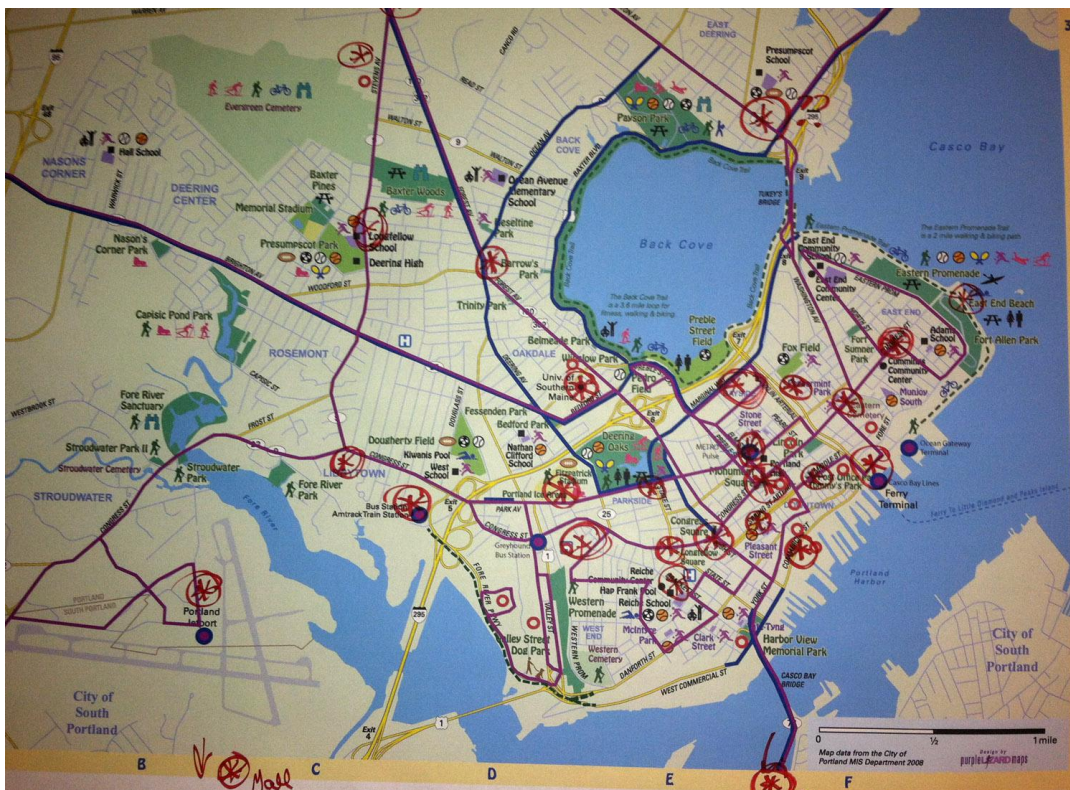
- An initial phase of bike share in Portland would likely focus on the Peninsula, with additional areas included based on available funding and demand. There are a number of destinations in the downtown area that would likely generate demand for bike share. This includes downtown Portland, the Old Port area, Portland campus of USM, the Maine College of Art, a port-of-call for major cruise ships, and the Portland Transportation Center (PTC), which offers inter-city bus and train access to Boston.
- The initial phase of bike share will ideally be comprised of a contiguous system rather than a series of clustered, “satellite” systems. Satellite areas with few stations will offer limited destinations and are unlikely to perform well. A satellite system could be appropriate, however, to connect users to transit (e.g., the ferry) and into the rest of the bike share network.
- More generally, there is some risk in implementing a small ‘pilot’ with few stations, as ridership will be lower than if the system was implemented with more stations (and thus more potential destinations). Low ridership could lead to negative press and public perception of the investment in bike share.
- Workshop participants brainstormed a list of approximately 20 locations on the Peninsula, as well as several locations outside of the core with a few in South Portland. These locations were provided to the city, but are not included in the memo as the

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technical assistance does not include the type of analysis required to confirm the feasibility of specific locations.



Members of the public listen to a presentation on bike share (left).
Workshop participants brainstorm bike share station locations (right).



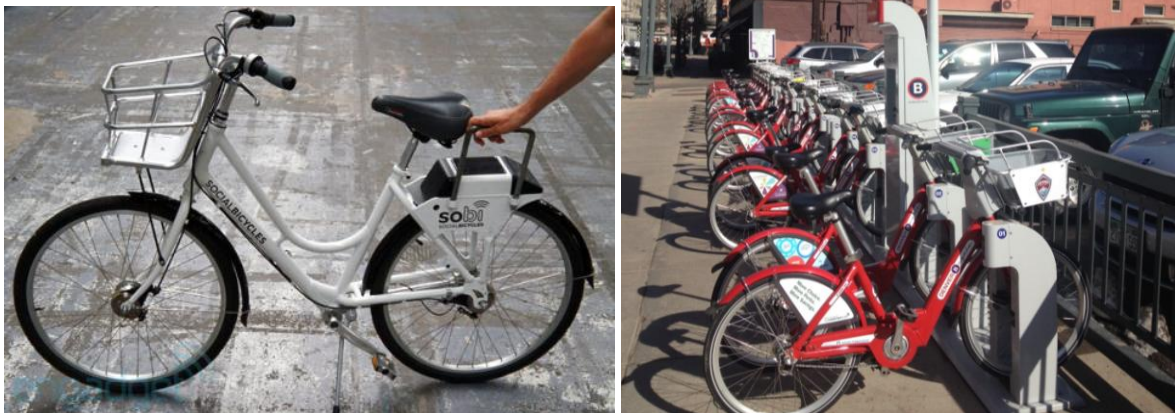
Potential bike share station locations identified during the workshop.

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Station versus non-station based bike share technology

- The majority of recent high-profile bike share installations in the United States utilize station-based, fourth-generation technology. The greater ease of locating a bike at a bike share station provides users confidence that they will consistently be able to check-out or return a bike near a particular transit stop, place of employment, or other destination. The kiosk at the bike share station also provides an interface to sign up for a daily membership using a credit card, facilitating trips by non-members. There is ample experience from other cities with this type of bike share to provide planning guidance.
- Station-less bike share systems are potentially lower cost, but have primarily been used to provide mobility for users of a more confined location such as a university or business campus. Station-less bike share is being piloted at the Portland Transportation Center this year¹. Citywide implementation of station-less bike share is being piloted in several communities, including Buffalo NY, Hoboken NJ and New Haven CT. The use of station-less technology in a citywide application is too new to provide guidance. After the first full season of use, planners will have a better sense of the potential success of a system using station-less technology.
- Bike share technology continues to evolve and Portland should keep an eye on progress when selecting its preferred bike share technology solution. Refer to the Funding section of this memo for a discussion of the costs of different bike share technologies.



Examples of station-less bike share (left) and a station-based bike share (right).

¹ The Portland Transportation Center is currently piloting a ten-bicycle short-term bike share station from a company called Zagster.

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Challenges and additional considerations for bike share in Portland include:

A number of challenges and considerations for bike share in Portland were raised during the workshop. These include exploring the possibility of integrating with the Hubway bike share system in Boston, understanding the choices of bike share technology, and the implications of operating a multi-jurisdictional system. Considerations for each are provided below:

Integration with the Hubway bike share system that currently serves Greater Boston

- Would offer the opportunity to utilize existing infrastructure such as the web site, call center, and the Hubway name and brand.
- The established Hubway brand could promote the sales of annual memberships, including the benefit of membership providing access to the Boston system.
- The primary challenge would be entering into a revenue sharing agreement with cities in Greater Boston, which would likely be complicated and time consuming.
- This approach could also preclude the creation of a Portland bike share system identity; unclear if Portland could use its own name and color scheme while still being integrated with Hubway.

Multi-jurisdictional system with stations in surrounding communities such as South Portland and Westbrook

- It was noted that inter-municipal agreements can be complicated to negotiate and would likely delay launch of a program.
- Ridership would likely be lower in other communities as compared to downtown Portland and would add to the cost of rebalancing of bikes between empty and full stations.
- Land use and station gaps between destinations in the region would likely result in isolated clusters of stations that may not perform as well. The transition between adjacent communities is most seamless between Portland and South Portland via the Casco Bay Bridge.

While Portland has many characteristics supportive of bike share, including a compact urban form with a high density of population and multiple destination types, the following aspects of Portland are likely to limit demand:

- Transit ridership is relatively low, reducing one critical market for bike share use - downtown commuters arriving at a transit station looking for convenient access to their place of work.
- The availability of inexpensive or free parking for people visiting the Peninsula (including for work) gives people the ability to do errands or access destinations by car, rather than bike share.

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Business Planning

This section discusses who might own, administer, and operate bike share in Portland as well as how bike share could be funded. The following list of business planning considerations is based on practices from bike share programs across the country and is provided as context for the notes that follow from the Portland workshop discussion on these topics.

- Ownership of the bike share equipment typically resides with a public agency, non-profit organization, or private organization.
- Operational tasks (e.g., rebalancing bikes, equipment servicing and maintenance, marketing) can be carried out by a public agency or a local non-profit organization, or these services can be contracted out to a private operator.
- An entity will also need to administer the contract with the operator.
- Existing bike share systems use a mix of funding sources to pay for the capital, launch and operating costs of a bike share system. Typical funding sources include user generated revenues, local and federal grants, as well as selling sponsorship rights to the entire system, individual stations, or on the bikes themselves. Funding considerations for Portland based on the workshop discussion are provided at the end of this section.

Below are discussion items from the workshop related to ownership and funding models for bike share in Portland.

Ownership models

Potential considerations for city ownership of a bike share program include:

- This model would provide the city with the most control over the bike share program and would allow for consistency with any relevant city goals.
- Public ownership of the bike share equipment (i.e., stations and bikes) is related to city capacity and interest to allocate staff time to manage a contract with a non-profit or private operator.

Potential considerations for a non-profit ownership of a bike share program include:

- This model provides less control for the city, but it can still be an active partner with a presence on the board of the non-profit owner.
- Workshop participants suggested non-profit ownership may offer a greater diversity of funding opportunities. A non-profit could be perceived as having a positive public image, which could be useful for soliciting donations, grants or sponsorship. Federal, state or local funds can go to a non-profit, with the city acting as a fiscal flow through agent.
- Workshop participants suggested a non-profit may be more nimble, faster at making decisions, and less bureaucratic or beholden to different agencies as compared to a public agency.

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- There are a number of longstanding, well respected non-profits in the area, such as Portland Trails and the Bicycle Coalition of Maine. These established organizations engender trust and could potentially house an interim executive director of a new bike share non-profit. A foundation could potentially support bike share by funding an interim executive director.
- PACTS, the Portland Area Comprehensive Transportation System the Metropolitan Planning Organization (MPO) for the Portland metropolitan area, has been working with the Greater Portland Chamber of Commerce and major employers to develop a member-run Transportation Management Association or TMA. A TMA manages many programs for transportation choices other than driving oneself for employers throughout a region. It could be an appropriate consideration for a TMA to host the management and operations of a bike share program.

Considerations for a private ownership and operations of a bike share program include:

- This business model relies on the interest of the private sector to raise funding to own and operate a bike share system; this interest may or may not materialize.
- To date, private operators have typically been contracted to operate a bike share system owned by another entity (i.e., the city or a non-profit organization).
- A privately owned system may provide the city less control over the service area and strategies for system expansion.
- Local foundations and companies may be less inclined to support or sponsor a privately owned bike share system.

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Funding

There is currently no dedicated funding for bike share. Workshop participants discussed a number of potential funding opportunities in Portland including local or national funding, foundations and sponsorship by local companies or other private investors. Potential funding considerations and opportunities include:

- There are many local companies that may be interested in sponsoring stations.
- Maine has many foundations interested in the environment and public health, as well as a number of private benefactors.
- Funding for specific locations can be tied to development² (i.e. developer incentives) and employers (who may be interested to purchase a station at their location).
- Public funding sources
 - Congestion Mitigation Air Quality (CMAQ) grant - Portland is not a non-attainment area, but Maine receives \$8 million/year.
 - MPO has a bike/pedestrian infrastructure set aside; \$600k every two years.
 - Transit Tax-Increment Finance (TIFs) can be used for capital and operations for transit and transit supportive projects (potentially for bike share).
- Other possible funding sources mentioned by the workshop participants include:
 - Bike share could be bundled into a larger TIGER grant (\$10 million minimum).
 - Community Development Block Grant (CDBG).
 - Capital Improvement Program (CIP).
- Member revenues can be increased by:
 - Adding bike share to employer wellness programs (city, state and other employers have them).
 - Promoting corporate membership programs (i.e., memberships usually offered at a discounted rate and employers have option of offering a full or partial financial contribution towards the cost of memberships for their employees).
 - Incorporating bike share access into cruise ship packages.
- The city's parking "opt out" policy or fee in-lieu of parking is a potential funding source for bike share. The fees fund the Sustainable Transportation Fund that can provide funds for bicycling, walking and transit programs and infrastructure. The city would need to revisit developer parking incentives which allow developers to opt out of parking through other parts of the city's zoning without making a financial contribution.

² Several developers downtown are committed to green development. The Chamber of Commerce and Portland's Downtown District are potential partners

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This work is already under way in response to a request from the City Council's Housing and Community Development Committee.

Comparison of Costs for Station versus Station-less bike share technology

A comparison of capital and operating costs between station-based and station-less bike share system is not straightforward at this time. This is a result of the different ways in which these technologies have been priced and operated and the limited application of station-less bike share at the municipal level. Below are approximate equipment costs for station-based bike share based on surveys of various bike share vendors:

Table 1 – Approximate equipment costs for station-based bike share³

Station Size (Docks)	Bikes	Equipment and Installation (includes bikes)	Approximate Annual Operating Costs
11	6	\$35,000-\$40,000	\$12,000-\$15,000
15	8	\$45,000-\$48,000	\$18,000-\$21,000
19	10	\$53,000-\$58,000	\$24,000-\$28,000

Costs for station-less bike share will also vary by vendor. Yale University recently launched a six-month pilot program consisting of 50 bikes provided by Zagster. Rather than purchasing the equipment as is commonly done with station-based bike share, Yale pays a monthly fee of \$110 to cover the provision and maintenance of the fleet of bikes. The initial investment for the equipment is lower than a station-based technology. Over the course of five years (similar to the assumed life for the equipment of a station-based system), ten bikes would cost \$66,000. This is similar to the cost of a ten bike station in the table above (note however that the station-less fee does include maintenance of the bikes).

There are as yet few examples to compare operating costs of station-based versus station-less bike share technology. Station-less bike share vendors have begun setting up (for a fee) lower technology 'stations' consisting of a set of typical bicycle u-shaped racks. The Yale system does not involve rebalancing of bikes. Instead users are required to return their bike to the same station from which it was retrieved. A 25 bicycle pilot program recently launched in Hoboken, NJ will allow users to return bicycles to any designated virtual 'hub' location in the city. It is too soon to know the operating costs for this small pilot program. More generally, it is not yet possible to provide an estimated operating cost similar to the final column of the table above, though rebalancing costs would presumably be similar to a station-based system.

³ Source: Bike Sharing in the United States: State of the Practice and Guide to Implementation (FHWA, 2012), Table 4.

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System Operations

Any eventual program administrator, equipment vendor, and/or the operator will need to consider a number of operational characteristics. Typical operational considerations include items such as maintaining appropriate service levels, reporting, and insurance. The service agreement with the operator is one mechanism for ensuring the bike share system meets local goals. Workshop participants raised a number of considerations for system operations in Portland.

Considerations

- Similar to other cities with cold and snowy winters, bike share would likely need to be a three season system in Portland (e.g., April - November).
- Hills in some areas may affect rebalancing as users may be more likely to ride downhill than up; consider incentives to aid rebalancing.
- Cruise ships would be a huge wave of potential users at particular times. A permanent station might be underutilized most of the time and would likely not have enough bicycles when a cruise ship arrived. Manned stations are used in other cities to quickly check large numbers of bikes in and out at sporting and other special events.
- Consider partnering with local bike shops for maintenance.
- Helmets are required by Maine law for people up to 16 years of age, which could affect accessibility for youth.
- Station maps should guide riders to routes/areas that are suitable for biking.
- Conduct outreach and other activities to ensure access for low income individuals.
- Promote bike share to local, hometown tourists (i.e., local residents visiting the Peninsula).
- Encourage people to wear a helmet (e.g., Healthy Portland helmet giveaways, web site promotions)
- Consider opportunities to offer discounts / incentive programs at downtown stores (e.g., potential tie-in with Bicycle Benefits discount program).

Potential challenges

- Advertising is not permitted in the public right-of-way, except in limited cases. Metro was recently authorized to put advertising on bus shelters through an action of the state legislature, which may offer precedence for bike share stations. Mobile advertising (e.g., buses and bicycles) is permitted. Clarification is needed on the use of sponsorship at stations, as sponsorship is an important source of revenue for many bike share systems. The subtle difference between advertising and sponsorship as well as whether the stations are considered temporary or permanent may impact what is allowed.

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- Special permitting considerations such as within historic districts should be identified as they can delay the process.
- Narrow sidewalks will limit the ability of stations to be located on sidewalks in some areas. In these areas, on-street placements would be more feasible. Stations can also be located on plazas⁴. Confirming on-street and sidewalk permitting requirements early in the process can save time down the road. The city can support bike share by working through station siting issues and expediting permitting (e.g., batch permitting). It was noted that a bike share station may not block site lines as much as a parked vehicle and could potentially take advantage of available on-street space near intersections.
- Clarification will be needed to address lost parking space revenue with on-street station installations in metered districts. Lost parking revenue can serve as an in-kind donation on behalf of the city.

4. NEXT STEPS

Portland has many characteristics that are supportive of implementing a bike share system. These include a local culture and political environment supportive of bicycling, a network of bicycle facilities, and a compact urban form with a relatively high density of residential, employment and other destinations. This memo has documented workshop discussions that identified areas and trip types that can be served by bike share as well as considerations for selecting an ownership model and conducting operations in the context of Portland.

The following is a summary of potential strategies and actions to explore as a means of continuing to investigate the issues, opportunities, and challenges identified during the Building Blocks technical assistance workshop in Portland. These are merely options that the community can consider, based on the workshop findings, not recommendations. Hopefully they can serve as starting points for the community's ongoing discussion to determine the viability of each idea.

Key next steps include:

- Present outcomes of the bike share technical assistance to City Council to gauge support and political will for bike share. City Council could make a statement of enthusiasm/support for bike share and could pass a resolution to establish a task force (see below).
- The city of Portland could identify a point person and/or task force responsible for moving the bike share concept forward.
 - This person could be city staff or funding could be sought to hire an interim executive director of a non-profit organization. A local foundation or corporation

⁴ Participants pointed out that Portland has several underutilized plazas (both publicly or privately owned). Station visibility is critical so an on-street or sidewalk location that is potentially more difficult to permit may be preferable to an out-of-the-way plaza location.

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may also have a 'loaned executive' program that could be provided to fulfill this function. A task force would be a useful way to engage the many potential bike share partners identified in this memo.

- Related to the above, it was noted at the workshop that the city could hire an intern to assist city staff with moving the bike share concept forward. PACTS has transportation planning funds (UPWP, 20% match required) that could be used for bike share planning purposes (e.g., to hire intern, complete a feasibility study / business plan, etc.).
- One key task could be to begin fundraising for bike share. In addition to working to secure local, federal and foundation grants, this person could also begin identifying and reaching out to potential sponsors. Funding is a critical element to implementing bike share and one that takes time to secure. In some cities, securing a significant Federal grant has inspired potential sponsors and other local funders to provide the necessary match.
- Develop a business plan to determine the appropriate size of a phased approach to bike share in Portland, develop a business pro forma, make recommendations on an appropriate business/ownership model, and create an implementation plan. The plan should identify general cost estimates for systems based on different bike share technologies (i.e., station versus non-station based). A business plan can be very useful for 'selling' bike share to potential sponsors.
- Before proceeding with bike share, the city of Portland will need to decide on its preferred role with regards to an ownership model for bike share. A key decision is whether the city would prefer to own the system or instead have representation on the board of a non-profit. Bike share could also be owned by a private company. This decision can be informed by the considerations identified in the Business Planning section.
- Continue moving forward with expansion of the local bike network, promoting additional investment and safe facilities for future bike share users.
- Work with NNEPRA to monitor the performance of the pilot Zagster bike share program located at the Portland Transportation Center.

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Potential Implementation Schedule

Below is a generic list of actions and timeframe to launch bike share in Portland, with the responsible party for each listed in parenthesis.

Pre-Contract (6-12 months or more):

- Build political support (City)
- Develop business plan to determine system parameters / features (City)
- Decide on business model (City / Community Partners)
- Issue RFP / select vendor and operator (City or Non-profit, depending on chosen business model)
- Fundraising (City or Non-profit, depending on chosen business model)
- Contract negotiation (City or Non-profit, depending on chosen business model)

Post-Contract (3-6 months):

- Community outreach (City, Non-profit or Private Operator)
- Site planning, if a station-based system (City, Non-profit or Private Operator)
- Create system name and logo (City, Non-profit or Private Operator)

Pre-Launch (6-9 months):

- Manufacture and deliver equipment (Selected Bike Share Vendor)
- Hire staff (City, Non-profit or Private Operator)
- Obtain warehouse, vehicle, and equipment (City, Non-profit or Private Operator)
- Undertake pre-launch marketing (City, Non-profit or Private Operator)
- Set up system website (City, Non-profit or Private Operator)
- Set up system back-end (City, Non-profit or Private Operator)
- Assemble stations, if a station-based system (City, Non-profit or Private Operator)
- Install stations, if a station-based system (City, Non-profit or Private Operator)
- LAUNCH EVENT!

STATION PLANNING

Where do you think would be good locations for bike share?

Below are some examples of bike share trip types, as well as locations that tend to work well.

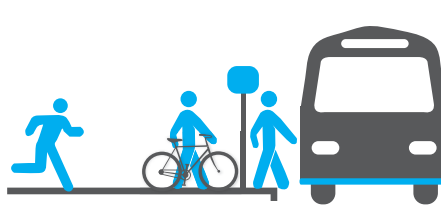
POTENTIAL TRIP TYPES

1 Local residents living in the service area might use bike share to:

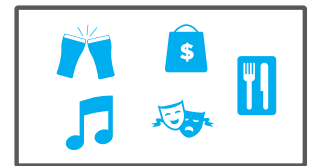
TO GET TO WORK



TO ACCESS TRANSIT



TO REACH RECREATIONAL/
ENTERTAINMENT DESTINATIONS



2 Employees and commuters traveling to the service area via transit or other transportation might use bike share:

- To offer a “last mile” option to/from transit hubs or parking garages.
- To run errands throughout the day such as going to meetings, lunch, appointments, personal business, etc.

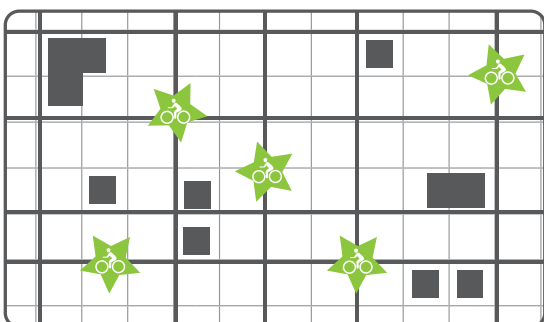
3 Visitors travelling to the service area might use bike share to:

- Connect from hotels/lodging to tourist attractions, entertainment districts, convention and meeting facilities, and restaurants

4 Other bike share trips include:

- Students, faculty, and staff of college campuses
- Hospitals and medical campuses
- Employees or large employers that need to travel between campuses
- Short recreational trips

POTENTIAL STATION LOCATIONS



- Tourist attractions, landmarks, civic facilities
- Neighborhood and commercial centers
- Key transit stops
- Tourist accommodations and hotels
- Higher density housing and employment centers
- College and hospital campuses

BUSINESS PLAN

Who is likely to own and operate a bike share system?

Below are some business models that are being employed in other cities, along with some advantages and disadvantages to each. Add any advantage or disadvantages that would apply to each model in this city. What agencies would be good candidates to own or operate bike share?

Non-Profit Owned + Operated



- Flexibility of funding sources available to a non-profit
- Non-profits have positive public image
- Maintains some level of city / agency control and input on site locations and operations.
- Minimizes public image and financial risk to agencies and sponsors.
- Profits re-invested into growing the system



- Adds another level of organization (compared to private or public administered systems)
- Requires non-profit to generate operating expertise from scratch

Non-Profit Administrator with Private Operator



- As above, plus:
- Private operator brings expertise; operating contract provides incentive to meet performance levels.



- Adds another level of organization (compared to private or public administered systems).

Privately Owned + Operated



- Private sector brings expertise and financial stake in the system provides an incentive for system success.
- Minimizes public image and financial risk to agencies.



- Obtaining corporate sponsorship may be more difficult for private system.
- System growth will be targeted towards most profitable areas – social and geographic equity objectives may not align with this strategy.
- Less control and transparency for city / agency on how or where the system is operated.

Publicly Owned with Private Operator



- As above, plus:
- Private operator brings expertise; operating contract provides incentive to meet performance levels.



- Although still more risk than, say, non-profit or privately owned system, risk to public agencies is much less if they contract out operations.

REVENUE SOURCES

Membership + Usage Fees	e.g. tourists, corporate discounts
System Sponsors	e.g. large companies
Station/Bike Sponsors	e.g. employers
Public Funds/Grants	e.g. Congestion Mitigation Air Quality (CMAQ) grants, visitor taxes
Private/Foundation Donors	e.g. local foundations with a focus on health or equity

POTENTIAL STAKEHOLDER ROLES

Owner	
Administrator	
Operator	
Fundraiser	
Marketing	
Outreach to Underserved Communities	
Others?	

OPERATIONAL CONSIDERATIONS

Below are some of the basic elements of bike share operations. Are there any issues or opportunities related to any of these items? Are there any opportunities for achieving cost savings, perhaps by making use of existing local resources?

- Equipment maintenance
- Station checking
- Station / equipment cleaning
- Rebalancing
- Warehouse / operation space
- Rebalancing vehicles
- Tools
- Customer support
- Website / mobile device
- Data collection and reporting
- Marketing and promotions
- Advertising on stations or bikes
- On-street, off-street and sidewalk station locations

YOUR IDEAS

Potential Bike Share Locations

Workshop participants brainstormed a list of approximately 20 locations on the Peninsula, as well as several Portland locations outside of the core with a few in South Portland. These include:

- Casco Bay Lines
- Portland Transportation Center
- Metro Pulse
- Monument Square
- Bayside (near grocery stores, student housing and trail)
- University of Southern Maine
- Longfellow Square
- Portland Sports Complex (also near farmers market)
- Maine Medical
- Commercial St @ Pierce Atwood/Union St
- Munjoy Hill
- Congress Square / Art Museum
- East Bayside Housing Authority Project
- West End
- Deering Oaks
- Tommy's Park (Old Port)
- Civic Center
- West Commercial St (as development occurs)
- East End Beach
- Congress St (@ Washington)

Workshop participants also identified several areas outside of the peninsula:

- Northgate shopping center
- Westgate shopping center
- Woodfords Corner
- Washington Ave / Veranda Street
- Deering Center
- Airport / Mall
- Morrill's Corner
- UNE
- Knightsville (South Portland)
- Southern Maine Community College(South Portland)