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CFF IMPACT BRIEF | Public Bikeshare System

Bogotá Bikeshare System

The C40 Cities Finance Facility (CFF) supported Bogotá to develop a bikeshare system to increase inter-modal first- and last-mile connectivity to public transit. The bikeshare system is financed through an innovative financing mechanism, the “Scheme for the economic use of public space” or CAMEP. With 300 stations and 3000 bicycles, the system will promote the use of the bicycle as a means of transport, especially during the recovery from the pandemic. The bicycles will be located at accessible, street-level stations. The bicycles will use an automated renting mechanism and can be booked through an array of options, including a mobile application. In line with the city’s ambition to achieve parity in cycling use across men and women by 2039, the project has incorporated measures to address gender and inclusion in its project design.



With CFF support, the city prepared an innovative business model that balances risk allocation between the city and the private operators - creating a model for other Colombian cities.

“Using a similar business model to the one that we developed with the CFF for economical usage of public place, (...) we are trying to push electric mobility with the short-term goal of implementing recharge stations for electric cars, scooters and bicycles.”

SERGIO MARTINEZ

Former Undersecretary of Mobility Policy,
Secretaría de Movilidad, City of Bogotá



Project Context



IMPLEMENTING PARTNERS:
The City of Bogotá



PROJECT SCALE:
300 stations
3.000 bicycles



FINANCE LEVERAGED:
USD 10 million



FINANCING SOLUTION:

The city tendered a contract for private operation of the bikeshare system in public spaces. The investment will be made by the private operator, who will provide additional urban infrastructure (i.e. bicycle parking, urban furniture). The CFF supported the city to find a fair balance of risks between the public and private entities in the project, a key challenge the city previously faced.



The CFF supported the cities of Bogotá, Montería, Bucaramanga and Cali to set up the CFF's first national cluster of public bikeshare systems

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



**USD INVESTMENT
CAPITAL LEVERAGED***
**USD 10 MILLION 100%
PRIVATE**



**CUMULATIVE CO₂
EMISSION REDUCTIONS
(PROJECT LIFETIME 30 YEARS)***

8,808 TCO₂e**

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



USERS PER MONTH*
81,000

* numbers based on CFF and Bogotá's project preparation calculation for 2,030 bikes in 2020.
Numbers have since increased with the private operator.



"Our biggest challenge is to think outside the box, to think about diversity, to think about different ways of moving and using public space, or in a nutshell: to think about the project from a gender perspective."

ANDREA NAVARRETE

Bicycle Manager, Secretaría de Movilidad, City of Bogotá



"The process that we went through with the CFF helped us make our business model more robust and more attractive. That was very helpful."

SERGIO MARTINEZ

Former Undersecretary of Mobility Policy, Secretaría de Movilidad, City of Bogotá 2021



"The seminars organized by CFF for the City of Bogotá and other Latin American cities were very valuable to me as they brought new knowledge that I will use in upcoming projects."

PAOLA RAMÍREZ

Manager for Bike Strategic Projects, Secretaría de Movilidad, City of Bogotá



"Our development plan aims for better gender equality. The public bike share system has to consider gender from the very first steps to ensure that we are doing everything possible to create conditions that make women want to ride the bicycle and use our system."

LAURA BAHAMÓN

Former Bicycle Manager, Secretaría de Movilidad, City of Bogotá 2021

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 Bogotá 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 farther reach and significantly higher participant 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 implementing active mobility projects and consequently reduce project preparation costs.



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

The cooperation with Bogotá contributed to facilitating a transformation in how the city prepares inclusive cycling projects and supported systemic shifts to allow for easier access to finance for climate action projects



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, Bogotá 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.



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 Bogotá published a tender to select an operator for the bikeshare system in 2021 and expect to inaugurate the system in September 2022.



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 425 individuals of different ages and ethnic groups - 54% of whom were female - participated in the diagnostic processes to identify gender gaps in bicycle use. As a result, about 30 gender-sensitive measures were incorporated in the project planning process. The current system includes 1,500 assisted-pedaling e-bikes and hand-pedal bikes to increase accessibility for disabled users, cargo bikes to facilitate the transport of goods and attachable child seats to allow easier travel with small children.



A climate change sensitive approach, with two climate change resilience measures explicitly mainstreamed in the project specification – installation of electric components in the top section of stations to reduce risk of flood damage and solar energy generation at stations.



Improved capacities and skills of the city administration to plan, implement and operate public bikeshare systems independently in the future. Around 10 city officials from 2 key city departments, including the Secretariat of Mobility and Secretariat of Women, engaged in more than 50 workshops and trainings to address the barriers around project development and inter-organisational coordination.



► HOLISTIC PROJECT PLANNING

"I now have a deeper understanding of the business model and what it means to structure the project systematically. This means to learn from previous experiences, and to consider technical, legal, financial, and political issues in order to create a system that works for the city."

PAOLA RAMÍREZ

Manager for Bike Strategic Projects,
Secretaría de Movilidad, City of Bogotá



► STAKEHOLDER MANAGEMENT

"We had different attempts of implementing a bike share system in different ways in the past. One thing that helped us a lot this time was the fact that we were able to sit down and talk more to companies, of different types. The fact that the CFF was sitting there and organized the meeting helped us balance the different incentives and different interests of both sides. I think this was very helpful."

SERGIO MARTINEZ

Former Undersecretary of Mobility Policy,
Secretaría de Movilidad, City of Bogotá 2021



► TECHNICALLY SOUND PROJECT MODELS

"The consultancy analyzed all possible legal and financial paths to bring the project forward. This means that we now already have technical, financial, and legal models that could be used to structure future projects."

PAOLA RAMÍREZ

Manager for Bike Strategic Projects,
Secretaría de Movilidad, City of Bogotá



KEY CHALLENGES

- The complexity of the Colombian legal framework prevents cities from accessing finance sources for cycling projects. Cycling projects are excluded from national transport funds, and consequently are challenging to finance. The CFF provided technical support to the city to formulate the necessary legal aspects to allow the use of advertising revenues to finance 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. If this was the case, alternative sources of financing could be accessed by cities.

LESSONS LEARNED

- Networking with other cities and operators allowed Bogotá access to exclusive information about the implementation of public bikeshare systems. Especially, the exchanges with private operators allowed for an in-depth discussion on expectation management, the allocation of risk across public-private and requirements for operation.
- 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 for future projects where in person data collection is not feasible.
- The mainstreaming of gender and climate change issues in urban infrastructure have become unavoidable 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 partners.

OUTLOOK

- Following the approval by the City Council of a bill allowing for the sale of outdoor advertising to finance public bikeshare systems, the project has moved into procurement.
- The city of Bogotá awarded the tender for the public bike share system in December, 2021. It is expected that the bikeshare system will start operations in September 2022.
- At the CFF closing event in March 2021, Nicolás Estupiñán, Bogotá's former Secretary of Mobility, stated that after many years of failed attempts, 'Bogotá deserves its public bicycle system'. However, in his view, more is needed than just 'more bicycles on the street', especially complementary services such as bicycle parking are lacking. For this reason, the operational model in Bogotá includes the provision of complementary infrastructure by the operator (i.e. bicycle parking to reduce theft).



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"Sharing my experience with other experts and getting to know their reflections was very gratifying and positive for me. I feel that the results of this consultancy are a real contribution to those who are working on connecting cycle-infrastructure, mobility, and gender."

ANDREA NAVARRETE

Bicycle Manager, Secretaría de Movilidad, City of Bogotá

