Request for Proposal: Applications for a Public Bicycle System

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RFP No.
APPLICATIONS FOR A PUBLIC BICYCLE SYSTEM

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1.0 Introduction:

This Request for Proposal (RFP) invites proposals for the implementation of a public bicycle (bike) share system for consideration by the City of Victoria. Paris, Barcelona, Stockholm, Montreal, Washington, and more than twenty-five other cities across Europe, North America, and Australasia have introduced successful bike share systems, demonstrating an increased public interest around the world for this type of service. These systems have the capacity to communicate the viability of cycling as a means of transportation to the mainstream population.

The City of Victoria seeks qualified respondents to provide a third party owned and operated bike sharing system that is both easy to use and demonstrates long term financial feasibility. The City prioritizes its interests and those of its citizens and as such, reserves the right to accept or reject, in part or in whole, any and all proposals. For more information about the assumptions made in this document, and for a justification of the selected ownership model, see Appendix 1.

2.0 Key Dates and Timeframes

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3.0 City of Victoria

The City of Victoria has a population of approximately 83,000 people and serves as the metropolitan core for the Greater Victoria region, with a population of 360,000. Victoria is the capital of British Columbia with more than 3 million visitors annually. Known as the “City of Gardens”, Victoria remains dedicated to combining urban development with green initiatives.

Victoria’s mild climate, with moderate winter temperatures and lack of snow, makes it an ideal city for year round cycling. More information of the City of Victoria is available on the City’s webpage: http://www.victoria.ca/EN/main/community.html

4.0 Cycling in Victoria

As of 2008, the Capital Regional District (CRD) encompassed 475 km of cycling infrastructure, 106km of which falls within the jurisdiction of the municipality of Victoria (CRD, 2012b). Cycling in Victoria has increased over the past few years and with it the demand for improved infrastructure and transportation services. In 2008, 82% of the citizens of Victoria rated the ease of travel by bicycle to be very important or important; however, only 45% of citizens were satisfied or very satisfied with this transportation service (City of Victoria, 2005).

The City of Victoria, known as the ‘Cycling Capital of Canada’, aims to continue its commitment to improving accessibility to cycling for its residents (City of Victoria, 2011). A bike share system can improve satisfaction with transportation services through increased ridership in both users and non-users (MTI, 2012). Increased ridership creates a higher demand for ease of access, in turn generating incentive for improved infrastructure.

5.0 Vision:

The City of Victoria’s Official Community Plan (OCP) includes the following vision:

“Victoria, as a community and municipal corporation, is an urban sustainability leader inspiring innovation, pride and progress towards greater ecological integrity, livability, economic vitality, and community resiliency confronting the changes facing society and the planet today and for generations to come.” (City of Victoria, 2012, p. 16)

This RFP seeks proposals that will enhance and encourage the Official Community Vision for the City of Victoria in the following ways:
i. **Ecological integrity**
   - Decrease transportation-related emissions by reducing the number of short trips made by private vehicles through making a combination of alternative modes of transport available (i.e. transit, cycling, walking)

ii. **Livability**
   - Encourage cycling and active living in Victoria
   - Reduce traffic congestion in the downtown core
   - Promote health through increased physical activity and improved air quality

iii. **Economic vitality**
   - Grow the retail service industry by attracting customers from the Greater Victoria region to the downtown core
   - Expand the tourism area and subsequent revenues beyond the Inner Harbour

iv. **Community resilience**
   - Promote transit use thereby increasing the funding available for continuous improvement of the transit services and infrastructure
   - Reduce the need for additional parking given the anticipated growth of the region in the next 30 years

### 6.0 Goals

In pursuing leadership in sustainability, the City has pledged to “reduce [greenhouse gas emission] levels by 33 per cent from 2007 levels” by 2020 (City of Victoria, 2012, p. 91). The City of Victoria’s Community Energy and Emissions Plan (CEEP) recommends various actions to reach this target. A bike share system contributes to the CEEP recommendations by addressing point 5.2.4 (6):

5.2.4 (6) “Encourage market-based public bike-sharing programs”

(Miller & Cavens, 2012)

A bike share system in Victoria will also positively influence the development of other points in the CEEP (see Appendix 2).

The goals for the bike share system are as follows:

i. Significantly increase bike user trips

ii. Facilitate the vision of the CRD’s Regional Pedestrian and Cycling Masterplan for 25 per cent of Victoria’s total transportation usage to be via cycling by 2038 (CRD, 2012a)

iii. Improve the accessibility and convenience of Victoria’s transit system by filling gaps and extending the transit network

iv. Reduce dependency on greenhouse gas emitting vehicles
Project Scope of Work and Services

7.1 Purpose and Usage

The bike share system will be used for these purposes:

- Connecting users with buses and other modes of transportation
- Replacing pedestrian or car trips with short bicycle trips
- Increasing access to areas that currently are not easily accessible by public transportation

The system will address the needs of the following users:

- Regular daily or weekly commutes to work, shopping, etc. by regular subscribers
- One time trips by sightseeing tourists with daily or week-long passes
- Spontaneous singular trips by irregular users

7.2 System Definitions

“Station” Hub + Terminal + Bicycles + Any Helmet Distribution Infrastructure

“Hub” Contains the racks that hold the bicycles

“Terminal” The computer that keeps records of transactions and its support or stand

7.3 System Overview

The City of Victoria will have some input in the development of a bike share system, however, the respondent will commit to development, installation, ownership, operation, and financing, independent of municipal operations. The system developed by the respondent will be expected to operate within the parameters outlined by the City, as established through continuous dialogue in several key areas.

Respondents are expected to develop a comprehensive strategy to operate in compliance with all applicable legislation. Sponsorships and advertisement sales may be required to ensure the financial sustainability of the bike share system, however any business partnerships must be subject to input from the City.

7.4 System Operations

The bike share system will be designed as a convenient, appealing, and integrated system including a fleet of bicycles parked at secure, user-friendly, self-service, automated stations. Bicycle stations need to be modular, easy to remove, and require no hard wiring. The stations will be conveniently located for maximum accessibility and convenience. Users may check out bicycles at one station and return them to any other station. Re-distribution of the bicycles will
ensure there are sufficient bicycles and docks available for users. Bicycles are required to be highly durable, theft and tamper proof, safe and accessible for experienced and novice riders, as well as seniors and families with children.

The bike share system will be supported by a fully integrated system, including complete backroom operations with billing, communications and information technology services, as well as maintenance and cleaning departments. An effective billing mechanism with multiple payment types will address the needs of both long-term subscribers and single-trip users. The system must include payment options and pricing levels for low income users to ensure easy access for all. Prompt and efficient customer service must address the needs of the public.

Respondents should note the BC Motor Vehicle Act’s requirement for mandatory helmet usage as it applies to bike share users. Respondents are expected to develop a comprehensive strategy to operate in compliance with this legislation.

### 7.5 Implementation Zone

The implementation zone will initially consist of a pilot program in the downtown core in the City of Victoria. The downtown neighbourhood in which the pilot program will be implemented covers an area of approximately 1 km². The exact location of bike stations may be determined by the respondent in conjunction with the City of Victoria. However, the density of the system should adhere to the following recommendations for the placement of bike share stations.

The placement of bike share stations should:

- Seek to lower operational costs and improve user satisfaction by placing stations sufficiently close together
- Ensure that the usage of each station is maximized so that funds are used effectively
- Primarily focus on areas of highest population density and expand into lower density areas to improve system connectivity
- Be based on an optimum distance ranging from 275m – 400m (see Appendix 3, Figure 1); this range is a desired guideline and is not meant to constrain the placement of stations in a successful bike share proposal

The implementation zone will expand to include surrounding neighbourhoods and municipalities following the successful establishment of the pilot program. The bike share should be a regional system with stations located primarily on streets, public right-of-ways, and private property. The placement of stations on public land will allow the City to facilitate the conversion of land for use by the bike share. This will lower operational costs that could be incurred through placement on private land. The preferred placement of stations will be primarily on sidewalks as opposed to replacing parking spots.

Although the placement of stations on public land will lower operational costs, the conversion of public land may generate some initial negative public response. Therefore, the City will give
preference to a proposal that plans to mitigate this potential response through negotiation and public outreach. Additionally, the respondent may be required to reach agreements with private property owners in accordance with City bylaws in places that public land is not available for stations.

7.6 System Size

The pilot program encompasses an area approximately 1 km\(^2\) in the downtown core of the City of Victoria. The initial implementation of the pilot program should consist of a minimum of 100 bikes distributed over 10 stations. The minimum required size of the system is based on the optimum distance between stations over the area of each phase (see Appendix 4, Figure 2).

Once the pilot program has been successfully established, the bike share system will expand to surrounding neighbourhoods and municipalities. In the transition to the second phase, the bike share system will expand to include surrounding neighbourhoods in the City of Victoria, covering an area of approximately 25 km\(^2\). In accordance with the preferred distancing of stations, the system size should then be expanded to a minimum of 250 stations and 2500 bikes. The number of stations and bikes to be implemented in these municipalities will be based on which municipalities opt in but should follow the minimum required ratios as stated above.

7.7 Phase Build-Out and Expansion

Phase build-out will proceed at a rate that does not compromise the optimum ratio of users to bikes and the integrity of the existing system. Monitoring usage will be crucial to determining an appropriate rate of expansion. The operator will work in cooperation with the City of Victoria in reporting back on usage rates. The decision to progress with phases will be agreed upon by the operator and the City of Victoria. Priority will be given to those proposals which include a cost-effective means to monitor usage.

Usage rates will serve as the indicator that the bike share system has been implemented successfully in the initial phase and that expansion should occur. The optimum ratio is 8 – 9 users per bike, based on an average ratio of bike share systems across North America (MTI, 2012). This indicator should be used as a guideline for respondents to incorporate into their plans for expansion.

7.7.1 Outline of Phases:

- **Phase 1: Pilot Program**

  The pilot program will be implemented in the downtown neighbourhood of the City of Victoria (See Appendix 4, Figure 2). The pilot program should run for a minimum of 12 months before a full assessment of the success and potential expansion of the system is performed. Expansion of the system will be determined by the usage of bikes and efficiency of the system as monitored by the operator. Once the operator and the City of
Victoria determine that usage rates indicate the successful establishment of Phase 1, expansion into Phase 2 should occur.

- **Phase 2: Surrounding Neighbourhoods**

In Phase 2, the bike share system will expand to include surrounding neighbourhoods in the City of Victoria (See Appendix 4; Figure 2). Increased demand for the bike share system in areas external to the pilot program as well as the intent to maximize usage will initiate the transition into the second phase.

Expansion into surrounding neighbourhoods will not be decided based solely on the financial viability of each independent neighbourhood. Expansion should aim to increase system connectivity and accessibility for users. Expansion into less dense surrounding neighbourhoods should occur in conjunction with expansion into denser areas to balance costs of expansion with the goal of increased system usage.

- **Phase 3: Surrounding Municipalities**

Phase 3 will expand the bike share system to include surrounding municipalities. The most relevant include Oak Bay, Esquimalt, Saanich, and View Royal (See Appendix 4, Figure 3). Additional relevant municipalities include Central Saanich, North Saanich, Sidney, Highlands, Langford, Colwood, Metchosin, Sooke and Vancouver.

The respondent is required to provide opportunities for these municipalities to opt into the bike share system. Respondents are expected to demonstrate a consistency of terms, pricing, and service standards across municipalities in the Greater Victoria region, although costs to the vendor may differ. Comparable to the pilot program, Phase 3 expansion should occur without any cost to the City of Victoria or any of its surrounding municipalities. A successful respondent is expected to provide a plan for delivering consistent service in the region throughout phases of expansion.

8.0 **Role and Potential Contribution of Stakeholders**

Key stakeholders include:

- BC Transit
- Other levels of Government: CRD, BC Government
- Business owners and local retailers
- Property owners
- Developers
- Large institutions such as University of Victoria and Camosun College
- Greater Victoria Cycling Coalition
The City may be able to provide the following in-kind contributions at its discretion:

- Co-location for customer service/initial installation/bike maintenance
- Support for station siting
- Marketing and communication support
- General staff support
- Permitting support and costs
- Use of buildings and/or land
- Use of street space

BC Transit may be able to provide services such as the following in-kind contributions at its discretion:

- Support for station siting
- Marketing & communications support

Other stakeholders may be able to provide services such as the following in-kind contributions at their discretion:

- Support for station siting
- Marketing & communications support
- General staff support
- Buildings and/or land
- Use of street space

Cash and/or in-kind contributions will ultimately be determined at the sole discretion of each of the above stakeholders. Further, each stakeholder is responsible for determining the type, nature and/or dollar amount of contributions that will be made available to each respondent. It is possible that different respondents may be eligible for different amounts of cash and/or in-kind contributions. Respondents are entitled to explore the possibility of funds and/or in-kind contributions from other public bodies or institutions not mentioned above.

While potential public funds and in-kind contributions are available, respondents should strive to minimize the cost of the project to the aforementioned stakeholders. Fiscal self-sufficiency of the bike share system is critical, and respondents are strongly encouraged to seek sources of non-public funding and/or non-public assistance.

9.0 Requirements of a Successful Applicant

9.1 Evaluation Criteria

Proposals will be evaluated using comparative evaluation criteria (see Appendix 5 and Section 9.2). Operator Requirements are outlined in Section 9.2 and respondents are required to complete Appendix 5, identifying to what extent they have addressed these criteria.
9.2 **Operator Requirements**

**Station**

**Required elements:**
- Helmets are readily available
- Compliance with requirements of municipality, institution, and/or private landowner in station siting
- Approximate estimate of the lifespan and proposed warranty for each station component
- Capacity to protect docked bicycles from theft

**Most desired elements:**
- Lighted maps with stations and bike routes are available at the station
- Capacity to maintain security of the system during a power failure or loss of internet connection
- The stations, bicycles, hubs and terminals have the capacity to self-report mechanical problems
- Real-time communication between stations and headquarters particularly to report number of bikes per station and facilitate re-distribution
- Stations are sited to fit with the streetscape and neighborhood, both when terminal is full and when it is empty
- Stations share a commonality of appearance
- Stations possess the capacity to be installed on public or private property, in a covered area, or outside
- Easily movable stations that:
  a. Require minimal time to install and/or remove
  b. When removed, do not leave behind attachment points that could impede a car or trip a pedestrian
  c. Can be installed without trenching
- Stations have the capacity to connect to solar power or other types of alternative energy sources
- Stations have a backup power source
- Some stations provide the capacity to enroll new members in the bike share system
- Clear and prominent instructions directing users how to report problems or repair needs

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1 Inspired by the Boston and the Vancouver RFPs for bike share systems
**Desired elements:**
- Capacity to add lighting where necessary to facilitate nighttime use of terminals and adjustment of bicycles while reducing vandalism
- Capacity to add emergency call buttons
- Capacity to add shelter or cover to stations
- Low or subsidized helmet cost to all user groups
- Aesthetic compatibility with streetscape and neighbourhood context

**Bicycle**

**Required elements:**
- Lighting system, reflectors, bell and other safety features in compliance with the laws of British Columbia and the bylaws of the City of Victoria
- Reliable and intuitive braking system
- Puncture resistant tires
- 4th generation bikes, theft and tamper resistant (components not compatible with other bicycles and/or requiring tools not commonly available)
- Bikes fit a majority of the adult population (possible seat-only adjustment)
- Capacity for sponsorship or advertising that can be easily changed

**Most desired elements:**
- Protection of user from grease, dirt, and tire spray, including enclosed drive train, full front fender and rear fender with coat/skirt guard
- Easy to operate; easy to mount and to hold in stopped position for all rider heights
- Light weight (less that 25 kilograms)
- Upright riding position
- Opportunity for infant carriers
- Possess capacity to carry cargo (i.e. typical briefcase, grocery bags, etc.)
- Dynamo light on the bike
- Corrosion resistant with rust-proof external parts
- Chainless or possessing chain-guards and multiple easy-use gears

**Desired elements:**
- Equipped with secondary lock to enable user to temporarily secure bike to any bike rack or post
- Compatibility with BC Transit bike racks
- Equipped with tracking devices
- Equipped with capacity to diagnose and self-report mechanical problems
- Possess kickstands
Terminal

Required elements:
- Ability to accept walk-up renters, including the provision of liability waivers (not necessarily all terminals in the system)
- Possesses technology to accept and validate a variety of payment methods (e.g., credit card, pay by phone, etc.)
- Possess technology to accept identification cards from businesses, post-secondary institutions, etc.
- Data security, particularly encryption of financial data, user names and addresses
- Multiple language options

Most desired elements:
- Accepts cash and credit cards
- Flexibility to add features and modify terminal as needed
- Automatic confirmation that a credit card is valid and has sufficient funds to cover charges, preferably before each bicycle is removed
- Touch-screen technology

Hub

Required elements:
- Modular design of the hub; ability of the design to adjust hub capacity throughout the life of the station
- A process for situations in which a user wants to return a bike to a hub that is full or rent a bike from a hub that is empty

Most desired elements:
- Vandal and theft-proof connection between hub and bike
- Ability to self-report mechanical problems

Website

Required elements:
- Security for financial and personal data
- A mechanism for users to report problems and make suggestions for system improvements
- Real-time information available on station, bicycle, and hub status
- Safety and legal information and/or warnings affecting cyclists
- Ability for user to create/change their membership
- Multiple language options
Most desired elements:
- Prominent general contact information
- Ability to collect survey information and customer satisfaction ratings
- Interactive map showing status of bicycles at stations, station locations (with optional address and directions), and transit information

Desired elements:
- Personalized customer web pages that provide information such as kilometers traveled, calories burned, etc.
- Capacity for user to track number of available bikes and open docking points in each terminal via web page
- Attractive, appealing, state-of-the-art features

Customer Service
Required elements:
- Capacity to immediately aid users with mechanical issues and/or injuries
- Customer service phone number on every bike

Most desired elements:
- Customer service available around the clock is preferable - minimum at all hours that rental system available
- A robust program that ensures the highest customer satisfaction rating and allows the operator to address problems immediately
- Staffing cycle to match demand cycle for bike, ensuring maximum wait time on phone of one minute

Operations, Maintenance and Rebalancing
Required elements:
- Collaboration with the City to design and execute an optimal process for snow, ice, garbage and graffiti removal on and around stations
- Capacity for street sweeping and clean-up at all on and off street locations
- Method or system to alert municipal operations to the boundaries of the station
- Development and documentation of a set of maintenance standards for stations, hubs, bikes, terminals, etc., as well as an audit procedure for these standards

Most desired elements:
- Operator assumes all responsibility for costs, repair, and replacement for damages to station
- Environmentally friendly vehicles for redistribution of the bikes
• Provision of spare bikes to be put into the system to replace bikes taken out for maintenance or repair or that are missing or stolen
• Well-developed redistribution plan that addresses rebalancing issues and ensures a balanced system minimizing the likelihood that a customer will encounter an empty or full station
• Ability to regularly and dramatically expand stations to accommodate large crowds at major events
• Expeditious replacement and/or repair of all items needing such services
• Capable of a dynamic pricing structure and/or other mechanisms to encourage natural system-wide balancing thereby minimizing vehicles needed for rebalancing
• Ability to handle rentals and returns for regular peak locations and areas

Desired elements:
• Capacity to conduct basic repairs at the bike station

Legal and Regulatory
Required elements:
• Liability insurance consistent with requirements of the municipality, institution, and/or private landowner through a credible service provider
• Capacity to ensure that all users sign a legally binding risk waiver
• Signed documentation accepting legal responsibility and absolving any municipality, institution, and/or private landowner from all personal and property injuries, death, losses, damages, claims, and suits brought by users or other third parties
• Strictly protect the privacy of all users and not sell or transfer credit card and other private information outside of the operation of the bike share system
• Waive all claims against the City except in the instance of a breach of contract or willful misconduct
• Compliance with all applicable statutes, regulations, and bylaws
• Provision of all equipment and services in a manner that is not negligent or would otherwise impose any liability on the City or system operator
• Assurance of financial sustainability through term of contract
• Insurance held by operator on all equipment

Most desired elements:
• Information about safety and bike laws at all stations
• Ability to list all participating municipalities, institutions, and/or private landowners as co-insured on liability insurance
Commitment to comply with any and all requirements arising from or related to funding sources such as grants, sponsorships, etc.

**Qualifications**

**Most desired elements:**
- A company or organization comprised of members that have at least twelve months experience running a self-service, bike share system with a minimum of 500 bikes by Spring 2010 that accepts credit card payments via an on-site terminal
- Significant experience operating multi-million dollar businesses
- A company or organization comprised of at least one member with knowledge of the City of Victoria and Greater Victoria region

**Marketing**

**Required elements:**
- A public relations (PR) response plan to address any emergency including a fatality or serious injury
- A strategy to publicize the system for a local audience

**Most desired elements:**
- A well-designed marketing and PR program that targets a variety of user types
- Partnership with a local PR firm
- A monthly report analyzing system operations including age statistics, origin and destination data, new subscribers, etc.
- Marketing reports issued to each municipality involved, institution, and/or private landowner
- A stated financial commitment to marketing
- A pre-launch marketing campaign with specific targets of new subscribers prior to launch followed by a constant marketing campaign for the duration of the contract

**Planning**

**Required elements:**
- Well thought-out and coherent business plan that persuasively:
  - Calculates the optimal system size
  - Ensures that bike availability meets demand
  - Identifies the optimal implementation zones and determines locations for stations
  - Demonstrates appropriate organizational structure and staffing
  - Estimates the following information related to ridership for the first five years of service:
- Total number bikes in use at a given time during peak hours
- Percent of total bikes in use at a given time during peak hours
- Percentage of stations with no available bikes during peak hours
- Percentage of stations with no empty spaces to return a bike

- Stations should be located, where practical:
  - Approximately 275 m - 400 m apart
  - Near main transit stations
  - To increase transit options in areas not easily accessible by public transit
  - Near seaplane terminals and ferry docks
  - Along cycling routes in the service area
  - Near libraries, educational institutions, and community centers in the service area
  - Near tourist attractions, sporting, performance, and event venues

**Reporting**

**Required elements**
- Transparency of operations and communication are essential to a working relationship between the third-party owner/operator and the City
- The City of Victoria must be informed throughout the project; an appropriate timeline for briefing should be determined in advance
- The City of Victoria must be informed if there are changes in project measures at any given time

**10.0 Financial Plan**

**10.1 Scope of Financial Plan**

As stated above, the most viable financial plan for a bike share system for the City of Victoria is one in which the vendor facilitates purchase of the equipment as well as operates the system.

To accommodate regional expansion, the City is seeking vendors to deliver a single cost structure for station start-up, and operations applicable to all municipalities, which is consistent, predictable, and transparent. This cost structure should delineate both the cost that the vendor is incurring as well as anticipated sources of income used to finance the program.

The financial proposal must be broken out into system costs and system revenues, extending over the first ten years of operation while addressing elements on an individual scale. The financial plan should:
• Account for all items described in Appendix 5
• Incorporate ongoing equipment/system upgrades and replacement in accordance with the useful life of the equipment (Appendix 6)
• Show per unit equipment costs so as to calculate individual replacement costs (Appendix 8)
• A guarantee that a pricing structure resulting from this RFP and contracts entered under the terms of this RFP will contain the best prices offered to any municipality, institution, or private landowner in British Columbia
• Show the proposed pricing structure for users and members including students, seniors, low-income individuals, and corporate memberships encompassing subscribers and single trip users (Appendix 9)
• Provide a breakdown of capital and employee costs and expenses for installation of station infrastructure, equipment, and expenses of annual operations (Appendices 6 and 7)
• Provide a breakdown of costs and expenses to coincide with phase build out, including both initial as well as recurring expansion costs (Appendices 6 and 7)
• Provide a breakdown of operations, maintenance, employee, and administration costs across all Phases (Appendices 6 and 7)
• Describe sources of financing, income, and revenues from sponsorships, advertising, user fees, etc. (Appendix 6)
• Outline employee expenses that occur both separately and in conjunction with other expenses (Appendix 7)

To address these requirements proposals need to:

• Include a pro forma statements showing the ten year forecast of all revenues and capital and operating expenditures using the tables set out in Appendices 6 and 7 (expand either of the tables as necessary to include further breakdown or additional items)
• Incorporate expansion costs associated with Phase Build-Out into the pro forma statements where indicated and necessary
• Include a sensitivity analysis of the most important variables affecting revenue, and capital and operating expenditures
• Provide all figures in Canadian dollars
• Describe the reasoning and provide the inputs and calculations behind all estimates
• Include references in the pro forma statements to where in the application cost information can be found
• Indicate funding sources for which a commitment is already in place and the term of this commitment
• Provide a detailed pricing strategy (memberships, deposits, time-based user fees, onetime use, frequent user rewards, incentives, late fees, charge for not returning bicycle, etc.) and rate schedule (partially addressed in Appendix 9)
• Describe strategies to generate revenues and/or improve cost efficiencies over time (e.g., advertising, corporate sponsorship, etc.)
• Identify any areas for profit/cost sharing with the City and describe any other expected financial involvement of the City

The completion of Appendices 6-9 will address a majority of these requirements, however, respondents will need to expand and insert additional documentation where needed to fully address the points above.

10.2 Required Questions for Financial Plan

A complete financial plan will answer the following questions:

1. Are the prices provided as part of a contract resulting from winning this RFP the best prices offered to any municipality and/or other government agency in British Columbia? In Canada? In the world?
2. How have revenue projections been estimated and determined in the pricing structure? Include the confidence level in these projections.
3. How might pricing systems be adjusted to attract members from the following key groups: university students and employees, corporate sponsors, low-income residents, seniors?
4. How does the financial proposal accommodate the desire of municipalities to potentially expand into less dense neighborhoods which might impact per station revenue?
5. How will the proposal address expansion into neighboring municipalities that may not have the capacity to fundraise via sponsorships or advertisements and/or may not have grants?
List of References


Appendix 1 – RFP Rationale & Assumptions

Ownership Model
An assessment of the different ownership models for a public bike share system demonstrated that a privately owned and operated model is the most relevant and achievable option for Greater Victoria. While the City has expressed an interest in implementing a bike share system as a viable means of reducing greenhouse gas emissions by shifting transportation usage, it does not have the resources to finance and operate such a system (City of Victoria, 2012). A privately owned and operated business model provides the means of overcoming this barrier by transferring all financial and administrative responsibility to a private vendor. Additionally, a feasibility study commissioned by the City of Calgary found that privately owned and operated business models were the most feasible for a city seeking low financial risk to taxpayers and technical expertise of the operator (Grant Thornton, 2011). The City of Victoria shares these priorities, and thus incorporated the recommendations of Grant Thornton in the drafting of this RFP.

The Financial Viability of a Private Vendor Model
Financing bike share systems is a crucial step in the planning process as financial sustainability is the most significant contributor to the success of these systems. After assessing potential financial resources to fund the project, user fees, sponsorships, and grants were identified as the most likely to ensure long term financial stability. An evaluation of successful bike share systems demonstrated that 89 per cent of operators collect some revenue from sponsorships, making them a key factor in effective financial planning (MTI, 2012). The privately owned and operated business model of financing also ensures that the City bears no responsibility for the financial success of the system as the private vendor assumes liability for any deficits that may be incurred. However, the City has the option to participate in the funding indirectly by assisting in the acquisition of provincial, federal and private grants. Additionally, user fees are expected to provide a significant source of revenue, accounting for 46 – 100 per cent of revenue (averaging 76 per cent) of North American bike share systems (MTI, 2012).

The Influence of the City in a Private Vendor Model
The City of Victoria’s involvement with a public bike share program needs to reconcile the ability of the City to maintain a degree of control over the system with distancing the City from operations to ensure protection from financial liability. A public bike share system that is privately owned and operated absolves the City from financial liability, while still allowing it some input into the decision-making process. The chief role of the City would be to collaborate with the operator in decision-making about potential sponsorship opportunities, operations, and expansion of the system. Additionally, the City could provide in-kind contributions such as facilitating the placement of stations on public land. The City would maintain a degree of control over the system by monitoring and evaluating the success and ongoing viability of the system.
**Desired System Components**
This RFP is designed to provide respondents with the flexibility they need to develop the required components and allow for innovation in addressing the desired components, while also providing enough structure to allow the City to maintain some control over the most important aspects of the system.

Required and desired system components were chosen based on ease of access and their durability to facilitate a bike share system that could operate efficiently and effectively. User safety and the security of all personal and financial data are prioritized where these factors increase user confidence in the credibility of the system. Fourth generation bikes are required to mitigate the risk of theft and vandalism, which have made bike share systems unsuccessful in the past. In order to increase the accessibility of the system, components are outlined to include the greatest range of users possible, thereby reinforcing the successful establishment and ongoing operation of the system.

Helmets have been identified as a major barrier to bike share systems in British Columbia due to provincial legislation mandating helmet usage. However, a multitude of innovative helmet supply options have emerged in the wake of this challenge. RFP respondents are required to provide users with helmets to comply with the relevant legislation. The specific delivery system may be determined by the respondent to allow for the introduction of the most relevant approach. It is essential that the system operates within the mandatory helmet law and respondents are given the flexibility to meet this requirement through the most effective and efficient means.

**Inclusion of Different User Groups**
Accessibility is prioritized to ensure that the system addresses the needs of a wide demographic. Creating a relevant system for prominent demographic groups in the Greater Victoria region will positively influence the longevity of the program by establishing strong community support. The system will be priced to provide access to user groups including low-income users, students, and senior citizens, who all rely heavily on public transit. To effectively shift travel behaviour and to complement public transit, these groups must be promoted as ideal users of a bike share system.

**Phase Build Out**
The implementation and expansion of the system will be important to the success of a bike share program in the Greater Victoria region. This RFP invites proposals for a pilot program to be implemented in the downtown core in Phase 1 of the project. The downtown core is identified as having the highest population density within the municipality and, therefore, holds the greatest potential for initial system success (City of Victoria, 2012). In the downtown core, a system size of 10 stations and 100 bikes would be most suitable, premised on the distancing of stations in other successful North American bike share systems, identified as approximately 300 meters (MTI, 2012). As the project expands into Phase 2, a system size of 25 stations and 2500 bikes would be comparably viable, extrapolating build-out logistics from the same calculations.
Usage rates must be ascertained to determine the appropriate rate of system expansion. This is necessary where the expansion of the system must proceed at a rate that allows for efficient use of funds without compromising the quality of user experience. The optimum usage rate was determined to be 8 to 9 users per bike, based on statistics from successful bike share systems in North America, particularly Canada (MTI, 2012). A system would be inefficient if the number of users per bikes were to fall, where the same number of users could be satisfied with fewer bikes. Alternatively, a system which saw a greater number of users sharing the same number of bikes may use funds more efficiently, but would greatly compromise user satisfaction. Partnering the City with the operator will be the most effective way to monitor usage and decide upon expansion. By working together, these parties would be able incorporate the required expertise in bike share systems and the needs of the public in the decision-making process.

Expansion into surrounding areas will strengthen the overall success of the system by increasing connectivity and providing access to lower density areas. The implementation of bike share systems in lower density areas may not be economically feasible projects in isolation. However, expansion into these areas is valuable where it increases the overall connectivity of the system, increasing access to different areas while complementing public transit by providing users with an alternate means to travel ‘the last mile’ (DeMaio, 2007). Research has shown that the most common trip type for bike share users is commuting to work and school, accounting for 38 to 56 percent of trips (MTI, 2012). Therefore, expansion from the downtown core to surrounding residential neighbourhoods is seen as a significant opportunity to increase usage of the system. Additionally, expansion will facilitate greater system access for a broader demographic, addressing a chief goal of the system design.

Expansion into surrounding municipalities in Phase 3 is a priority for a bike share system, as higher connectivity will increase membership rates and user satisfaction. The provision for other municipalities to opt in under the same terms as the City of Victoria provides an effective way to streamline the system planning and administration processes. Additionally, a system must maintain consistency if it is to remain easily accessible across municipalities. Switching bicycles or payment methods when commuting from Saanich to the downtown core would be highly impractical and unappealing for users, detracting from the overall viability of the system.
Appendix 2 – Additional Relevant Points of Community Energy and Emissions Plan

5.2.4 (1) Use land use planning as a tool to increase opportunities for alternative transportation

- Continue to support and implement the land use planning measures identified in the OCP to support transit, walking and cycling opportunities
- Explore additional ways to target growth in areas with existing transit infrastructure and opportunities for additional future transit
- Consider transportation and mobility, location efficiency, transit supportive densities, mixed use development, residential and employment intensification opportunities, increased route connectivity and transit oriented development as appropriate in all local area plans
- Coordinate with the CRD to establish, as appropriate, local area plans, detailed policies and guidelines for rapid transit, frequent transit and transit oriented development for all lands within 800 meters of rapid transit and 400 meters of frequent transit

5.2.4 (2) Make pedestrian and cycling infrastructure a top priority

- Support the creation of outstanding cycling amenities as an incentive to travel by bike
- Support travel mode connectivity by connecting rapid and frequent transit service with pedestrian and cycling networks and with inter-city and inter-regional transportation

5.2.4 (3) Develop programs and incentives to support alternative transportation

- Support the development of, and advocate for participation in, car and bike sharing programs to reduce car ownership
- Create, or work with the private sector to create new incentives for not owning a vehicle, including cycling events and transit events, car-free days, reward programs, etc.
Appendix 3 – Optimum Distances Between Stations

Figure 1. Optimum distances between bike share stations according to 19 operators across Canada and the United States
Figure 2. Implementation Zone of Phases 1, 2 and 3 of a bike share program in area of Victoria, BC shown according to color
Figure 3. Relevant municipalities for opt-in into the bike share system during Phase 3 of bike share system in Victoria, BC. (taken from City of Victoria “Official Community Plan” 2012)
### Appendix 5 – Desired Components and Elements of Bike Share System

The tables below include elements that are “required”, “most desired”, or “desired” in a successful proposal. Respondents are required to complete the “response” box using the codes provided to describe the system being proposed. Additional comments are optional and should be included only to assist an answer.

#### Response Code

<table>
<thead>
<tr>
<th>Code</th>
<th>Vendor Description</th>
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</thead>
<tbody>
<tr>
<td>N= Not Available</td>
<td>Not currently available. If planned for future implementation, provide projected date for release.</td>
</tr>
<tr>
<td>D= Under Development</td>
<td>Currently under development. Specify version number and expected date of general release. Vendor must provide in comments section suggested alternatives to meet the requirements prior to this release.</td>
</tr>
<tr>
<td>C= Available through Vendor Customization</td>
<td>Could be customized. Indicate the level of effort and the type of ongoing support for such customizations.</td>
</tr>
<tr>
<td>O= Available via Other Means</td>
<td>Available with third party tools, hardware/software, interfaces, application development or reporting tools.</td>
</tr>
<tr>
<td>A= Available/Will Comply</td>
<td>Available in vendor’s standard inventory and currently delivered in general release as of the date of this RFP, or vendor will comply with the applicable law/regulation.</td>
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#### Station

**Required elements**

<table>
<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1. Ability to make a helmet available to each person renting a bicycle</td>
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<tr>
<td>2. Compliance with all relevant laws and by-laws, and other requirements of the municipality and/or other government agencies in station siting</td>
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<td>3. Estimate of the lifespan and warranty of each station component</td>
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<td>4. Capacity to protect docked bicycles from theft</td>
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**Most desired elements**

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<tr>
<th>Item</th>
<th>Response</th>
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<tbody>
<tr>
<td>5. Adequate space at each terminal for a lighted map</td>
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indicating both station locations and bicycle routes

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<tr>
<th>Item</th>
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<th>Comments (optional)</th>
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<tbody>
<tr>
<td>6.</td>
<td>Capacity to maintain security of the system during a power failure event or loss of internet connection</td>
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<tr>
<td>7.</td>
<td>Capacity for station and major components (bicycle, hub, terminal) to self-report mechanical problems</td>
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<tr>
<td>8.</td>
<td>Real-time communication between stations and headquarters particularly to report number of bikes per station and facilitate re-distribution</td>
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<tr>
<td>9.</td>
<td>Smallest feasible footprint to enable installation in a space currently used as a parking space or on a wide sidewalk with a layout that minimally impedes pedestrian traffic and ideally has no components that extend horizontally beyond the bike containment area footprint</td>
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<tr>
<td>10.</td>
<td>Stations share a commonality of appearance</td>
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<tr>
<td>11.</td>
<td>Capacity to install stations on public or private property, in a covered area, or outside;</td>
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<tr>
<td>12.</td>
<td>Easily movable stations that:</td>
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<tr>
<td></td>
<td>a) Require minimal time to install and/or remove</td>
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<td></td>
<td>b) When removed, do not leave behind attachment points that could impede a car or trip a pedestrian</td>
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<td></td>
<td>c) Can be installed without trenching</td>
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<td>13.</td>
<td>Grid-free: doesn’t need to connect to electrical grid (this may be accomplished by solar power or other types of alternative energy sources, where feasible)</td>
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### Desired elements

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<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>14.</td>
<td>Capacity to add lighting where necessary to facilitate nighttime station use and adjustment of bicycles while reducing vandalism</td>
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<td>15.</td>
<td>Low cost or subsidized helmets to all or selected user groups;</td>
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<td>16.</td>
<td>Capacity to add emergency call buttons, preferably using wireless technology</td>
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<td>17.</td>
<td>Aesthetic compatibility with streetscape and neighborhood context, particularly of historic districts, both when terminal is full of bicycles and when it is empty</td>
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<td>18.</td>
<td>Capacity to add/remove shelter/cover to stations</td>
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</table>
# Bicycle

## Required elements

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<thead>
<tr>
<th>Item</th>
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<tbody>
<tr>
<td>1. Lighting system (including rear flasher and front headlight) so as to be in compliance with legal standards</td>
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<td>2. Reliable and intuitive braking system</td>
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<td>3. Puncture resistant tires</td>
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<tr>
<td>4. 4\textsuperscript{th} generation bikes that are theft and tamper resistant</td>
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<tr>
<td>5. Bikes fit a majority of the adult population</td>
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<td>6. Bikes have the capacity for sponsorship/advertising that can be easily changed</td>
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## Most desired elements

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<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>7. Dynamo-powered front/rear lighting system</td>
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<td>8. Protection from grease, dirt, and tire spray including enclosed drive train and full fenders</td>
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<tr>
<td>9. Corrosion resistant material with rust-proof external parts</td>
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<td>10. Cargo capacity for items such as a typical briefcase, book bag, and/or grocery bag weighing up to ten kilograms</td>
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<tr>
<td>11. Chainless bike or bike with a chain-guard and multiple easy-use gears</td>
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<td>12. Light weight (less than 25 kilograms)</td>
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<td>13. Upright riding position allowing for confident riding in traffic</td>
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<td>14. Easy to operate: easy to mount and to hold in stopped position, including for shorter rider</td>
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<td>15. Opportunities for infant carriers</td>
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## Desired elements

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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>16. Compatibility with BC Transit bike racks</td>
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<tr>
<td>17. Equipped with secondary lock to enable user to secure bike to any bike rack or post while making a quick stop</td>
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<tr>
<td>18. Equipped with tracking devices or equivalent, if cost-effective</td>
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</table>
19. Equipped with sensors on bikes to diagnose and self-report mechanical problems

20. Kickstand or other device to allow the bicycle to be supported upright

**Terminal**

*Required elements*

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<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1.</td>
<td>All terminals accept walk-up renters with agreement that includes a liability waiver and collects basic demographic information for research purposes</td>
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<tr>
<td>2.</td>
<td>Data security, particularly for financial data, user names, and addresses</td>
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<tr>
<td>3.</td>
<td>Possesses technology to accept and validate a variety of payment methods</td>
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<tr>
<td>4.</td>
<td>Possess technology to accept identification cards from businesses, post-secondary institutions, etc.</td>
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<td>5.</td>
<td>Multiple language options</td>
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<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>6.</td>
<td>Automatic confirmation that subscriber’s credit cards is valid and has sufficient funds to cover charges if bicycle is not returned, preferably before each bicycle is removed</td>
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<tr>
<td>7.</td>
<td>Touch-screen technology</td>
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<tr>
<td>8.</td>
<td>Accepts cash and credit cards</td>
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<tr>
<td>9.</td>
<td>Flexibility to add features and modify terminal as needed</td>
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</table>

**Hub**

*Required elements*

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<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1.</td>
<td>Modular design of the hub, i.e., the ability of the design to accommodate a number of bicycle rental slots (so a hub can be configured to have, for example, 3, 6, or 18 bicycles) and therefore the ability to adjust capacity through the life of the station after initial construction</td>
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<tr>
<td>2.</td>
<td>A process for situations in which a user wants to</td>
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</table>
return a bike to a hub that is full or rent a bike from a hub that is empty

**Most desired elements**

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<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>3. Ability to self-report mechanical problems;</td>
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<tr>
<td>4. Vandal and theft-proof connection between hub and bike;</td>
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**Website**

**Required elements**

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<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1. Data security, especially for financial data, user names, and addresses that satisfies minimum specifications of the municipality, institution, and/or private landowner</td>
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<tr>
<td>2. A mechanism for users to report problems and make suggestions for system improvement</td>
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<tr>
<td>3. Capacity to convey safety information and laws affecting bicyclists</td>
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<tr>
<td>4. Real-time communication with stations to track bicycle and hub status</td>
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<tr>
<td>5. Ability for users to create/change their membership</td>
<td></td>
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<td>6. Language options, particularly French and English, on all webpages</td>
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<tr>
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<tbody>
<tr>
<td>7. Ability to collect survey information and customer satisfaction ratings</td>
<td></td>
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<tr>
<td>8. Prominent contact information</td>
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<tr>
<td>9. Interactive map showing status of bicycles at stations, station locations with optional address and directions, and transit information</td>
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**Desired elements**

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<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>10. Attractive, appealing, state-of-the-art features</td>
<td></td>
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<tr>
<td>11. Capacity for user to track number of available bikes and open docking points in each terminal via web page</td>
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</table>
12. Personalized customer web pages that provide information such as miles traveled, calories burned, etc.

**Customer Service**

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<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1.</td>
<td>Capacity to immediately aid users with mechanical issues and/or injuries</td>
<td></td>
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<tr>
<td>2.</td>
<td>Customer service phone number on every bike with durable, weather resistant labels</td>
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*Most desired elements*

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<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>3.</td>
<td>Customer service available at all regular business hours including peak usage hours and weekends</td>
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<tr>
<td>4.</td>
<td>Staffing cycle to match demand cycle for bike, ensuring maximum wait time on phone of one minute</td>
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<tr>
<td>5.</td>
<td>A robust program that ensures the highest customer satisfaction rating and allows the operator to address problems immediately</td>
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**Operations, Maintenance and Rebalancing**

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<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1.</td>
<td>Development and documentation of a set of maintenance standards for the station and components (bikes, hub, terminal, and sign), as well as an audit procedure for these standards</td>
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<td>2.</td>
<td>Collaboration with the City to design and execute an optimal process for snow, ice, garbage and graffiti removal on and around stations</td>
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<td>3.</td>
<td>Method or system to alert municipal operations to the boundaries of the station</td>
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<td>4.</td>
<td>Capacity for street sweeping and clean-up at all on and off street locations</td>
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*Most desired elements*
5. Expeditious replacement and/or repair of all items needing such services

6. Ability to place spare bikes into the system to replace bikes taken out for maintenance or repair or that are missing or stolen

7. Capable of a dynamic pricing structure and/or other mechanisms to encourage natural system-wide balancing thereby minimizing vehicles needed for rebalancing

8. Ability to regularly and dramatically expand/contract stations to accommodate large crowds at major events

9. Ability to handle rentals and returns for regular peak locations and areas

10. Well thought out redistribution plan that shows clear understanding of rebalancing issues and ensures a balanced system with minimal likelihood that customer encounters empty or full station.

11. Environmentally friendly vehicles for redistribution of the bikes

12. Operator assumes all responsibility for costs, repair, and replacement for damages to station

**Desired elements**

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<tr>
<th>Item</th>
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<th>Comments (optional)</th>
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<tbody>
<tr>
<td>13. Capacity to conduct basic repairs at the bike station</td>
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**Legal and Regulatory**

**Required elements**

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<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1. Insurance held by operator on all equipment</td>
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<td>2. Liability insurance consistent with requirements of the municipalities and/or other government agencies and through a credible company or organization qualified to do business in British Columbia</td>
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<td>3. Assurance of financial sustainability through term of contract</td>
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<td>4. Compliance with all applicable local statutes, regulations, rules and ordinances</td>
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<td>5. All users sign a legally binding waiver/ assumption of</td>
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risk, either when subscribing via the website or as part of the on-site registration process assuming all risks and holding harmless municipalities and/or other government agencies from all personal and property injuries, death, losses, damages, claims, and suits

### 6. Vendor signed legal document
Vendor signed legal document assuming all risks and holding harmless municipalities and/or other government agencies from all personal and property injuries, death, losses, damages, claims, and suits

### 7. Privacy and Information Protection
Strictly protect the privacy of all users and not sell or transfer credit card and other private information outside of the operation of the bike share system

### 8. Waiver of Claims
Waive all claims against the City except in the instance of a breach of contract or willful misconduct

### 9. Equipment and Services Provision
Provision of all equipment and services in a manner that is not negligent or would otherwise impose any liability on the City or system operator

### Most desired elements

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<tr>
<td>10. Ability to list all participating municipalities, institutions, and/or private landowners as co-insured on liability insurance.</td>
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<td>11. Information about safety and bike laws at all stations</td>
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<td>12. Commitment to comply with any and all requirements arising from or related to funding sources such as grants, sponsorships, etc.</td>
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### Qualifications

#### Most desired elements

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<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1. A company or organization comprised of members that have at least twelve months experience running a self-service, bike share system with a minimum of 500 bikes by Spring 2010 that accepts credit card payments via an on-site terminal</td>
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<td>2. Significant experience operating multi-million dollar businesses</td>
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<td>3. A company or organization comprised of at least one</td>
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member with knowledge of the City of Victoria and Greater Victoria region

### Marketing

**Required elements**

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<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<tbody>
<tr>
<td>1.</td>
<td>A satisfactory public relations emergency response to address a fatality or serious injury</td>
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<td>2.</td>
<td>A strategy to publicize the system for a local audience</td>
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</table>

**Most desired elements**

<table>
<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>Comments (optional)</th>
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<td>3.</td>
<td>Partnership with a local PR firm or committed marketing department to generate significant free and/or paid publicity on local and national television, radio, print, internet, and other outlets</td>
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<td>4.</td>
<td>A monthly report analyzing system operations including age statistics, origin and destination data, new subscribers, etc.</td>
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<td>5.</td>
<td>A well-designed marketing and PR program that targets a variety of user types and generates enthusiasm prior to system launch and has ongoing elements, with a modern theme</td>
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<td>6.</td>
<td>Marketing reports issued to each municipality involved, institution, and/or private landowner.</td>
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<td>7.</td>
<td>A stated financial commitment to marketing</td>
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<td>8.</td>
<td>A pre-launch marketing campaign with specific targets of new subscribers prior to launch followed by a constant marketing campaign for the duration of the contract</td>
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### Planning

**Required elements**

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<th>Item</th>
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<tr>
<td>1.</td>
<td>Well thought-out and coherent business plan that persuasively:</td>
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<td></td>
<td>a) Calculates the optimal system size</td>
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<td>b) Ensures that bike availability meets demand</td>
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<td></td>
<td>c) Identifies the optimal implementation zones and</td>
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</table>
d) Demonstrates appropriate organizational structure and staffing

e) Estimates the following information related to ridership for the first five years of service:

i. Total number bikes in use at a given time during peak hours

ii. Percent of total bikes in use at a given time during peak hours

iii. Percentage of stations with no available bikes during peak hours

iv. Percentage of stations with no empty spaces to return a bike

2. Stations should be located, where practical:

a) Approximately 275 m - 400 m apart

b) Near main transit stations

c) To increase transit options in areas not easily accessible by public transit

d) Near seaplane terminals and ferry docks

e) Along cycling routes in the service area

f) Near libraries, educational institutions, and community centers in the service area

g) Near tourist attractions, sporting, performance, and event venues

**Reporting**

*Required elements*

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<tr>
<td>1.</td>
<td>Transparency of operations and communication are essential to a working relationship between the third-party owner/operator and the City</td>
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<td>2.</td>
<td>The City of Victoria must be informed throughout the project; an appropriate timeline for briefing should be determined in advance</td>
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<td>3.</td>
<td>The City of Victoria must be informed if there are changes in project measures at any given time</td>
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Appendix 6 – Pro Forma Financial Information

APPLICATIONS FOR A PUBLIC BICYCLE SYSTEM

Instructions:

1. Add and remove rows as necessary to accurately reflect your Business Plan, keeping the main categories intact
2. Clearly state all assumptions
3. Use 2012 figures, not incorporating inflation
4. Unless otherwise indicated costs/revenues should reflect anticipated costs across all 3 Phases for that year

Part A

<table>
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<th>Capital Costs</th>
<th>Ref.</th>
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<td>Station Location Studies (Phases Build-Out)</td>
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<td>Facility/Warehouse Setup (Phase 1)</td>
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<td>Facility/Warehouse Expansion (Phases Build-Out)</td>
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<td>Call Centre Setup (Phase 1)</td>
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<td>Call Centre Expansion (Phase Build-Out)</td>
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<td>Membership Cards (Phase 1)</td>
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<td>Year 0 (Pre-Launch)</td>
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| Total Capital Costs            | $                   | $      | $      | $      | $      | $      | $      | $      | $      | $      | $      |

**PART B**

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**PART C**

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### Appendix 7 – Pro Forma Staff Costs

APPLICATIONS FOR A PUBLIC BICYCLE SYSTEM

**Instructions:**

1. Add and remove rows as necessary to accurately reflect the organization described in your Business Plan, keeping the main categories intact
2. Clearly state all assumptions
3. Use 2012 figures, not incorporating inflation
4. Unless otherwise indicated costs/revenues should reflect anticipated costs across all 3 Phases for that year

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Appendix 8 – Per Unit Equipment Costs

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Appendix 9 – Pricing Structure for Different User Types

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<th>User Type</th>
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<th>Weekly Charge</th>
<th>Monthly Membership</th>
<th>Annual Membership</th>
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<td>Institutional Employee</td>
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