



DELIVERABLE 3.8

POLITICAL PERCEPTIONS ON BARRIERS AND DRIVERS WITH REGARD TO BIKE SHARING

WP 3: Development and Implementation
of Marketing Campaigns

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THE POLITICAL ASPECT OF BIKE SHARING: CHALLENGES AND VISIONS

1 Introduction

Aim of this report

The aim of this document is to ensure that the voice and the experience of the city politicians is heard at the widest level. This is important as although there are many practical aspects to getting a Bike Sharing Scheme (BSS) in place and maintaining it, it is important that the political aspect to this is also included. After all, the politicians take the overall responsibility for decision-making including the financial aspects.

If politicians are positive and have good advice and recommendations that can be passed on to other cities with BSSs and others thinking of adopting a BSS, this can be very helpful. Within this benchmarking and feedback approach, it is felt that politicians in cities thinking of adopting BSSs are more likely to listen to other politicians and their experiences of being involved in BSS.

In this way we hope that the spread of BSS will be encouraged and speeded up. For these reasons, political involvement and support for BSS is very important.

Target group of this report

The VeloCittà project has had five target groups: i) BSS users, ii) local and regional authorities, iii) BSS operators, iv) cycling associations, and v) transport experts. The focus for this document are the local authorities, more particularly the city politicians in the project cities and in other European cities.

VeloCittà addresses European cities and municipalities who have an existing BSS that is in need of improved use. Within that, the role of the elected politicians is vital, because while the VeloCittà recognises and has included work on getting the technical, planning, financial and other practical aspects in place for BSSs to be successful, we also understand and believe that the role of politicians must be appreciated and included as well. Their voice is important.

The content of the report

The content of this document is based on the responses from city politicians to a detailed questionnaire that went out to all project cities and also to three other European cities as well. This was designed specifically to ensure that their voice and their experiences were included in this project.

Questions were asked of them, often with personal interviews, relating to practical aspects as well as their impressions, ideas and recommendations for other cities.



The answers given in the questionnaire were also discussed during ad-hoc site visits in the Velocittà cities and additional elements have been raised up.

This report contains also the highlights of the “politicians table” discussion that took place during the final project conference, in Rotterdam on 30.11.2016, at the same time as the 2016 POLIS conference.

Short resume of the report

As can be seen from the responses, there are many different models of BSS that have been adopted, many different experiences and impressions from the city politicians.

Summarizing, the questionnaires, interviews and discussions make very clear that:

- There is overall strong support from the politicians for the BSSs, even if they were already in place before the politicians came into power.
- BSSs are not seen as stand-alone resources, or something only of interest to tourists, but they are seen as part of the city mobility planning and a resource for all city dwellers. Especially in cities with public transport systems at or near capacity, like London, BSSs help provide alternative and accessible options for all that can help mitigate demand for public transport and replace short-distance trips normally executed by car.
- The need to plan, expand and learn from other BSS examples so as to save time, effort and money. In this context, it is worth mentioning the two ‘knowledge centres’ that have been developed as part of this project (<http://velo-citta.eu/resources/>). These will be a useful ongoing resource to project cities as well other cities in terms of learning from experience that has already been built up.



2 What we did in VeloCittà

2.1 What is VeloCittà?

The two strategic objectives of VeloCittà, which worked with five existing BSSs (Burgos, Krakow, London, Padua, and Szeged) are to improve energy efficiency through increased use of BSSs and to support other BSSs across Europe to increase their user numbers and efficiency by providing a knowledge and experience base on communications and operational approaches. Engaging politicians and ensuring political commitment is part of this.

To reach these objectives the project addressed 5 different target groups:

1. Bike Sharing users

The (potential) users of BSSs are the core target group of VeloCittà. They have been targeted through communication activities (e.g. marketing campaigns) on BSSs.

2. Local and regional authorities, including politicians

Local and regional authorities that have an existing BSS in place are also one of the main target groups for VeloCittà. The project addresses European cities and municipalities who have an existing BSS in their city in need of improved use. Within that the role of the elected politicians is a vital aspect. They take the decision and are in control of the project and the funding.



Figure 1 – Political and stakeholders meeting in Krakow

3. Bike Sharing operators

BSS operators are another target group which is very important for the success of VeloCittà. Beside local authorities, they are responsible for the development, operation and optimisation of the BSS. They are making the decision about further characteristics of the system and are often responsible for the promotion, too.

4. Cycling associations

Cycling associations interested in the increase of cycling modal share, are approached and asked to act as multipliers to disseminate the results of the project. They have a positive



attitude towards cycling and are likely interested in supporting the take up of good quality BSSs, too. Members of cycling associations are often decision makers for cycling policies or do have good contacts to cycling coordinators on the local level. For this, they can spread the results and reach decision makers.

5. Transport experts

Transport experts and cycling experts in particular are important for the quality of the BSS. Often, they are involved as external consultants to support the value creation chain of a BSS.

2.2 Political involvement in VeloCittà

Politicians were involved mainly through two types of activities:

- A questionnaire on barriers and success factors for the BSS. A detailed questionnaire (available as Annex 1) went out to all project cities and was also distributed to other European cities as well. This was designed specifically to ensure that their voices and their experiences were included in this project. Questions were asked of them relating to practical aspects as well as their impressions, ideas and recommendations for other cities.
- The signature of a “Commitment to Bike Sharing” and the final project event. The final project event was held in Rotterdam on 30.11.2016, at the same time as the 2016 POLIS conference. This was done to ensure that we had the widest opportunity to disseminate our findings to both officials and also city politicians attending the POLIS event. The event was organised to allow presentations as well as the signing of a “Commitment to Bike Sharing” and a site visit in Rotterdam for Politicians. Politicians from project cities and elsewhere attended; 7 of them signed the Political Statement on stage. The collection of signatures had already started before the Final Conference and continued afterwards. Upon sending the signed Statement to the European Commission and Parliament on 20.2.2017, it contains an impressive 19 signatures from 15 cities from 8 countries. For more details on the Political Statement, please see the separate report on www.velo-citta.eu (Deliverable 3.9).



Figure 2 - Political Statement signature

Workshop on process evaluation

Other elements came from the internal workshop on Process Evaluation. In this workshop, VeloCittà partners answered to the following three questions:

1. To what extent were you able to garner political support and leadership from the city?
2. Were there tangible activities in which politicians were involved?
3. Did the project effectively help to raise political awareness for BSS and cycling in general?

Unsurprisingly, the workshop concluded that political approaches among the cities are various.

In London for example, different Boroughs have different political involvement. In Lambeth the interest for cycling aspects raised during the project lifetime and cycling became one of the most appealing subject, also because it attracts big investments and can be seen as a political legacy. On the other hand, Southwark these aspects are managed by technical figures, and the politicians appear to stay more in the background.

In Szeged, where the BSS is privately owned, the politicians are not directly involved and initially manifested limited interest in the project. After a first phase where they were sceptical about the system, now, thanks to the project, they are becoming increasingly interested, to the extent that they have even promised additional space for new docking stations. This growing attention is confirmed by the fact that the city is also using the images of the BSS for its promotional campaigns as an appealing element.

The situation in Krakow is different: the municipality, after several years of annual contracts with service providers, at the end of 2015 decided to change completely the organizational model and to entrust the all system to a private company that would provide bikes and run the operational activities. The Deputy Mayor was not responsible for the first BSS, started



with the CIVITAS CARAVEL project, but he always supported it and insisted for the new one to receive adequate design budget. Due to legal and bureaucratic issues the tendering process experienced delays and the new system started only one year after, in October 2016 (as a pilot). Wavelo (the name of the new system) will be officially launched in Spring of 2017.

While in Burgos politicians have always been very supportive of BSS and its promotion, in Padua the situation changed. After the initial political enthusiasm that led to the launch of a BSS in 2013, the new Mayor (in office from 2016 onwards) regarded BSS as a second-tier priority, even though he never opposed it and kept praising the role of cycling in the city. The result is however very limited and visible support for the system.

3 What worked and what did not work: drivers & barriers

3.1 The VeloCittà BSSs

The VeloCittà cities and boroughs that responded to the questionnaire have populations varying from 80,000 to 750,000 and cycling modal shares ranging from 4% to 17%. While all responding cities have BSS schemes in place, their sizes vary substantially (London has one of the largest BSS in the world with more than 10.000 bicycles, Burgos and Szeged have small scale BSSs with less than 200 bicycles).

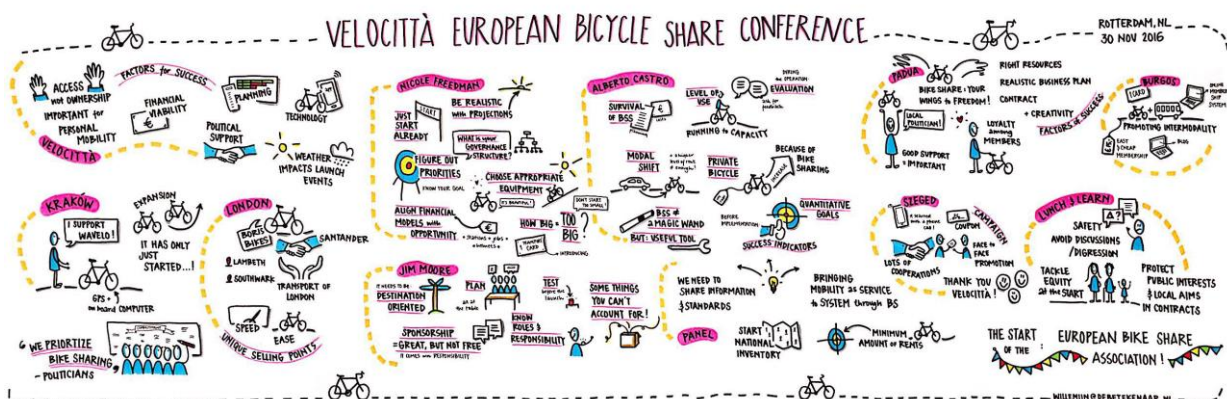


Figure 3 - Velocittà graphic facilitation during the final conference

Burgos

The Burgos Hire System was launched in 2006, and during the last seven years the system has been up-scaled up to include 18 docking stations with 10 available bicycles in each stall. The service is owned (for profit) by the Municipality and operated by a private company under a public contest. Burgos started with a free system, calling "Loan system" and in 2011 reached a total number of 12,000 users.

After the local BSS switched from a free to a fee-based service (2012), the number of registered users collapsed, almost obliterating the system. As of 2013, and with the help



of VeloCittà, the BSS rebounded recording an increase in registered users and in hires confirming that the BSS is now on its way to complete recovery.

Krakow

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 a BSS realised in Poland and one of the first in Central Eastern Europe. It consisted of 120 bicycles, 16 self-service docking stations. The system was operated by a consortium of private companies, while the city maintained the ownership.

In 2016, Krakow decided to completely revamp the oldest BSS and granted a long-term concession to manage the new system, branded Wavelo. A pilot was launched in the city streets in the autumn of 2016. As of the spring of 2017 more than 1.500 bikes and 150 docking stations will be available for residents and tourists.

The BSS is operated by BikeU, a Polish operator part of the French group Egis, which runs BSSs in over 100 countries. Wavelo is financed without help from public subsidies. The operating costs are expected to be covered by user fees, the operator's own funds and sponsorship contracts. The profits will be used for future BSS expansion.

London (Boroughs of Lambeth and Southwark)

The London Cycle Hire Scheme launched in July 2010 and then expanded in the following years reaching 750 docking stations and 11.500 bicycles. The scheme is available to both registered members and casual users.

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 (a public company). After Barclays withdrew, the current sponsor Santander acquired the scheme branding rights. The BSS is operated by Serco (a private company) under the terms of a contract procured by Transport for London.

Padua

GoodBike Padova is Padua's BSS, launched in 2013 and consisting of 265 bicycles (200 traditional bikes and 65 e-bikes), 28 docking stations, 6 equipped with photovoltaic panels. The system was designed and implemented by Bicincitta (a private company), which won the 10-year BSS management tender. The Municipality owns all the elements of the BSS. The operator's revenues are generated by the users' subscriptions and the advertisement space placed at the BSS docking stations.

Szeged

The CityBike Szeged BSS was launched in 2013 with 12 docking stations and 100 bicycles available to hire. This is the first BSS implementation realised in Hungary. The system is owned (for profit) and operated by a private company (Sund Magyarországi Ltd.), which won a public tender. All the elements are privately owned. The goal was to start with the Szeged BSS and progressively extend across Hungary. The scheme is available to registered members only.



3.2 Why a BSS in the VeloCittà cities?

BSS is important to politicians, for these main reasons:

1. It is consensually 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.
2. 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.
3. Tourists regard BSS as a “nearly mandatory” service. They expect to find when visiting a city, and expect it to be easily accessible.
4. 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. BSS is in this sense an enabling factor.
5. It builds a more welcoming image for visitors.

This explains why although most VeloCittà BSSs were already in place before the politicians came into power, all of them recognised their strategic value and potential. The original objectives and the ambitions that triggered the operation of the BSSs were on the other hand different.

Politicians in Burgos and Krakow believed that BSS helped residents gain access to sustainable modes and achieve a modal transfer from the use of private cars. One said that all secondary schools have a bike station. This is also the opinion of the politicians of one the London Boroughs who stated: “The bicycle sharing system in Lambeth gives people the opportunity to use a sustainable transport mode.”

Politicians in London Lambeth believed that the BSS could help in enticing a diverse range of people to cycling (e.g. women, elderly and ethnic minorities), moving away from the traditional white male profile. For London Southwark one of the aim of the BSS is to encourage more people to take advantage of the scheme and to help meet our targets for improved transport options and an overall healthy lifestyle.

Parma was driven by the desire to integrate cycling and public transport, which is why they located the docking stations near public transport hubs and the train station particularly.

Virtually all politicians believed that the BSS could be a springboard for cycling, affording visibility and mass. Lambeth stated that the BSS was seen as a lever to make the Borough the most cycle-friendly one in London, and that is confirmed by the current expansion plans.



3.3 Fitting a BSS in the wider transport plan

All interviewed politicians agreed that BSS to be truly successful must be integral part of a city's sustainable mobility plan. BSS in particular shall be regarded as an additional form of public transport and should be effectively integrated with the overall public transport offer. Burgos and Torres Vedras explained that BSS was totally in line with the strategy of sustainable mobility in their cities; in Burgos was already expected in the SUMP in 2005 and in Torre Vedras was planned in the *Strategic Guidelines for Soft modes* in the Strategy for Mobility of the City.

3.4 Main barriers

- The financial sustainability of BSS 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. Although approaches (fully public operation public-private operation, fully private operation) and objectives (boost cycling, integrate public transport, provide first/last mile option, complement the multi-service offering) vary across cities, BSS is rarely seen as a revenue-generating provision. This is however also a function of the size and the appeal of a city. Large and recognisable cities, such as London, are able to attract large sponsors, while smaller cities struggle to even sell their advertisement spaces. Either way, a city interested in BSS 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 BSS. The number (and location) of the docking stations, as well as the number of circulating (and repositioned) bicycles is critical for a successful BSS. Parma found out that the expansion of the system led to a 45% increase in use. Starting a BSS “quick and dirty” is never a good idea, as it may lead to malfunctioning, dissatisfaction and eventually to closure. A failed BSS is a tragedy as it affects political and public perception, and renders a new endeavour a complicated affair.
- Less prominent barriers include solutions such as the possibility to reserve bicycles or the obligation to payment an initial registration deposit. VeloCittà found that users want it quick and simple. Cycling is still a novelty in many contexts, and anything that makes it more complicated should be avoided.
- An additional point of view comes from London Southwark where the Councillor Ian Wingfield, Cabinet Member for Environment and the Public Realm opposition is usually from residents or businesses that consider the proposals will impact negatively upon them in terms of access and trade. Usually once a more detailed public discussion is held with such residents and amendments considered then most opposition is reduced.
- Other barriers mentioned by the VeloCittà politicians concern issues that affect cycling in general, such as its perceived danger or the limited size of the cycling path network of the city in which the BSS operates. The latter affect modal share and consequently slows down BSSs. The politicians attending the table discussion in Rotterdam agreed that 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.

3.5 Main success factors

- Trying to prevent the above barriers is an obvious, though often difficult task. There are however other success factors signalled out by the politicians. Some concluded that key aspects relate to keeping the BSS affordable, easy to use, flexible, dense and with docking stations positioned near popular origin and destination points.
- Another important factor is the focus on BSS awareness and publicity to maximise satisfaction and take up. Politicians believe that targeted education campaigns (e.g. free bike sessions and lessons appear to be successful) should be intensified as cycling garners popularity. For example, for London the success is largely based on listening to residents, cycling groups, community organisations, local businesses, giving them a certain amount of ownership of the project and taking into account their opinions and suggested amendments. The presence of a communication strategy is particularly relevant for the new generations; young people individually and schools should be addressed through tailored education and information campaigns to take-up safe cycling. This merits the fact that the VeloCittà project focused largely on communication campaigns and awareness raising activities.



Figure 4 - Bike sharing users in Santander system (London)

- Another mentioned factor is the ability to guarantee regular servicing and re-balancing of the bicycles across the system and promptly solving problems indicated by the users.
- Politicians also agree on the notion that their BSSs need to gradually grow both in size (number of docking stations and bicycles) and scale (urban areas reached by the system), and they all appear to be committed to doing it. As Krakow said, “water drop hollows out the rock no matter how small the scale of a BSS 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 BSS 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 BSS.

Most of these aspects above were discussed during the political table in Rotterdam, which saw VeloCittà cities being joined by politicians from Rome (Italy), Greater Manchester (United Kingdom) and Bielsko-Biala (Poland). After the failure of the previous BSSs Rome and Manchester are now initiating the tender procedures in view of launching their new systems.

4 Conclusions and recommendations

4.1 Lessons learnt by politicians from their BSS schemes

Politicians have become aware through the BSSs that although changing attitudes to mobility can take time, that the success of BSS shows that there is now a very significant demand for cycling. More than this, the politicians are also aware that BSS 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”.

Other comments included practical aspects, such as the politicians realising that heavy BSS bikes are not so good for hilly areas of cities, unless electric BSS bikes can be introduced. Also quoted was the fact that to be fully effective and successful, a small network /system needs to be up-scaled (with suitable density of BSS sites) so as to allow better access over a wider area.



Figure 5 - Electric bike sharing station in Padua



London Southwark stated that prior communication, detailed proposals and discussion, and the involvement of residents and other groups throughout the planning and implementation process are essential for a successful implementation of a BSS, and more in general, for a successful project.

4.2 Politicians advices to other cities without BSS schemes

Get a BSS! 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.

London Southwark advices other cities suggesting to advocate the benefits (“it’s accessible, healthy and enjoyable!”) to the residents as they will respond positively.

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 travel mode said another.

The need for a pre-implementation study was also recommended, also exploring the financial options and cost and maybe involving sponsors. Finally, said Burgos (Spain), the city needs to see how any BSS plans fit within the overall city mobility and cycling plans.

Krakov suggested to learn from other cities. While there are many different systems, it is worth to see them and to “try” them before deciding on a BSS in your city. With more city BSSs now, it is much easier. When they started their BSS plans there were no systems in Poland or even in Central and Eastern Europe to compare or draw conclusions from. While there were systems in western countries, they differed significantly from the situation in Poland and made it difficult to compare.

Another suggestion came from the Rotterdam final event was: “be courageous to lead the change”. Citizens are scared by the change and usually are against it. As results of the air pollution, in London and in Rome there are about 9.000 and 1.500 deaths and politicians must have courage and the political will to take unpopular decisions, such as congestion charge, parking and traffic limits. BSS cannot be successful if it is disconnected from other measures and 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 (and public transport modes) 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.



5 Annexes

5.1 The Questionnaire

- Perceived political barriers and drivers with regard to Bike Sharing Systems (BSSs)
- Politician info: name, position, time in post, responsibility.
- Basic city info: population, cycling modal share, culture of cycling in your city.
- Why did you decide to start BSS?
- What were your ambitions for the city and goals for the BSS?
- How do you believe your BBS fit into your cities' wider cycling strategy/policy?
- What do you feel were the main barriers to progress?
- What do you feel were the main reasons for success?
- What do you feel still needs to be done with your BSS?
- What lessons have you learnt from your BSS?
- What advice would you give to other cities without BSS?
- How would you sum up BSS in your city in a single phrase?
- Is there anything else you would like to add about cycling and BSS in your city?

The above is a list of common questions that VeloCittà would like all politicians to answer. We are interested in their own ideas and impressions, as biased or partial they may be, for these are the feelings that should be reflected and conveyed to politicians interested in BSSs.

Slot no. 12 is left open to cities for bespoke questions on issues that are deemed particularly relevant.

5.2 Guide to the Questionnaire for politicians

As part of the work on the VeloCittà project, we are now asking you, the city politicians, to fill out a short questionnaire with your views on elements of BSS. This is a very important part of the project that your city is involved in and the results will form part of the overall report documents that will be widely disseminated across Europe. We hope very much that



this will help other cities to understand better the challenges and the possibilities of a BSS scheme. But first, some background.

VeloCittà seeks to change the travel behaviour of the public through two complementary approaches:

- a) utilisation of user segmentation techniques to overcome perceptual and/or attitudinal barriers,
- b) adoption of the most effective available operational solutions with regard to financial organisation and political involvement to improve the performance of the BSSs.

Among the major outputs & expected results from the VeloCittà project are:

- Communication campaigns aimed at target users groups (commuters, employees, tourists, students, residents);
- Fact-sheets about effective communication activities to encourage the use of shared bikes and about optimising the BSS business case and the political involvement;
- A city based European Portal on Bike Sharing including on-line Knowledge Centres on market segmentation/marketing campaigns and on organisation and operation of BSSs and including an on-line 'European Map on Bike Sharing Systems';
- Dissemination material, including 6 e-Newsletters, Project Folder, Project E-Postcard, Project E-Brochure, 6 E-Fact Sheet-Magazines, and Final Project E-Brochure;
- A "European Bike Sharing Conference - Recipes for Success" on 30 November 2016 in Rotterdam. This will be part of the POLIS annual conference and your participation in this event is encouraged;
- Wider awareness and increased use of Bike Sharing Systems in the 5 partner sites;
- Attitudinal shift amongst target groups towards a more positive view towards cycling in general and bike sharing in particular;
- Increased operational efficiency of the BSSs through enhanced knowledge about financial organisation of BSSs and higher political involvement.

We recognise that BSS systems are just one mobility option for politicians to consider and it needs to be planned, installed and monitored along with other options as part of an overall city plan. One key consideration is the way that any BSS scheme is integrated with public transport as there is an obvious synergy between the two. Given the fact that elected politicians and decision makers are heavily involved in these matters, it is therefore very important that there is political buy-in and involvement at all stages. That experience is what we are aiming to reflect in this questionnaire.

We very much hope that the effects of this project at a political level are influential and long lasting. In order for this to happen, city politicians especially should be involved in the



questionnaire. The report that will be drawn up using the responses will help to guide other politicians thinking about adopting or extending a BSS scheme. For this reason it is important that the answers are yours as these will be a very useful guide to other city politicians including: what the perceived barriers (political and others) were in starting a BSS scheme, what was your vision and has it been realised, and the lessons you would pass on to other cities wishing to adopt such a scheme in the future. This will help other cities make sure that they learn from the experience of the cities that have already installed BSS and so achieve greater success more quickly. It is one thing for a politician like yourself to read a report or look at analysis, but when you can see the thoughts of other politicians talking directly to you from their experience - that is very powerful.

We look forward to all your responses.



5.3 The questionnaires received

Burgos

- Politician info:

Jorge Berzosa, Mobility Councillor and President of the Service of Mobility and Transport in Burgos, since last March, responsibility: the whole mobility in the City, except ITS and traffic.

- Basic city info:

180,000 inhabitants, 8.9% in the last survey (2014-2015). The city launched a Bike Plan in 2010, and it has participated in several projects regarding the bike (Champ, Sameru, SUMOBIS, PTP-Cycle or SmartMove where cycle was a very important part). Apart from that, the improvements of the bike conditions are continuous (23 BSS stations, last year installed more than 500 bike parking, so in total more than 1,200, more than 50 km of bike lane...).

- Why did you decide to start BSS?

The main reason was to give visibility to the bike, and to aware of the use. It was thought that with a system proved to be a success in other cities it was going to be a success also in our city. We thought people were going to use the bike as there was no problem of parking or thieves. At the same time, it was very innovative in Spain, and Burgos wanted to be innovative in mobility, and this action was totally in line with the strategy and the SUMP.

- What were your ambitions for the city and goals for the BSS?

Basically to give visibility as already stated. The city wasn't thinking in a concrete number of users or uses, it was more visibility, to create a common awareness of the bike. The city wanted to increase the number of users of the bike, so the BSS was a good tool.

- How do you believe your BBS fit into your cities' wider cycling strategy/policy?

The BSS was expected in the SUMP (2005) as well as in the Bike Plan, so it is totally in line with the strategy of sustainable mobility in the City.



- What do you feel were the main barriers to progress?

In some point, the number of stations has not been enough up to this year (now in total 23) so some of the people maybe hesitate to use it as they have to walk previously a lot. The second reason is not exactly a barrier, it is the fact that now people are using their own bicycle, so maybe they were members in the past but now they prefer to use their own one. We've got figures proving people is moving by bike, but the BSS is not a big success, the only explanation is that the BSS has impulse the use, but users they may prefer other solutions using the bike.

- What do you feel were the main reasons for success?

BiCiBUR has been always cheap, easy to use, very flexible and very useful. These are the main reasons of the success.

- What do you feel still needs to be done with your BSS?

More stations, easier process, to be able to do everything with a credit card (as in London).

- What lessons have you learnt from your BSS?

To implement a BSS is a good way to promote the use of the bike, and an effort from the City Council is necessary.

Other lesson is that to implement the 60 € depot was not a good idea. Other ways for the financial balance are possible.

- What advice would you give to other cities without BSS?

A good study is necessary. In our case there were no previous studies but in some cities they have implemented in terms of number of stations, type of bikes... what the results were saying to do. In our case it was funded by CiViTAS and maybe the City never thought about studying firstly.

Second advice, to check the availability and the financial balance, maybe to start with other type of agreement or inclusion of sponsors.

Finally, to think if this action is in line with the rest of the actions in favour of the bike or the mobility of the city.

- How would you sum up BSS in your city in a single phrase?

BiCiBUR is an OPORTUNITY, and opportunity for all the citizens to easily use a sustainable mean of transport.



London Lambeth

- **Politician info:**

Name - Councillor Jennifer Brathwaite

Position- Cabinet Member for Environment and Transport

Time in post 2.5 years

Responsibility - Cabinet Member for Environment and Transport and Ward Councillor for Gipsy Hill

- **Basic city info:**

Population - 219,396

cycling modal share - 5.7% for commute

culture of cycling in your city - Lambeth is one of the top boroughs for cycling. It is known for committing funding to cycling and is central enough for cycling to central London.

- **Why did you decide to start BSS?**

It was already going before I was in post, however I am very committed to extending the scheme further south into the borough. We take sustainable transport very seriously in Lambeth. For residents to use sustainable travel they need to have access to modes.

- **What were your ambitions for the city and goals for the BSS?**

I want to make Lambeth the most cycle friendly borough and I want to increase range of people cycling. To raise the number of women, ethnic minority groups and disabled people cycling. My ambition is to bring the BSS down into the borough.

- **How do you believe your BBS fit into your cities' wider cycling strategy/policy?**

The BSS is a great way for residents to access cycling. Cycling is still very much thought of as male dominated form of transport and BSS can allow access for more people. It makes cycling affordable.

- **What do you feel were the main barriers to progress?**

1) Perception of danger

2) Cycle schemes has negative campaigning from motorists

3) Financial, boroughs now have to pay. They need to find £100k per docking station to add to the scheme's spread.



- What do you feel were the main reasons for success?
Pushing an open door - lots of people want to cycle and are demanding access to bikes and BSS. Lambeth is good at communicating that. Lambeth has a good reputation for cycling in borough.
- What do you feel still needs to be done with your BSS?
Bringing the BSS down into the borough. Currently it just covers approx 20% of the borough and does not include some of the town centres in the borough. Initially it should at least come down to Brixton and then beyond. Ideally borough-wide.
- What lessons have you learnt from your BSS?
I wanted it to go to Streatham to take commuters who are queuing for buses but the bikes are heavy and not good at hills. It would be good to get electric bikes as part of the BSS.
- What advice would you give to other cities without BSS?
Get one - 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.
- How would you sum up BSS in your city in a single phrase?
The bicycle sharing system in Lambeth gives people the opportunity to use a sustainable transport mode.
- Is there anything else you would like to add about cycling and BSS in your city?
It is a shame that poor boroughs such as Lambeth don't get enough docking stations. Wandsworth have managed to get more widespread docking stations in some of its more affluent towns outside of the Zone 1 initial footprint. It is possibly because these boroughs are Conservative and the government is Conservative. We are a Labour borough and it is therefore possibly politically motivated. I feel like we are really headed towards our aim to be most cycle friendly borough. Lots of different people cycling including children with parents.



London Southwark

- **Politician information**

Name: Councillor Ian Wingfield

Position: Cabinet Member for Environment and the Public Realm

Time in post:

Responsibilities: Cabinet Member for Environment and the Public Realm

To continue to improve the borough's environment and champion sustainability, including having responsibility for waste management, increasing recycling and reducing waste to landfill. To continue reducing the borough's carbon emissions and increase the use of green energy including with SELCHP.

To be responsible for street scene and highway infrastructure, traffic management and parking enforcement.

The cabinet member has particular responsibility for: markets and business space; street cleaning including litter and dog fouling; recycling and landfill; refuse collection; carbon reduction and climate change; green energy; cemeteries and crematorium services; marinas and internal waterways; flooding and flood defences; roads and road safety; parking; street scene; cycling and walking strategy.

- **City information**

Resident population: 306,745 (2015)

Cycling modal share: 4% (2015/16)

Culture of cycling in your city: Cycling in London is a statement and (often) consciously made. The most dominate type of cyclist in Southwark are people commuting; however, we are slowly seeing a wider demographic of people cycling - although fear of road traffic remains a concern across all groups.

- **Why did you decide to start BSS?**

In a major city such as London it is extremely important for overall ease of and access to transport facilities, helping residents to keep fit and active, and because of the importance of having good air quality.

- **What were your ambitions for the city and goals for the BSS?**

To encourage more people to take advantage of the scheme and to help meet our targets for improved transport options and an overall healthy lifestyle.

- **How do you believe your BSS fit into your cities' wider cycling strategy/policy?**



Our overall policy is to ensure that there are more residents accessing cycling as an option whether travelling to work, making local trips or cycling for enjoyment and recreation. It also assists in increasing the number of cycle routes whether Quietways or Superhighways.

- What do you feel were the main barriers to progress?

As with most public projects there is always a body of opinion against proposals the Council consults upon. Opposition is usually from residents or businesses that consider the proposals will impact negatively upon them in terms of access and trade. Usually once a more detailed public discussion is held with such residents and amendments considered then most opposition is reduced.

- What do you feel were the main reasons for success?

Success as indicated above was largely based on listening to residents, cycling groups, community organisations, local businesses, giving them a certain amount of ownership of the project and taking into account their opinions and suggested amendments.

- What do you feel still needs to be done with your BSS?

We need to expand it out further across the Borough and ensure it is financially supported.

- What lessons have you learnt from your BSS?

That prior communication, detailed proposals and discussion, and the involvement of residents and other groups throughout the planning and implementation process is essential for a successful project.

- What advice would you give to other cities without BSS?

Advocate the benefits to your residents as they will respond positively.

- How would you sum up BSS in your city in a single phrase?

Accessible, healthy and enjoyable!



Krakow

- Politician info:

Dariusz Niewiata, Senior expert, responsible for implementation of the first BSS in Kraków and Poland

- Basic city info:

The City of Krakow is a historical city with more than 750,000 inhabitants, located in the south of Poland. Krakow cycling network is not very well integrated, and the municipality is working to link large areas with bike paths creating a network of routes connecting important areas of the city. The modal split concerning cycling is about 4% but this number varies according to the season.

- Why did you decide to start BSS?

The most important thing is that first BSS was co-financed by the EU within CiViTAS CARAVEL Project. It was a huge advantage that the EC supported such measure in Krakow. There were some critical voices of city councilors back then but finally they also understood the fact that we could not lose money from the EC.

- What were your ambitions for the city and goals for the BSS?

The main goal of BSS in Krakow was to integrate cycling and public transport. All 12 stations of the first BSS were located in the city centre, within the second ring road. They were also located next to important PT stops, in order to maximize the integrated use of both modes.

The idea was to encourage people to leave their car and go further by bicycle in order to decrease level of car traffic within the old city centre and make bicycle more popular means of transport.

We decided to set up small scale BSS - 100 bicycles and 12 stations to start with. There was a goal to reach 200 registered users in 6 months (until the end of the Caravel project). It became more popular than we had thought. During first two weeks 500 people were registered.

- How do you believe your BBS fit into your cities' wider cycling strategy/policy?

Krakow was the first city in Poland to implement the Sustainable Transport Policy. It was enforced by the City Council in 1993. From that time it was obvious that Krakow would become cycling city. We started building cycling network including first contra-lanes and fitted into our plan perfectly, completing it even more.



- What do you feel were the main barriers to progress?

It is not original to say “money”. It was difficult to find a provider and operator for the system (we organized 5 public tenders!). Most companies were interested but finally did not decide to participate in the tenders because of low number of stations and bikes planned to be bought.

BSS in Krakow was a small scale implementation so it was designed mainly for people living in the city center or commuters coming to this part of Krakow.

I would also point the City Council as a barrier because at first councillors were very sceptical about BSS in Krakow. Owners/employees of commercial bike rentals were afraid of losing their jobs. They were somehow pushing councillors to block the implementation of BSS in Krakow.

- What do you feel were the main reasons for success?

There is always some space for BSS in large or medium-size city. If network of stations is dense enough, people will use it in their everyday life. The same situation happened in Krakow.

System was cheap (20 minutes for free, 95 % of rides were for free then), registration process was easy enough so people started to ride our blue bikes immediately.

- What do you feel still needs to be done with your BSS?

The core of the business is that a BSS need to be expanded. Nowadays Krakow is starting new system for 150 stations and 1500 bikes. We have a lot of experience since 2009 and we also learned from our own mistakes.

Another case is promotion of the system and accessibility for various groups of citizens or tourists. This is extremely important especially in the initial phase of implementation.

- What lessons have you learnt from your BSS?

The main lesson we learned is that if you are going to launch a small system - its up-scaling is crucial! Implementation of the BSS in a whole city will allow to obtain better access for citizens from different districts of Krakow. If someone is forced to spend 15 / 20 minutes to reach any BSS station from his/her home place, he or she will rather choose another transport mode.

This solution could be excellent for tourists and visitors who often want to visit not only the city centre but also surrounding areas of Krakow, using not only public transport but also a bike.

- What advice would you give to other cities without BSS?



Learn from other cities. There are different systems in many Polish cities. It is worth to see them and to “try” them before deciding on a BSS in your city. Now it is much easier. When we commenced the BSS adventure in Krakow in 2009, there were no systems in Poland or even in Eastern Europe to pattern on, compare to or draw conclusions. Of course, there were systems in western countries but for that time they differed significantly from our reality in the general context of cycling, so it was not easy to compare to their circumstances.

- How would you sum up BSS in your city in a single phrase?

Drop hollows out the rock - no matter how small is the scale of a BSS you start with and no matter how serious can the obstacles you may encounter be, if you have strong will, you may always end up with a large system.

- Is there anything else you would like to add about cycling and BSS in your city?

Our BSS has gone through different phases and shapes, so it means we have gained quite a lot of experience concerning BSS. Hopefully, our last idea of a privately-owned BSS with 150 stations and 1500 bikes of 4th generation will be the best one and will become a huge success.

The above is a list of common questions that VeloCittà would like all politicians to answer. We are interested in their own ideas and impressions, as biased or partial they may be, for these are the feelings that should be reflected and conveyed to politicians interested in BSSs.



Padua

- Politician info: name, position, time in post, responsibility.

MUNICIPALITY OF PADUA

BOTTON PAOLO, Mobility Councillor since 28/06/2016;

Councillor: Private Building since 27/08/2016; Municipality building, Monumental Building, Maintenance, Green and urban parks, Urban furniture, River waters, Residential Building, School Building by 2014.

Previous experience: Mayor of the Municipality of Carmignano di Brenta (Padua) 1995-1999

- Basic city info

Population, cycling modal share, culture of cycling in your city.

Municipality of Padua, 206.438 inhabitants, modal split: 49% cars, 17% bicycle, 23% bicycle, 11%. Padua is a city where cycling is a tradition.

- Why did you decide to start BSS?

The system was implemented in 2013, in that period I was not in the City Council

- What were your ambitions for the city and goals for the BSS?

See answer question no. 3)

- How do you believe your BBS fit into your cities' wider cycling strategy/policy?

The BSS is one of the elements that can provide more sustainable mobility in the city

- What do you feel were the main barriers to progress?

Economic sustainability, lack of additional investment to spend in a time of scarce public resources.

- What do you feel were the main reasons for success?

The widespread of the service, the affordable cost of the service density in the most community centres (e.g. Railway Station, University, Hospital..)

- What do you feel still needs to be done with your BSS?



To extend the information on the service is needed, even by replacing the word term "subscription" with "access card", and expand more the subscription by smartphone App.

- What lessons have you learnt from your BSS?

In our city the request for use of bicycles is very significant

- What advice would you give to other cities without BSS?

It is a service that must be implemented because it is a sustainable mobility service, innovative for the future.

- How would you sum up BSS in your city in a single phrase?

To share the bike to improve the city together

- Is there anything else you would like to add about cycling and BSS in your city?

It's important to be able to share public spaces with great respect among users (bicycles, cars, pedestrians, bike, bus..)



Parma (external city - only in Italian)

- Informazioni politiche:

Gabriele Folli, assessore Ambiente e Mobilità - Comune di Parma, in carica da giugno 2012

- Informazioni di base della città: popolazione, ripartizione modale bicicletta, cultura della ciclabilità nella tua città.

Parma 190.000 abitanti, 17% di ripartizione modale bici, elevata tradizionale cultura della ciclabilità dei parmigiani favorita da un contesto urbanistico compatto e pianeggiante

- Perché hai deciso di iniziare BSS?

Il sistema bike sharing è stato implementato in città già prima della nostra amministrazione. Al momento del nostro insediamento erano presenti 15 stazioni BS per lo più concentrate nel centro storico. Nel corso del nostro mandato ne abbiamo implementate altre 9 con l'obiettivo di estendere ulteriormente la rete nei prossimi anni.

- Quali erano le tue ambizioni per la città e gli obiettivi per il BSS?

Crediamo fortemente che il sistema bike sharing sia utile per favorire gli spostamenti intermodali e ridurre l'uso dell'auto privata nel centro città. E' per questo che molte delle stazioni nuove di BS sono state collocate nei pressi di parcheggi in struttura, parcheggi scambiatori, stazioni di car sharing e colonnine di ricarica mezzi elettrici nonché ovviamente alle fermate del trasporto pubblico e nei pressi della stazione ferroviaria.

- Come pensi che il tuo BBS si adatti nell'ampliare la strategia/politica della ciclabilità nella tua città?

La conformazione urbanistica della città favorisce gli spostamenti brevi in bicicletta in quanto le connessioni tra i parcheggi di interscambio posti al limitare delle tangenziali ed il centro città non richiede più di 20 minuti in bicicletta.

- Quali pensi siano stati i principali ostacoli al progresso?

Inizialmente la diffusione è stata limitata dalla poca capillarità delle stazioni di BS e dal modello di adesione al servizio prenotazione (tessera da registrare presso il gestore del servizio) che ha rappresentato una barriera limitandone l'uso ai cittadini residenti a Parma o comunque ai frequentatori abituali. Ora con l'ampliamento della rete abbiamo registrato un considerevole incremento degli utilizzi (+45% nel 2015 rispetto al 2014).



Inoltre abbiamo reso disponibile nel 2016 la possibilità di utilizzare la bici tramite APP dedicata allargando dunque il campo degli utilizzatori anche a turisti, pendolari ed utenti occasionali.

- Quali pensi siano i motivi principali per il successo?

Rispetto ad altri contesti in cui il servizio è andato in declino, ritengo che la chiave sia mantenere costante il servizio di ribilanciamento e manutenzione delle bici e delle stazioni, intervenendo prontamente a risolvere problemi e malfunzionamenti. Servizio questo che ovviamente pesa in termini di costi ma che poi fa la differenza nel gradimento da parte degli utenti che devono poter avere la certezza della disponibilità in maniera continuativa.

- Cosa pensi debba ancora essere fatto per il BSS?

Favorire con finanziamenti l'implementazione di nuove stazioni, introdurre anche bike sharing elettrico e lavorare su integrazione tariffaria tra le diverse modalità di trasporto sostenibile, cosa questa che abbiamo già iniziato a fare insieme ai diversi soggetti gestori come ad esempio con il titolo di viaggio scontato che permette su un'unica tessera di avere abbonamento annuale bus, bike sharing e car sharing.

- Quali lezioni hai imparato dal vostro BSS?

È una delle leve su cui lavoriamo per ridurre la % di ripartizione modale della dipendenza da auto privata.

- Che consiglio daresti ad altre città senza BSS?

Credo che sia senz'altro da consigliarne l'investimento prevedendo non solo i costi di infrastrutturazione ma anche quelli di gestione ordinaria.

- Come riassumere il BSS nella tua città in una sola frase?

È un ottimo modo di muoversi senza doversi preoccupare di dove parcheggiare il proprio mezzo.



Torres Vedras (external city)

- Politician info: Name: Carlos Manuel Antunes Bernardes
Position: Mayor of Torres Vedras - 1 de diciembre de, el año 2015
Time in post: Deputy Mayor of Torres Vedras the Responsibilities of Environment and Urban Services, 2003-2005. Vice - Mayor of Torres Vedras, 2005-2015;
- Basic city info:
Population Agglomeration: 79 465 inhabitants
City: 19 465 inhabitants
Land Area: 407 km²
Population Density: 195 inhabitants/km²
Torres Vedras municipality is located in the West Coast of Portugal, and its main city, is 46 km North from Lisbon, the Portuguese capital.
The municipal economy is based on agriculture (vineyards, horticulture and fruits), manufacturing (food-processing, pottery and metalworking) and especially trade and services (trade, business services, public administration).
Torres Vedras is known to be a city of “cyclists”, like Joaquim Agostinho, that now inspires the name of the cities bike sharing system: “Agostinhas”.
- Why did you decide to start BSS?
In 2008/2009. As it was found that most of the displacement of the resident population in Torres Vedras is short and which are held mainly in private vehicles at the expense of pedestrian mode of public transport or bicycle, and that the population was not used to move himself to walk and / or bicycle. There was the following application to acquire the Bike Station, Bicycles and Bike Park: Applying for EU funds through the European Fund Regional Development (FEDER), the operations relating to Mobility Territorial: Accessibility and Transport National, Regional, Local and Urban, provided for in the Continental Regional Operational Programmes and the Thematic Operational Programme for Territorial Enhancement (POTVT) - Axis IX - Development of the National Urban System - Innovative Actions for Urban Development, focuses on the following thematic areas: Accessibility and urban mobility.
- What were your ambitions for the city and goals for the BSS?
Construction of 14 Bike Stations, equipment rental traditional and motorbikes, including the integrated management of its use see on <http://www.agostinhas-tvedras.pt/>
Bike Parks: Construction and a network of car parks for private bicycles, support for various economic activities.



- How do you believe your BBS fit into your cities' wider cycling strategy/policy?
Equipment for public parking and rental of traditional and motorbike: This sub - project is planned in the Strategic Guidelines for Soft modes, as set out in the Strategy for Mobility of the City of Torres Vedras, as M.14.
Promotion of Soft modes: Actions that fall under the National Plan for the Promotion of Bicycle and other soft transport modes approved by the Assembly of the Republic Resolution No. 3/2009 of 5 February.
- What do you feel were the main barriers to progress?
The small number of bike paths, to allow children to run in safety and can go alone to school by bicycle. All secondary schools have a Bike Station.
- What do you feel were the main reasons for success?
The great affection for Joaquim Agostinho, great world cyclist, born in Torres Vedras, unfortunately passed away, but that his name patronizes bicycles: AGOSTINHAS.
This authority of the initiative has generated a sense of social belonging and group identity.
There is practically no vandalism, because citizens care for Agostinhas, estimate them.
- What do you feel still needs to be done with your BSS?
Construction of cycle paths and increased promotion activities in schools.
- What lessons have you learnt from your BSS?
It takes a long time to change attitudes and change behaviours mobility. Awareness and promotion should be made for the soft modes with the younger audience, particularly in schools.
- What advice would you give to other cities without BSS?
The main advice is opting for a strategic location of Bike Stations, locating them in the vicinity of city facilities such as schools, shopping areas, public services and transport, which by their nature are frequented by potential users of this travel mode.
- How would you sum up BSS in your city in a single phrase?
The Agostinha symbolizes "Torrense" (the demonym from Torres Vedras) sense of belonging and freedom.



About VeloCittà:

The European VeloCittà project brought together five cities that seek to improve their existing bike sharing schemes. In London (GB), Krakow (PL), Burgos (SP), Padua (IT) and Szeged (HU) the performance of the bike sharing system was enhanced through two complementary approaches. On the one hand marketing campaigns tailored to certain target groups, like students or commuters. And on the other hand operational improvements with regard to organisational and financial aspects. Also political involvement was an important project element. The ultimate benefit of VeloCittà is that it provides inspiration and builds capacity and knowledge in local authorities and bike sharing stakeholders to boost the uptake of bike sharing.

VeloCittà was a demonstration project co-funded by the Intelligent Energy Europe Programme of the European Commission. It had 11 project partners. It ran from March 2014 – February 2017.

For more information, questions, project outputs and reports, please visit www.velo-citta.eu or send an email to info@dtvconsultants.nl

Partners:

