Project Update

- General
  - Project is going smoothly and we are getting good feedback and support from RFTA staff, WE-cycle, and most local agencies
  - Biggest challenge to-date has been getting representation from all communities
- Where we are now
  - Wrapping up the existing WE-cycle system assessment and local context analysis
    - Assessing WE-cycle and local/county agency interest and capacity to support regional bikeshare
    - Assessing existing and anticipated interests, challenges, and opportunities to regional bikeshare and first/last mile mobility in general
    - Exploring different modal interests (e.g., docked vs dockless, micro-transit, e-scooters, e-bikes)
    - Wrapping up agency interviews and conducting the peer program review

Project Update

- New phase of the project is answering these questions
  - Who should oversee the bikeshare program?
  - What is the role of local agencies?
  - What are regional versus local decisions?
  - How do regional decisions get made?
- Outreach
  - Completed two of four TAC meetings
  - Planning focus groups with bike rental shops, community-based organizations, and key private sector stakeholders
  - Planning public outreach for summer, including a survey, interactive web map, and events

Project Update

- Next steps
  - Review potential organizational models, identify one or two preferred models.
    - Identify roles for public and private partners, establishing a decision-making framework for partners, creating an operational framework, developing expansion and financial planning scenarios
  - Focus on transit and non-profit governance structures

TOOLE DESIGN

Regional Bikeshare and First & Last Mile Mobility Study

Project Update

TOOLE DESIGN

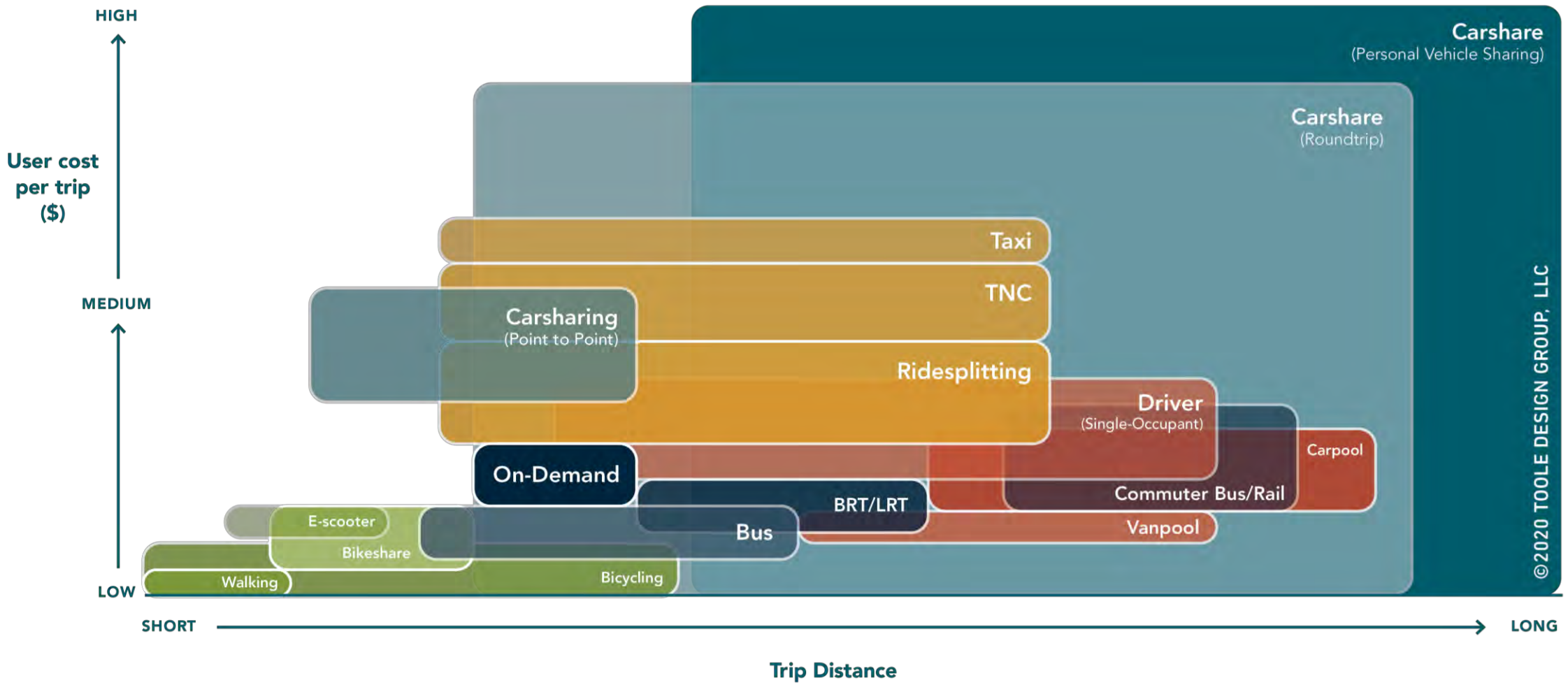
RFTA
ROARING FORK TRANSPORTATION AUTHORITY

Project Scope & Schedule

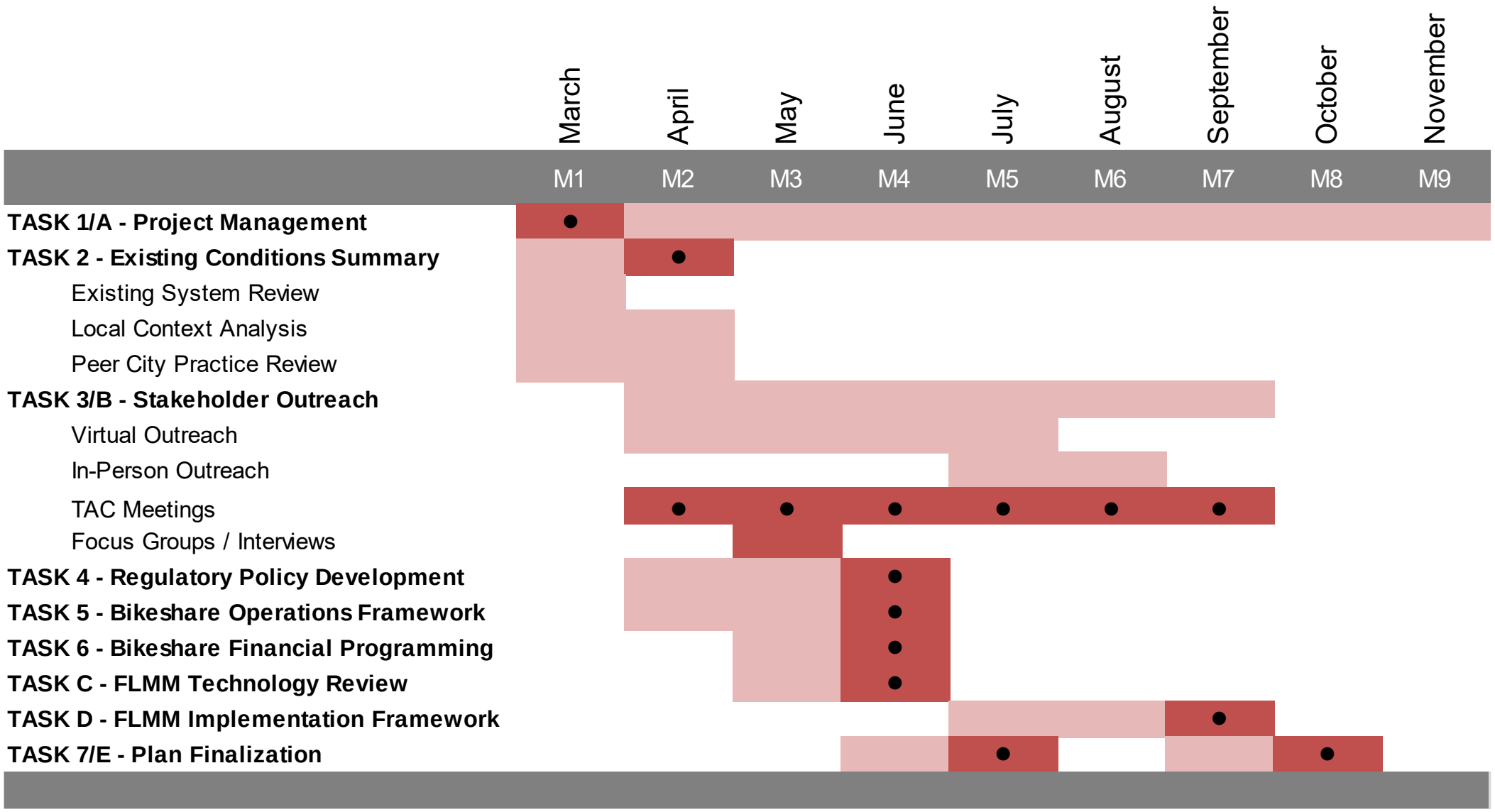
- Bikeshare Study
  - Organizational model decision: June timeframe
  - Public outreach: summer
- First & Last Mile Mobility
  - Outreach and strategy development: complete by Fall

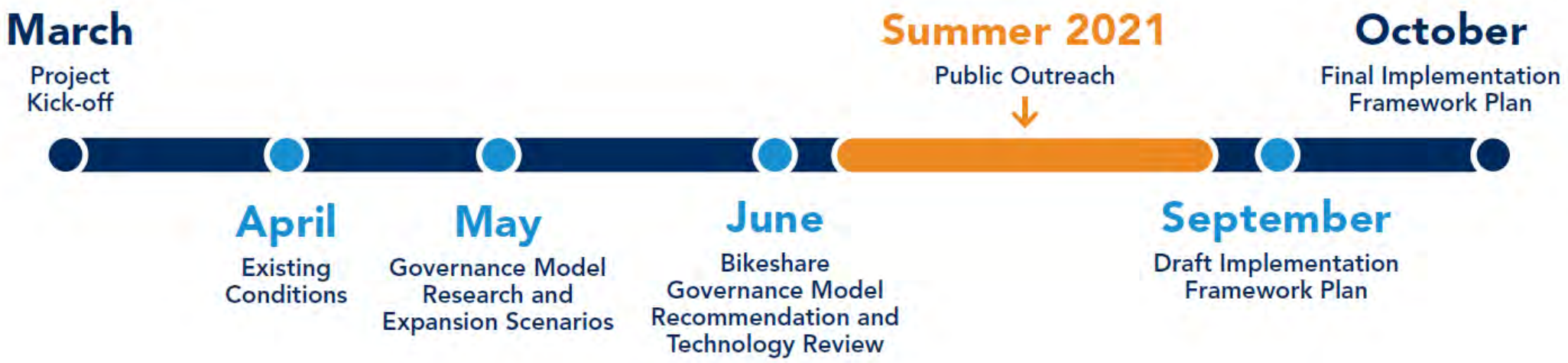
TOOLE DESIGN

Urban Transportation Spectrum



RFTA Regional Bikeshare and First & Last Mile Mobility Study




March
Project Kick-off
April
Existing Conditions
May
Governance Model Research and Expansion Scenarios
June
Bikeshare Governance Model Recommendation and Technology Review
Summer 2021
Public Outreach
September
Draft Implementation Framework Plan
October
Final Implementation Framework Plan

Stakeholder Outreach

- Public:
  - Virtual Outreach
  - In-Person Outreach
- Stakeholder
  - Technical Advisory Committee
  - Agency interviews
  - Focus Groups

TOOLE DESIGN

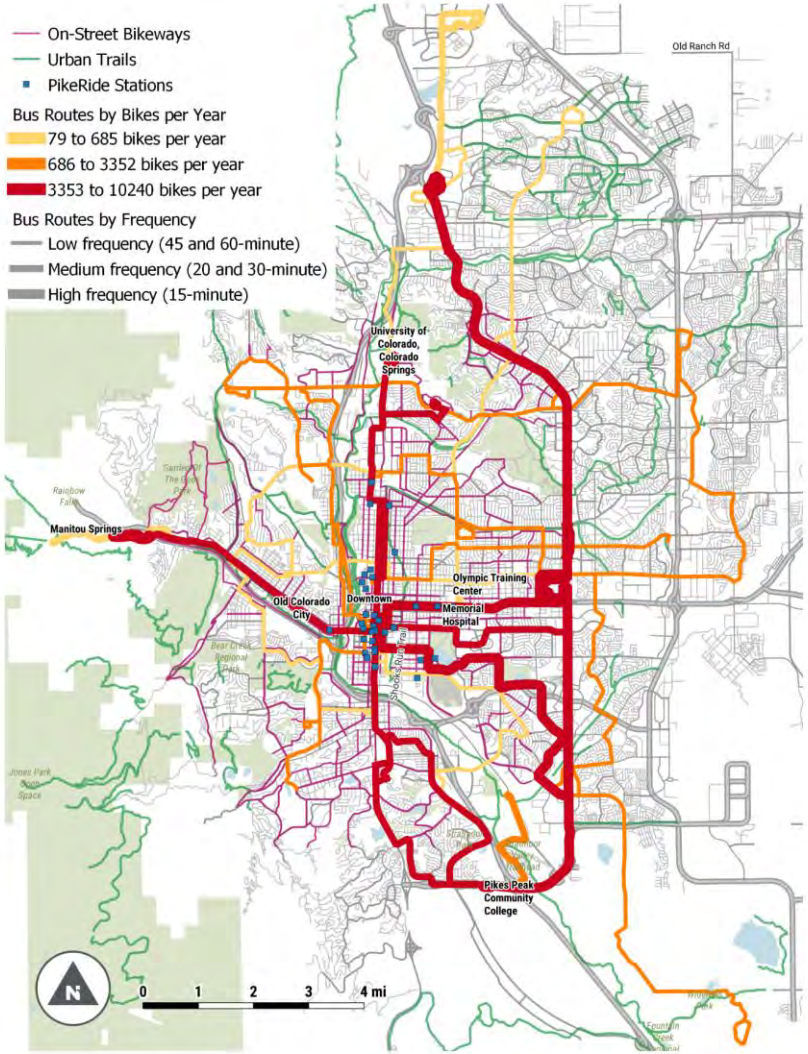
Stakeholder Outreach

- Technical Advisory Committee
  - RFTA, Cities, Counties, WE-cycle
  - 6 meetings
  - April, May, June – bikeshare organization model decision
  - July, Aug, Sep – outreach and FLMM strategy

TOOLE DESIGN

Existing Conditions Review

- Existing WE-cycle System Review
- Local Context Analysis
- Peer City Review



TOOLE DESIGN

Bikeshare Implementation

- Once an operating model has been selected
  - Define the roles of different partners
  - Regulatory policy development
  - Operational framework
  - Financial programming

TOOLE DESIGN

WE-CYCLE PROGRAM SUMMARY

we cycle
a bike transit system

WE-cycle Program Summary

Ground-up

Passion

Trusted

Innovative

Collaborative

Nimble

Mission-driven

WE-cycle Program Summary

- History
- Equipment and Infrastructure
- Development and Innovation
- Ridership
- Organizational Model
- Program Costs and Revenues
- Expansion Framework

History

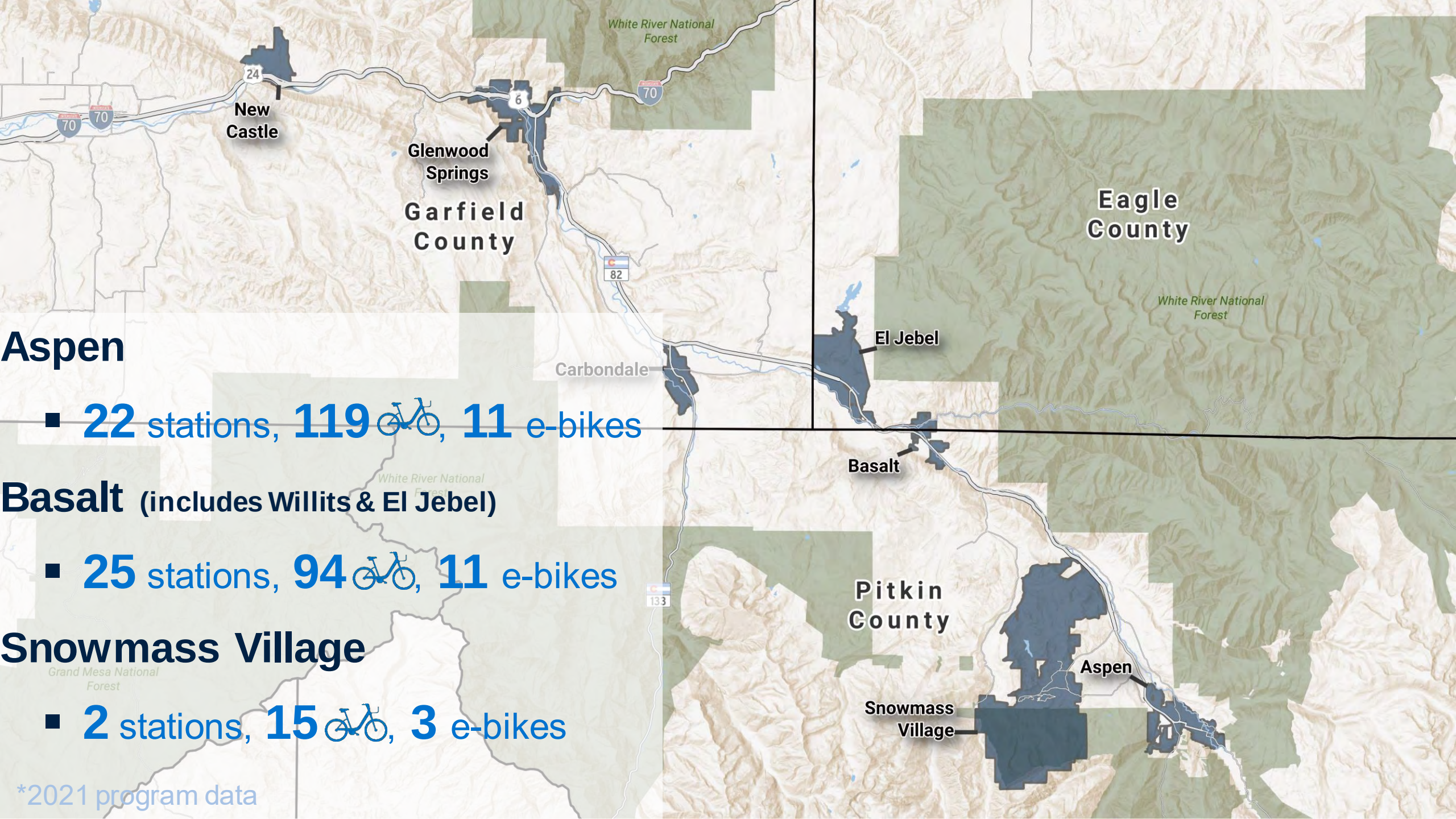
- **2010** **WE-cycle non-profit formed**
- **2012** PBSC secured as provider
- **2013** **Aspen launches**
- **2015** Transit App
- **2016** **Basalt launches**
- **2016** Movimiento en Bici
- **2018** Fare free
- **2020** **Snowmass launches**
- **2020** E-bike pilot

WE-cycle program launch

Source: WE-cycle

Equipment and Infrastructure

- Modular, solar powered docking stations
- 3-speed bikes
- Sign up on mobile app, website, or kiosk
- Unlock bikes using app or key fob



Aspen

- **22** stations, **119** 🚲, **11** e-bikes

Basalt (includes Willits & El Jebel)

- **25** stations, **94** 🚲, **11** e-bikes

Snowmass Village

- **2** stations, **15** 🚲, **3** e-bikes

*2021 program data

Development and Innovation

- **Technology**
  - 100% renewable power
    - Bikes, stations, balancing vehicles
  - Mini kiosk stations
  - E-bike pilot
- **Transit integration**
  - Transit app beta test
  - RFTA Zone Pass + WE-cycle pass
  - First 30 minutes free

Source: WE-cycle

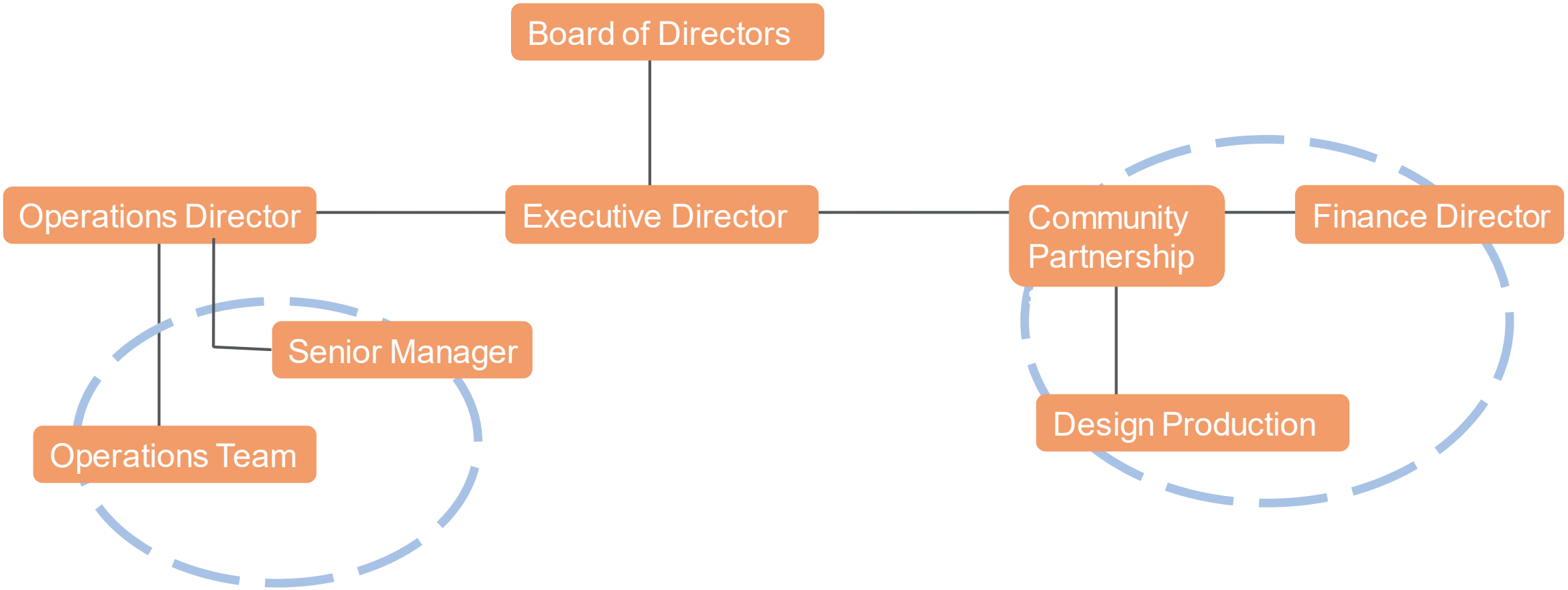
Source: WE-cycle

Ridership

- **6,247** unique riders
- **58,707** trips
- **337** trips/day
- **1.6** trips/bike/day
- Avg. ride distance: 1 mile
- **45%** of survey respondents **replaced a car trip** with a WE-cycle trip
- Approx. **95%** of trips are within the **same town**
- **50% of trips** are to or from **BRT stations**

*2019 program data

Organizational Model



Program Income and Expenses

Public — 68%

CITY OF ASPEN
$145,000 | 22%

RFTA
$115,000 | 18%

EOTC
$100,000 | 15%

EAGLE COUNTY
$45,000 | 7%

TOWN OF BASALT
$35,000 | 5%

Private — 32%

SPONSORSHIP
$127,325 | 20%

DONATIONS | GRANTS | EVENTS
$33,034 | 5%

CAPITAL REVENUE
$27,000 | 4%

FEES FOR RIDES OVER 30 MINUTES
$18,242 | 3%

Expenses

OPERATIONS | MAINTENANCE
$291,927 | 47%

PAYROLL | EXPENSES
$211,085 | 34%

ADMIN | PROGRAMMING | MARKETING
$120,410 | 19%

*2019 program data

TAC MEETING 2

Bikeshare Challenges and Opportunities

- **Challenges**
  - Steep topography
  - Winters/seasonality
  - Bike network development
  - Inconsistent funding and system vulnerability
  - Other mobility priorities in some communities
- **Opportunities**
  - Community support for WE-cycle
  - Connection to BRT
  - Cost effective transit coverage
  - Mobility option for visitors
  - Destination 2040 funding

TOOLE DESIGN

Regional Bikeshare Interests

- E-bikes
- Seamless user experience
  - Platform consistency
  - Fare integration
- Integration with other modes, e.g., carshare, micro-transit
- Little interest in dockless
- Appropriate distribution of resources and representation in decision-making

Photo: Kelsey Brunner/The Aspen Times

TOOLE DESIGN

Regional Considerations

- Who oversees the program and is responsible for regional coordination?
- Who decides on the technology, branding, colors, fare structure, and other core program elements?
- Who pays for and owns the system assets?
- How does a community enter the program?
- Who is responsible for operating the program?
- Who decides on operating service levels?
- Who pays for operating the program?
- Who decides how big the system should be and where stations go?

TOOLE DESIGN

Regional Considerations

- How are revenues shared?
- How are regional decisions made?
- How are service expansions and new communities added to the program?
- Can a jurisdiction leave the program?
- How is geographic and social equity considered?
- Is there flexibility for different modal interests in different jurisdictions?
- Is the model flexible enough to allow for innovation and changes in technology?
- Does the model allow for integration with transit and other modes?
- How do we best leverage the strengths of public, private, and non-profit partners?

TOOLE DESIGN

Matching Strengths and Interests

- **Partners**
  - Public
    - RFTA
    - Local and county agencies
  - Private
    - Sponsors
    - Vendors
  - Non-profit
    - WE-cycle
    - Community organizations

- **Functions**
  - Funding
  - Management
  - Operations
  - Marketing and Promotions
  - Strategic Direction (e.g., technology, branding, fares, etc.)
  - System Planning

TOOLE DESIGN

Regional Bikeshare Models

- Organizational models
  - Who should oversee the program?
  - What is the role of local agencies?
- Regional governance structures
  - What are regional versus local decisions?
  - How do regional decisions get made?

ORGANIZATIONAL MODELS

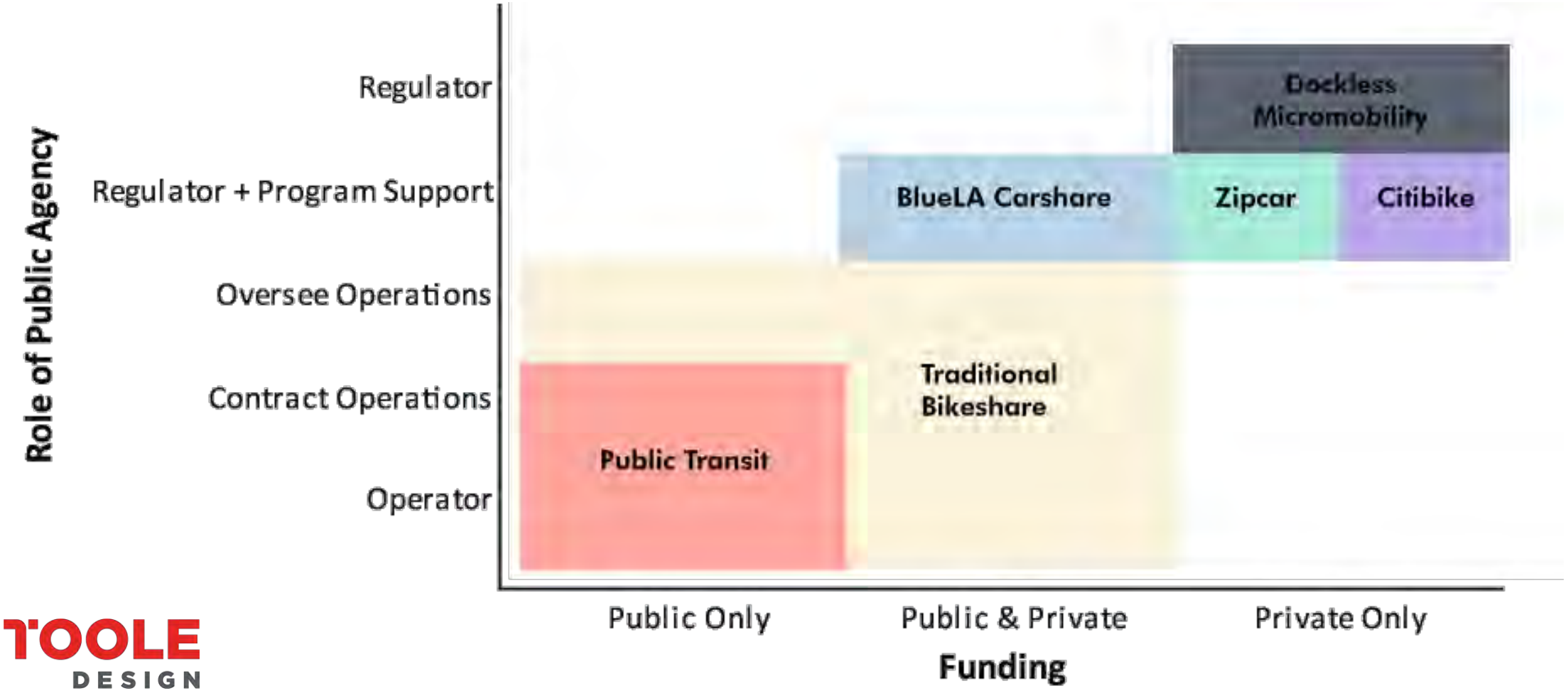
Organizational Models

Non-Profit

Agency

Private

Organizational Models



TOOLE DESIGN

Governance Structures

Organizational Model:
- Who oversees the program?
- What is the role of each partner?

Non-Profit

Agency

Private

Governance Structure:
- What are regional versus local decisions?
- How do regional decisions get made?

TOOLE DESIGN

Case Studies

- Cincinnati Red Bikes
- RideKC Bike
- CDPHP Cycle!, NY
- BLUEbikes, MA
- Capital Bikeshare
- Sacramento Regional Bikeshare

TOOLE DESIGN

Fully Private

Strengths

- Less public funding and staff time needed
- Responds to latest technologies and innovation
- Often larger-scale deployments

TOOLE DESIGN

Fully Private

Weaknesses

- Less control of system decisions
- Highly dependent on vendor interest
- System vulnerability and longevity
- Mostly dockless programs
- Typically not local companies

TOOLE DESIGN

Non-Profit Owned

- **Strengths**
  - Flexibility in funding sources including access to local, state, and federal funds, sponsorships, advertising, and donations
  - Community-oriented and local
  - Engages a broad range of stakeholders including public, private, and community organizations
  - Nimble and able to be more responsive to local needs, timelines, changes in technology, etc.

TOOLE DESIGN

Non-Profit Owned

- **Weaknesses**
  - Difficult to establish long-term and consistent funding sources – highly dependent on piecing together public funds and private sponsorships
  - Smaller organizations with limited resources and few economies of scale
  - Not recognized or treated as a public transportation provider

TOOLE DESIGN

Agency Owned

- **Strengths**
  - Reputation and public expectation to deliver transportation services; more stable and established funding paths
  - Supported by a robust and established organizational framework; opportunities to utilize HR, accounting, and other staff capacities
  - Built-in systems of public transparency and accountability
  - Greater reach and access to resources and funding

TOOLE DESIGN

Agency Owned

Weaknesses

- Less flexible funding sources (i.e., primarily public funding) and higher overhead costs
- Slower decision-making processes which can result in longer lead times and slower reaction to innovation
- May be more heavily influenced by local politics; bikeshare may not be a high priority

TOOLE DESIGN

Next Steps

- Review potential organizational models
- Identify 1 or 2 preferred models
  - Regional decision-making
  - Funding and oversight
  - Expansion Planning
  - Role of public, private, and other partners
- Public Outreach

TOOLE DESIGN