



CFF IMPACT BRIEF | BIKESHARE SYSTEM

Bucaramanga's Bikeshare System

The C40 Cities Finance Facility (CFF) supported the city of Bucaramanga to develop a public bikeshare system covering an 8.7 km² operational area, with a total of 53 stations and 579 bicycles, averaging 11 bicycles per station. The stations are located on accessible street-level stations with an automated renting mechanism and docking modules. The bikes are accessible through an array of options, including a mobile application, contactless bank cards and the transport card of the city of Bucaramanga.



The CFF provided strategic support to enable Bucaramanga to implement integrated cycling infrastructure as part of the city's sustainable mobility schemes.

"Implementing a public bike share system in Bucaramanga is a signature project for our administration. We want to achieve full integration to the already existing transport systems in the city, so this is really a strategic project that focusses on sustainable mobility."

LUZ MYRIAM HERNÁNDEZ

Strategic Projects Manager,
Alcaldía de Bucaramanga



Project Profile



PROJECT PARTNER:
Metrolinea S.A (BRT agency)



PROJECT SCALE:
8.7 km² operation area
53 stations and 579 active bicycles
(642 including 10% bicycle reserves)



FINANCE LEVERAGED:
USD 2,100,000



FINANCING SOLUTION:

The CFF supported Bucaramanga to create a model for a concessional PPP – 70% public budget and 30% operator capital. Key to the business case was a legal analysis to identify the legality of various innovative financing mechanisms. Exchanges with potential private operators demonstrated the profitability of bikeshare systems to the city.



The CFF's First National Cluster of Public Bikeshare Systems in Bucaramanga, Montería, Cali and Bogotá

The projects promoted the use of bicycles during the COVID-19 pandemic as an alternative to individual motorised transport



USD INVESTMENT CAPITAL LEVERAGED

USD 2.1 million
70% public – 30% private



TOTAL OPEX
USD 4.35 million for 5 years
100% private with public subsidies



**USERS PER
MONTH**
18,000



CUMULATIVE GHG EMISSION REDUCTION

71 t CO₂e*
*Estimated annual reduction in CO₂ resulting from the modal shift to cycling



"Social inclusion is a crucial policy for Bucaramanga. We included a social paragraph that financially justified a discount with the objective to make the system more affordable for a greater percentage of the population."

ARMANDO ACOSTA TORRES
Technical Support Manager,
Alcaldía de Bucaramanga



"I have learned a lot about sustainable mobility from the CFF. They have acted as facilitators and thanks to that, Bucaramanga's authorities gained a better understanding of sustainable mobility projects."

IVÁN VARGAS
Secretary of Infrastructure,
City of Bucaramanga



"During the framework of the cooperation with the CFF, we discussed how to structure the project from a technical, legal, and financial point of view. Our main focus, however, was how to make the bike share system sustainable and adapt it to the context of our city."

JOHANA SERRANO
Coordinator Bicycle Office,
Dirección de Tránsito de
Bucaramanga



"CFF's expertise built the foundation of the bike share system as they helped us identifying the important legal, technical, and financial parameters for the project."

LUZ MYRIAM HERNÁNDEZ
Strategic Projects Manager,
Alcaldía de Bucaramanga

Technical, Legal and Financial Tools to Upscale Active Mobility Projects

- As the pandemic did not allow for traditional data collection methods, the CFF and the city of Bucaramanga tested online data collection tools, such as surveys to diagnose gender gaps in cycling among women and other diverse groups. The use of these tools led to a better outreach and significant higher participants numbers, facilitating a more robust diagnostic design to conceptualise and mainstream gender and Leave No One Behind (LNOB) measures in project planning.
- The legal feasibility study conducted for the four cluster cities made a thorough analysis of the Colombian legal context and found that the provision of funding sources for active mobility projects is the same across Colombian cities, with few exceptions. The common findings of this study can be used by other cities and reduce project preparation costs.
- The CLOBI pilot project supported by the CFF was ready for implementation as a COVID response measure. On the 14th September, 2020 the system reopened and offered citizens a public transit alternative with a reduced likelihood of infection. The city opened new stations based on the technical feasibility provided by the CFF while planning the full expansion of the project in the coming years.

Signs of Transformation – Paving the Way for More Inclusive Cycling Infrastructure Planning

The CFF pursues transformative change by supporting systemic shifts to enable climate action and access to finance for cities



The CFF supported the preparation of a technically, sound and finance ready project.

The city faced challenges balancing the project risks between the city and the private operator. The CFF helped the city design the project with an even risk distribution.

As a result, the city of Bucaramanga is ready to prepare the funding proposal for a full capital investment to be presented to the National Royalties System.



Improved capacities and skills of the city administration to plan, implement and operate public bikeshare systems independently in the future.

~10 city officials from 5+ key city departments, including the Secretariat of Infrastructure, the Office of Strategic Projects, the Transit Direction, the Metropolitan Area Office, the the Metropolitan Area Office and the BRT operator, Metrolínea engaged in more than 50 workshops and trainings to address the barriers around project development and inter-organisational coordination.



A gender-responsive project approach that puts gender sensitive diagnosis and measures at the center of the planning and implementation of bikeshare systems.

More than 100 people of different ages and ethnic groups - 54% of whom were women - participated in the diagnostic processes to identify gender gaps in bicycle use. As a result, ~70 gender-sensitive measures were addressed in the project planning process and 30+ measures were recommended for public policy.



Effectively shared knowledge and lessons learned with over 800+ participants from cities, national governments, financiers, NGOs, academia and the private sector.

As part of the CFF's Colombian bikeshare cluster, Bucaramanga was able to gain additional knowledge for the project through exchange formats with various institutions across Colombia and Latin America. The exchanges were especially valuable to learn from other cities' experiences with bikeshare systems and adapting mobility to the conditions of the COVID-19 pandemic.



A climate change sensitive approach, with climate change resilience measures explicitly mainstreamed in the project specification. (i.e. placing electric components higher up in stations to reduce the risk of flood damage)



"The CFF methodology was very precise. Apart from the workshops, CFF gave us material and literature so we could clarify doubts. They shared the successful and not-so-successful stories of other cities around the world, and we learned from their experiences."

ARMANDO ACOSTA TORRES

Technical Support Manager,
Alcaldía de Bucaramanga



"The project is aligned with our development plan. This plan consists of the construction of bike lanes and the creation of a public bike share system and is part of our commitments to fight climate change."

IVÁN VARGAS

Secretary of Infrastructure,
City of Bucaramanga



"CFF studies have shown us that only around 30% of our users are female and we want to raise this number. In multiple workshops focused on gender we discussed the reasons for the low female participation and how to address these reasons specifically."

JOHANA SERRANO

Coordinator Bicycle Office,
Dirección de Tránsito de Bucaramanga



KEY CHALLENGES

- The complexity of the Colombian legal framework prevents cities from easily accessing finance sources for cycling projects.
- A major challenge for the implementation of cycling projects is the inclusion of the bicycle as an essential means of public transport in national laws. This would allow cities to access alternative sources of financing for cycling project.

LESSONS LEARNED

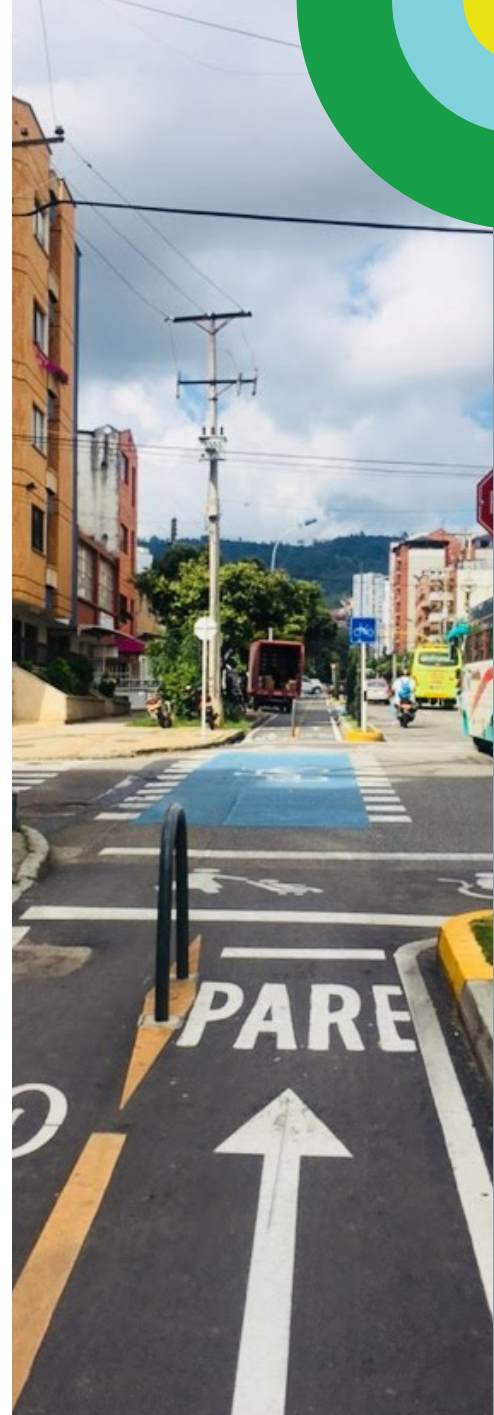
- Many cities face the challenge of identifying and planning infrastructure projects while facing large data gaps. Cities can address this challenge by creating consolidated databases to continuously organise and collect data generated by various departments or agencies. Such a database would allow various departments, such as the Mayor's Office, to easily access the data without the need for lengthy outreach processes to various departments.
- Networking with other cities allowed Bucaramanga access to exclusive information and consequently pushed the project forward.
- The strong emphasis on gender-mainstreaming from the outset of the project led to a more inclusive and accessible project.

BEST PRACTICES

- The COVID-pandemic allowed the testing of new tools and methodologies for data collection that can be put into practice where in person data collection is not feasible.
- The mainstreaming of gender and climate change issues in urban infrastructure are essential components of the project preparation process. It allows for the easy identification of project benefits to demonstrate the far-reaching impacts of well-prepared infrastructure to potential funding partner and the public.

OUTLOOK

- Bucaramanga expects to deploy the system and its technological change soon. The next step for the city will be the preparation of a full funding proposal for the national royalties' system, a fund that transfers funds gained through oil exploitation to municipalities for project finance.



"Many workshops and talks held by CFF strengthened our capacities. The discussions with different cities were very enriching and organized in a productive manner. Being able to talk about experiences with other cities is very important because you learn from mistakes and successes."

IVÁN VARGAS
Secretary of Infrastructure,
City of Bucaramanga