

TO:	CHAIR AND MEMBERS CIVIC WORKS COMMITTEE MEETING ON AUGUST 12, 2019
FROM:	KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR ENVIRONMENTAL & ENGINEERING SERVICES AND CITY ENGINEER
SUBJECT:	BIKE SHARE SYSTEM FOR LONDON: UPDATE AND NEXT STEPS

RECOMMENDATION

That on the recommendation of the Managing Director, Environmental & Engineering Services and City Engineer, the following actions **BE TAKEN** with respect to the potential introduction of bike share to London:

- a) The following report containing background details and preliminary analysis to develop a comprehensive business case for a bike share system in London **BE RECEIVED** for information;
- b) Civic Administration **BE AUTHORIZED** to implement a Request for Proposals (RFP) process to obtain pricing and a vendor that can implement a bike share system in London based on, but not limited to, the following key parameters (assuming 300 bikes are required):
 - i) all bikes, software and hardware to be provided by the vendor;
 - ii) all operating and maintenance costs to deliver the bike share system to be provided by the vendor;
 - iii) project duration for up to three years with two, one year options at the sole discretion of the City of London;
 - iv) operate in the service areas delineated by the City of London through a licensing agreement and a process to expand into other areas of London;
 - v) a one-time capital investment into bike sharing parking installations provided by the City of London (racks that are available to bike share users and other London cyclists);
 - vi) work with City staff to develop an equity program for low-income Londoners and an employer membership program;
 - vii) address the data and information security and risk management requirements to the satisfaction of the City; and
 - viii) allow an option whereby the vendor can propose an alternative program and costing arrangement.
- c) Civic Administration **BE DIRECTED** to finalize the bike share business case and prepare a draft implementation plan to implement a bike share system in London, including identifying potential partners, an operations plan, a marketing plan and financing strategies, and submit to Civic Works Committee by January 2020.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Relevant reports that can be found at www.london.ca under City Hall (Meetings) include:

- Ontario Municipal Greenhouse Gas (GHG) Challenge Fund Transfer Payment Agreement for the Bike Share System (March 19, 2018 meeting of the Civic Works Committee (CWC), Item # 5.3)

COUNCIL'S 2019-2023 STRATEGIC PLAN

Municipal Council has recognized the importance of active transportation, cycling, overall mobility and climate change in its 2019-2023 - Strategic Plan for the City of London as follows:

Strengthening our Community

Londoners have access to the supports they need to be successful and Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhood and across the city

- Improve the health and well-being of Londoners
- Promote pedestrian safety and active transportation

Building a Sustainable City

London has a strong and healthy environment and Londoners can move around the city safely; London's growth and development is well planned and sustainable over the long term; and easily in a manner that meets their needs

- Advance sustainability and resiliency strategies
- Increase community knowledge and action to support the environment
- Increase access to transportation options

Growing our Economy

London is a leader in Ontario for attracting new jobs and investments

- Increase partnerships that promote collaboration, innovation and investment

Leading in Public Service

Londoners experience exceptional and valued customer service

- Increase community and resident satisfaction of their service experience with the City

BACKGROUND

PURPOSE

The purpose of this report is to:

- provide Committee and Council with background details and preliminary analysis on the development of a comprehensive business case for a bike share system, and
- provide Committee and Council with the details to recommend the approval to develop and undertake a Request for Proposals (RFP) process to obtain pricing and a vendor that can implement a bike share system in London. The outcome of the RFP would be used to complete the business case.

CONTEXT

What is Bike Share?

Bike share is a transportation service where bicycles are available at a minimal cost for shared use to individuals on a short-term basis. These systems allow residents, students or tourists to borrow a bike from one location and return it to another location. The systems can handle both "pay-as-you-go" one-time users as well as regular users with typically discounted membership fees.

Many long-established bike share systems use "docks" that are special purpose-built bike racks for locking the system's bikes, and only release one by payment through a payment kiosk or by using a smart phone "app" for the bike share system. The user returns the bike by placing it in a dock, which locks the bike in place.

Other, newer bike share systems are “dockless”, where bikes have built-in payment technology and locks that are activated by smart phone apps. These dockless bikes do not have to be returned to specific locations, providing greater flexibility for bike users. However, many dockless bike share systems encourage their bikes to be picked up and returned to “havens”, or areas designated for the bikes, to help manage bike parking issues. These havens may be regular bike racks and/or an area painted on the ground.

Hybrid systems use a combination of dockless bike share technology and the rigorous designated bike parking areas used for docked bike share systems, some of which include the option to use payment kiosks instead of smart phone apps to rent the bike in high demand locations. These hybrid systems still allow users the choice to park bikes outside of a designated area, but extra fees are applied to the user for this privilege.

For all major bike share services, smartphone mapping apps show nearby available bikes and available parking.

It should be noted that the scope of this bike share business case does not include kick-style e-scooters, as they currently are illegal on Ontario roads under the Highway Traffic Act. However, any future changes in legislation to allow them will be monitored.

Bike share systems in Canadian communities the size of London or smaller are becoming more common. For example, Kitchener-Waterloo (340,000), Kingston (130,000), and Kelowna (130,000) have dockless bike share systems. Bike share systems are more common in larger Canadian communities such as Hamilton (500,000), Toronto (2.9 million), Ottawa (1 million), Montréal (1.8 million), Calgary (1.3 million) and Vancouver (2.4 million).

Why Examine a Bike Share System for London?

In London, there is excellent potential to integrate a bike share system into the existing transportation system. A bike share system has been identified in two Council approved documents:

Cycling Master Plan (2016)

Action #4 Exploring a Bike Share System. To identify a system “for rent”/“on-call” bicycles located at key destinations to provide residents and visitors with an opportunity to ride a bike to work, for fun or for fitness.

The London Plan (2017)

796_ Our Downtown will be an exceptional neighbourhood unto itself - with housing, services, and amenities targeted to serve a wide spectrum of lifestyles such as families, seniors, and young adults. The shared economy will thrive in our core, including such features as shared office and work space, as well as shared car and bicycle fleets. Our Downtown will be the most highly connected location in the entire city, being the hub for rapid transit, rail, high speed rail, and the multi-use pathway along the Thames River. Downtown will offer the city’s premier pedestrian experience.

803_10. Shared car and bicycle parking facilities and carshare/bikeshare programs will be encouraged within the Downtown.

Bike share serves even more Londoners when viewed as compatible with LTC service. Sponsoring hard-to-reach industrial employment area havens could be an option for employers to facilitate their employees’ commute by bike as the bike share system expands.

Addressing the Need for Action on Climate Change

On April 23, 2019, the following was approved by Municipal Council with respect to climate change:

Therefore, a climate emergency be declared by the City of London for the purposes of naming, framing, and deepening our commitment to protecting our economy, our eco systems, and our community from climate change.

A bike share program will help deepen London's progress towards meeting its greenhouse gas emission (GHG) reduction targets through the promotion of cycling as a viable option for short trips as well as "first/last mile" trips for public transit.

Technical Consulting Assistance

To develop the background details, preliminary analysis and technical assistance to develop a business case, City staff worked with the consulting team of IBI Group and Foursquare ITP to provide technical assistance. Members of the team are: Zibby Petch, P.Eng., IBI Group Hamilton; Vikram Hardatt, RPP, IBI Group Hamilton and Andrew Zalewski, AICP, Project Manager/Senior Transportation Planner, Foursquare ITP, Philadelphia.

DISCUSSION

This section contains two parts with details provided in the appendix and a companion report:

- PART A Business Case Development – Part One - Background Details and Preliminary Analysis (Appendix A and the companion report)
- PART B: Preliminary Financial Information and Next Steps; Develop and Release a Request for Proposals (companions report)

PART A: Business Case Development – Part One - Background Details and Preliminary Analysis (Appendix A)

Background

Developing the comprehensive bike share business case work includes:

- Developing a set of guiding principles
- Conducting a program review of bike share systems in select cities in North America
- Hosting two workshops to gather preliminary input from several City service areas and several key London stakeholders
- Reviewing bike share ownership models in use and their applicability to London
- Reviewing operating models and their applicability to London
- Investigating bike share system parking options
- Developing a market share and propensity analysis
- Determining the recommended bike share launch service area
- Seeking preliminary community feedback
- Identifying risk and insurance needs and potential challenges upfront
- Determining capital costs, operating costs, revenue sources, and other funding options.

The components listed below are discussed in Appendix A and presented in more detail in the companion report called Bike Share Preliminary Analysis - Part One include:

- Guiding Principles
- Programs Reviewed
- Bike Share Staff & Stakeholder Workshop Summary
- Market Share and Propensity Analysis
- Get Involved London Summary (preliminary feedback)
- Executive Summary
- Background Details and Preliminary Analysis

PART B: Preliminary Financial Information and Next Steps; Develop and Release a Request for Proposals

Preliminary Financial Information

The following tables highlight the preliminary financial information associated with the various bikes share service models. Table 1 provides a comparison of capital costs for the three common technology types. Docked-systems are increasingly uncommon in small and mid-size systems due to their cost and complexity. A dockless system can be easily adapted into a hybrid program by providing or expanding the station infrastructure. The implementation costs vary considerably for hybrid systems based on the design of stations.

Table 2 presents forecasted costs borne by the City under the three most likely operating scenarios: a City-owned bike share program, a fully privately owned and operated program, and a program that is privately operated but includes a public contribution in the form of station infrastructure. The table is based on information provided by the consulting team.

Table 1: Comparison of Capital Costs for Three Common Bike Share Technology Types for a 300 Bicycle System

	Dock-Based System	Fully Dockless	Hybrid System
Description	Bicycles locked to mechanical docks at designated stations. All stations include a payment kiosk and signage.	Bicycles do not need to be locked to a fixed object. No station infrastructure.	Dockless bicycles combined with simple stations. Stations may vary from a bicycle rack to location with a payment kiosk and signage.
300 Bicycles	\$ 380,000	\$ 670,000	\$ 670,000
60 Hubs/Stations	\$ 2,630,000	\$ 0	\$ 850,000(a)
Total	\$ 3,010,000	\$ 670,000	\$ 1,520,000
Pros	<ul style="list-style-type: none"> Least prone to theft Alleviates concerns over improperly parked bicycles. 	<ul style="list-style-type: none"> Low capital costs. Flexible operations – trips can start or end anywhere in a service area 	<ul style="list-style-type: none"> Reduces likelihood of improperly parked bicycles due to use of stations. Combines pros of dockless and docked.
Cons	<ul style="list-style-type: none"> High capital costs. More complex to operate due to need to manage dock/bicycle availability. Trips limited to destinations near stations. Mechanical stations are a point of failure. 	<ul style="list-style-type: none"> Many dockless systems struggle with enforcing parking regulations; bicycle end up blocking the public right-of-way. More susceptible to theft and vandalism. 	<ul style="list-style-type: none"> More expensive than a dockless system Does not fully eliminate concerns over theft, vandalism, and improperly locked bicycles.

Notes:

(a) Assumes that all stations/hubs include bicycle racks and signage. Twenty percent of station would feature a kiosk. Station costs can scale down or up based on the type of station investment. Eliminating kiosks would significantly reduce costs.

Table 2: Costs to City under three Operating Scenarios for a 300 Bicycle System
(Using Hybrid or Dockless Systems)

	Publicly-Owned	Privately-Owned No Public Investment	Privately-Owned Public investment in station infrastructure
Technology Assumption	Hybrid System	Dockless System	Hybrid System
Annual Ridership	125,000	125,000	125,000
Capital Costs (Cost to City of London)			
Bicycles (300)	\$ 670,000	\$ 0	\$ 0
Stations/hubs (60)	\$ 850,000	\$ 0	\$ 850,000
Total	\$ 1,520,000	\$ 0	\$ 850,000
Annual Replacement Costs (a)	\$ 160,000	\$ 0	\$ 70,000
Annual O&M Costs (Cost to City of London)			
City Administrative staff (1/3 FTE)	\$ 35,000	< \$35,000	< \$35,000
Program Operations	\$ 540,000	\$ 0	\$ 0
Program Marketing/Outreach	\$ 15,000	\$ 0	\$ 0
Additional Municipal Outreach	\$ 10,000	\$ 0	\$ 25,000
Total	\$ 600,000	< \$35,000	< \$60,000
Annual Revenue (Revenue to City of London)			
User fees	\$ 280,000	N/A	N/A
Advertising/Sponsorship	unknown	N/A	N/A
Total	\$ 280,000	N/A	N/A
Net Subsidy(b)			
Total	\$ 320,000	< \$35,000	< \$60,000
Operating Subsidy per Rider	\$ 2.56	<\$ 0.28	<\$ 0.48
Pros and Cons			
Pros	<ul style="list-style-type: none"> • Maximizes City control over program • Potentially feasible even with weak private-sector interest in operating bike share in London 	<ul style="list-style-type: none"> • Lowest cost to City • Absolves City of financial risk associated with funding and operating bike share. 	<ul style="list-style-type: none"> • City maintains some control over bicycle deployment • Station infrastructure could be used to generate advertising revenue
Cons	<ul style="list-style-type: none"> • City takes on risk and responsibility for bike share • Most costly scenario for City 	<ul style="list-style-type: none"> • City has little control over program deployment. • Lack of stations could result in bikes being improperly parked on sidewalks 	<ul style="list-style-type: none"> • City could be left with redundant station infrastructure if private operator folds.

Notes:

(a) Assumes City sets aside a fixed annual sum to replace equipment at end of useful life

(b) Subsidy could be covered in part by sponsorship revenue and third-party funding.

City Proposed Budget (Investment)

During the 2016-2019 Multi-Year Budget deliberations, Council approved a ten year capital project to assist with the implementation of Active Transportation (TS6020) as part of the implementation of the Cycling Master Plan. The capital project is financed by funds received through the Federal Gas Tax program at a rate of \$300,000 per year with the exception of 2016 (\$150,000).

At this point in time \$750,000 has been set aside for capital infrastructure for a bike share system. This amount is consistent with amount previously approved by Council for the 2017 City of London submission to the Ontario Municipal GHG Challenge Fund (part of the previous Cap & Trade Program) for a bike share system.

The capital funds earmarked could be used to purchase bike racks that are available to bike share users and other London cyclists. Depending on location and available space, many of these racks would be multi-purpose. In high bike share use locations, the racks would be signed and reserved for the exclusive use of bike share riders. For locations adjacent to or near large festivals, racks could be temporarily signed for bike share use only and other temporary bike parking provided for all other cyclists.

Summary

Now is a good time to pursue bike share for London. Other peer municipalities have tested bike share and are willing to share their learnings. London has made important strides in developing cycling infrastructure. London's cycling culture and interest in riding a bike for transportation and recreation is growing. In addition, the ability for a municipality to invest minimal upfront tax dollars to launch a viable bike share system has become a reality in recent years. Launching a bike share system in a designated service area will be of great benefit to current and future cyclists, and all Londoners using other modes.

Current annual operating costs for the City of London are estimated to be between \$35,000 and \$320,000 per year depending on the type of ownership for a hybrid or dockless system. In addition, there would be the need for some capital replacement costs. The wide range is associated with the limited information that is publically available at this time with these newer system designs. City staff cannot complete the business case until it confirms private sector interest in operating a bike share system in London along with operating costs, if any, that may need to be supported by the City of London and/or other sources.

To complete the business case are recommending a Request for Proposals (RFP) to obtain pricing and a vendor that can implement a bike share system in London based on the following key parameters (assuming 300 bikes are required):

- i) all bikes, software and hardware to be provided by the vendor;
- ii) all operating and maintenance costs to deliver the bike share system to be provided by the vendor;
- iii) project duration for up to three years with two, one year options at the sole discretion of the City of London;
- iv) operate in the service areas delineated by the City of London through a licensing agreement and a process to expand into other areas of London;
- v) a one-time capital investment into bike sharing parking installations provided by the City of London (racks that are available to bike share users and other London cyclists);
- vi) work with City staff to develop an equity program for low-income Londoners and an employer membership program;
- vii) address the data and information security and risk management requirements to the satisfaction of the City; and
- viii) allow an option whereby the vendor can propose an alternative program and costing arrangement.

Development of the RFP and review of the responses would be done in concert with the City's Information Technology Services and Risk Management staff to manage and ensure data privacy. The RFP would include:

- Legal, insurance and risk management requirements,
- A security assessment to avoid a breach of the users' personal data gathered and stored,
- Where the bikes could/could not be parked, and
- Penalties for the operator when bikes are not removed from locations outside the service areas.

City staff, with assistance from the technical consultants, currently plan to finalize the business case and prepare a draft implementation plan to implement a bike share system in London, including identifying potential partners, an operations plan, a marketing plan and financing strategies, and submit to Civic Works Committee in January 2020. The timetable for activities is as follows:

Activity	Timeframe
Prepare RFP	August 2019
Complete background work with stakeholders, identify potential stations/haven locations, etc.	August to Early November 2019
Release RFP	September 2019
RFP Closing Date	Mid to late October 2019
Complete Business Case	Late November/December 2019
CWC & Council review of Business Case and RFP recommendation	January 2020
Bike Share System Launch (if approved)	Spring/Summer 2020

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Appendix A Overview of Bike Share Preliminary Analysis - Part One

The companion report found on the City of London's *Get Involved* website (www.getinvolved.london.ca)

Appendix A

Overview of Bike Share Preliminary Analysis - Part One

Guiding Principles

A set of guiding principles was developed to help guide the business case. At a high level, these included:

- *Financial Sustainability*: Create a system that is financially sustainable, transparently operated, and accountable.
- *Mobility and Access*: Increase the ability of Londoners to access their daily needs via the current and ever-growing cycling network.
- *Environment and Health*: Address the effects of personal transportation on climate change by providing a new option for getting around London.
- *Community Building*: Leverage the bike share system and accompanying cycling usage as a tool to promote livability, and attract or retain residents, businesses and visitors.

The detailed Guiding Principles can be found in Section A *Guiding Principles* in the companion report.

Programs Reviewed

City staff and the consulting team spoke to municipal representatives in several Canadian and U.S. communities with bike share to identify their performance metrics, gather background documents, and discuss key takeaways and considerations for London to move forward. In summary:

- The bike share landscape is evolving quickly;
- Many smaller municipalities can feasibly introduce bike share with a third-party operator (little to no upfront capital expenditure); and
- Private bike share companies are shifting to e-bikes and kick-style e-scooters.

A list of the municipalities contacted is presented in Section B of the companion report, *Bike Share Preliminary Analysis - Part One*.

City Staff and Stakeholder Workshops

Two workshops were held in April, 2019 to seek input for the business case and identify any major challenges moving forward. One workshop was for City staff from several service areas that can influence or would be affected by bike share operations, such as Legal and Corporate Services, Information Technology Services, and Planning. The other workshop was for representatives of local stakeholder groups, such as Tourism London, Western University, Fanshawe College and the Middlesex-London Health Unit.

Some of the highlights from the input received include:

- Need to involve IT early on to review the security of bike share user data gathering and storage;
- Need to consider winter operations if bike share is year-round;
- Need to consider equity possibilities for potential users;
- Tourists represent a potential ridership base of 10-15%; and
- Concern with how bike share may impact bike theft (already a concern).

See Section C for the *Bike Share Staff & Stakeholder Workshop Summary* in the companion report.

Ownership Models

There are generally three bike share system ownership models currently in use in North America. These are:

- Public-owned (e.g., Toronto Bike Share)
- Private-owned (e.g., DropBike Kelowna)
- Public-Private Partnership (e.g., SoBi Hamilton)

Further details on these ownership models are provided in Section G of the companion report, *Background Details and Preliminary Analysis*.

Operating Models

There are generally three bike share system operating models currently in use in North America. These are:

- Docked (e.g., Bixi Montréal)
- Dockless (e.g., Lime Calgary)
- Hybrid (e.g., SoBi Hamilton)

It is important to note that the majority of new bike share systems in North America use dockless operating models.

Further details on these operating models are provided in Section G of the companion report, *Background Details and Preliminary Analysis*.

Bike Share Parking Options

There are many types of stations (or havens) for bike share bikes. The infrastructure (and accompanying costs) can vary greatly depending on which operating model is used. Stations vary between docked, hybrid and dockless. For example, a docked station has a substantial integrated bike rack, an integrated payment technology kiosk and map and/or advertising space (See Figure 1 below of Bixi in Montréal). A hybrid station can be fully accessible with payment options on site and integrated into a multi-modal transportation facility (such as with SoBi Hamilton's West Harbour GO Station in Figure 2 below). A dockless "haven" can be a simple bike rack and/or a space delineated by paint. If the space is only delineated by paint, the bikes have an integrated lock which allows them to be locked onto themselves (see Figure 3 below of UBC's dockless bikes in a painted haven).

Figure 1: Bixi Montréal (Example of Docked System with Integrated Payment Kiosk and Map/Advertising Space)

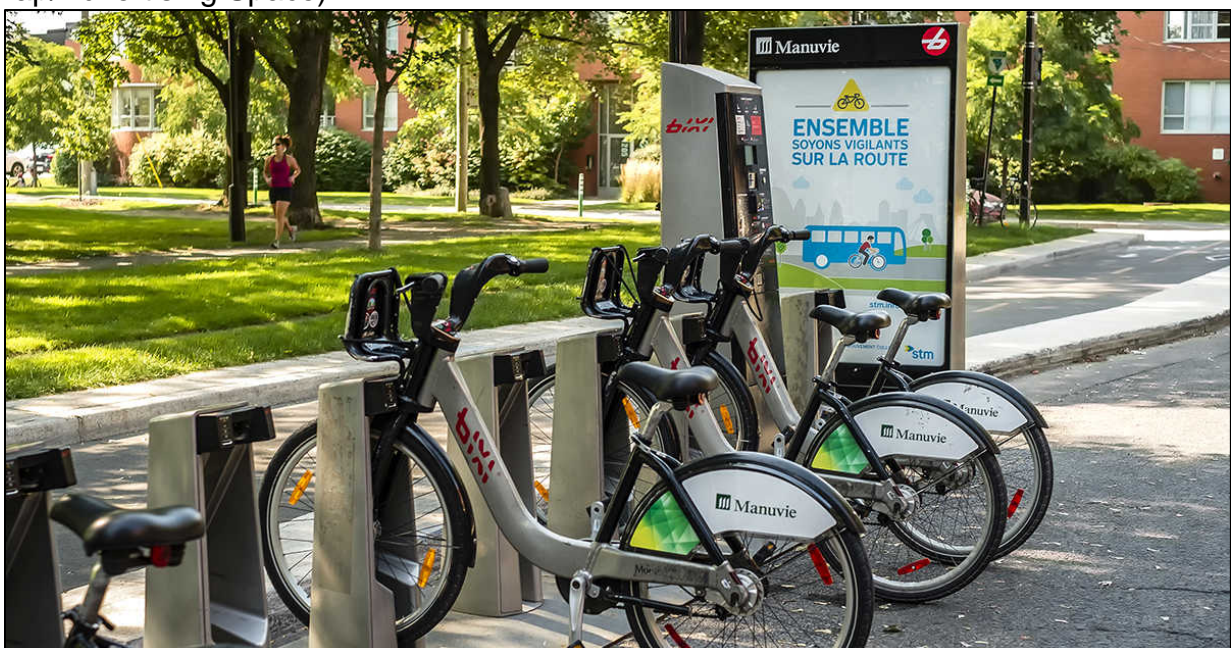


Figure 2: SoBi Hamilton (Example of Hybrid System Integrated Into the West Harbour GO Station)



Photo: IBI Group

Figure 3: UBC (Example of Dockless System with a Simple Haven Delineated with Paint)



Further details on parking typologies are provided in Section G of the separate report.

Preliminary Community Feedback

To coincide with the business case development, City staff sought preliminary community feedback through the City's *Get Involved* website. It was promoted at the City's 2019 London Home Show display and through social media.

Between late January and late March, 526 responses were received. Results included:

- Of the 98 per cent who answered the question, 82 per cent said they would use bike share in London at least once a month, once a week, or several times a week. Sixteen per cent indicated they would not use bike share.
- Of the 87 per cent who answered the question, 40 per cent indicated they would use it for commuting to/from work, 61 per cent to run errands, and 76 per cent for recreation.

- Of the 88 per cent who answered the question, 71 per cent indicated they would use bike share in the downtown. Other popular potential service areas included 17 per cent in Byron/Springbank Park, 11 per cent in Old East, 12 per cent in Old South, and 17 per cent in the Western/University Heights area.

More details about the *Get Involved* community feedback can be found in Section E *Get Involved London Contribution Summary* of the companion report.

In addition, the survey was promoted through the City's Facebook and Twitter pages. Approximately 200 comments were received, both supportive and non-supportive of bike share in London. The top concerns in order raised on Facebook and Twitter were:

1. Lack of infrastructure (separated cycling infrastructure)
2. Bike theft
3. Bikes poorly parked
4. Not everyone sharing the road
5. People like to drive

Further community feedback is planned as the system details are developed. For example, key stakeholder businesses and institutions will be surveyed in the Fall to provide more details on potential employee use and to provide an opportunity to raise awareness of the concept and dialogue with future users. Employers represent an opportunity for bulk corporate bike share memberships, including for City of London staff.

In addition, once a potential bike share system operator has been selected, community input will help inform preferred bike station locations. User input will be valuable to ensure that bike locations meet demand and tap into potential interest.

Risk Management

There are many inherent risks with Bike Share programs including: theft, damage, financial loss, personal injury or death. Safety of the user is the top concern. Management of these risks shall require detailed plans toward mitigating liability in areas such as: Safety and use procedures, bike maintenance, data privacy, infrastructure maintenance, checkout processes and project overruns. Through the RFP process, the City will look to control and mitigate potential risks as much as possible.

Due to the relative new existence of bike share programs, there is limited data to draw any objective analysis; however, there is some research suggesting that bike share users are at a lower risk of harm compared to the general cycling community. This is based on the fact that bike share users are often novice or part-time riders and as such they have a tendency to be more cautious and ride slower than more experienced riders.

Moreover, if bike share is introduced with a host of other supportive measures, particularly separated bicycle infrastructure and other initiatives to improve our City's bicycle friendliness, it is more likely that the safety of all people choosing to cycle (bike share and private) will be enhanced.

Market Share and Propensity Analysis

A market share and propensity analysis was completed to help inform the business case by illustrating the relative demand for bike share in London. Overall, London has numerous strengths that would support bike share, such as a large student population, walkable downtown, retail corridors, extensive pathway networks, and a relatively high walking, cycling, and transit mode share in central neighbourhoods.

However, low land-use density and de-centralized development patterns beyond the central service area do not support a city-wide bike share system at this point in time. Detailed results of the market share and propensity analysis are provided in Section D of the companion report, *Market Share and Propensity Analysis*.

Launch Service Area

Based on the propensity analysis and community feedback, the proposed Core Phase One Service Area was developed (see Figure 4 below).

This proposed service area will be included within the RFP to help RFP respondents determine bicycle station/haven locations. However, their launch service area may differ from that presented below.

The RFP will assume that the start-up service area would consist of approximately 300 bikes over 60 stations (spaces for eight bikes each, with an average of five bikes parked at each station). It would serve approximately 40,000 residents, 35,000 employees, two hospitals, and Western University and Fanshawe College (downtown campus) faculty, staff and students. An additional target audience includes visitors to London.

Also, as indicated on the map in purple, the proposed service area for the Western University campus is treated as a separate area, as the City does not have jurisdiction over their property. Western University (and Fanshawe College's downtown campus) will be part of discussions moving forward. It is up to their respective administrations to determine if and how to provide bike share for their faculty, staff and students.

Springbank Park is identified as a special recreational hub outside of the service area, because it was one of the highest ranked locations to use bike share in the community feedback process. The Thames Valley Parkway (TVP) is already a popular cycling route that feeds into and out of Springbank Park. Similar recreational hubs outside of core service areas have been set up by the bike share system operator in Hamilton.

Figure 4: Bike Share Launch Service Area

