



Indego

2018 Business Plan Update

Summary - October 2018

The 2018 Indego Business Plan Update is a strategic plan intended to guide the growth and management of Philadelphia's bike share program over the next five years. It was developed under the City's [CONNECT Strategic Transportation Plan](#) framework for transportation in Philadelphia.

Our Vision

A transportation system that benefits everyone. It is a system that is safe, affordable, accessible, and reliable at moving Philadelphians, visitors, and commerce so neighborhoods thrive, people are healthy, and the economy grows.

Our Mission

To provide **bike share as a high quality, reliable, affordable, flexible, and healthy transportation option** that gives the user access to the City and our diverse communities.

Our Values and Goals

Opportunity & Access – Indego should increase personal mobility in Philadelphia and provide people with better access to destinations throughout the City. Indego should offer high quality and reliable service and integrate as an extension of Philadelphia's public transit network, while ensuring the program is cost competitive for all users.

Equity – Indego should provide a service that is inclusive, accessible, and affordable to all users. Indego should improve access for low-income communities, encourage ridership among all age groups, and reduce non-financial barriers to entry by minority and low-income communities.

Health & Safety – Indego should provide a safe mode of transportation that promotes active and healthy living. Indego should foster active lifestyles and improve access to fresh foods and green space while also promoting a culture of safety among bike share users.

Finances & Transparency – Indego should be financially sustainable, transparently operated, and accountable to the public. Indego's performance and effectiveness should be clearly communicated to stakeholders and the public.

To download the full 2018 Indego Business Plan Update, please visit the Office of Transportation, Infrastructure, and Sustainability's website: www.phila.gov/otis

Recommendations

Continue to Invest in User Equity

Indego's equity mission makes it unique among bike share programs. Indego has made significant inroads with low income communities and people of color. Diversifying the user base of bike share takes concerted effort and time, and Indego has developed strategies that can promote bike share among a wider user base. Even as the program works to trim its operating costs and become more efficient, it is important not to lose sight of its equity goals. Program managers should focus on sustaining existing relationships with key community stakeholders, and to deepen mutually beneficial partnerships with community-serving organizations.

Grow to 250+ Stations

The City has set a goal of more than doubling Indego over the next five years to over 250 stations. This expansion would enable the City to cover an additional 15 square miles with bike share and improve service throughout this expanded area. This expansion will require new sources of funding and partnerships.

Expand in a Balanced Manner

Future growth needs to balance the sometimes-competing desires of increasing system coverage and achieving financial sustainability. Expanding to new neighborhoods in Philadelphia should be supported by additional stations and capacity at high high-revenue locations.

Add Capacity in the City's Core Areas

A large share of trips either start or end in the City's core, defined as Center City, University City, and Temple University. Indego must add stations and capacity to these areas to absorb increasing demand.

Optimize Use of Equipment

Indego's stations can be quickly re-sized based on demand. To ensure the equipment is being well-utilized, the program should conduct regular audits and relocate docks and bicycles based on changing demand.

Introduce New Technologies

Since 2013, e-bikes and dockless bike share have emerged as major technological innovations in bike share. The Business Plan proposes that Indego transition to a hybrid dockless system with simplified stations. E-bikes, dependent on the success of a 2018-19 pilot, should also be considered for Indego.

Invest in Partnerships

Indego relies on a wide range of public and private partners. Building on these existing partnerships will help ensure the program realizes the full potential of these relationships.

Lower Operating Costs

High operating costs are one of Indego's greatest challenges. Implementing the recommendations above will help lower operating costs. The City should explore changes to its contracts structure and introduce risk/cost sharing between the vendor and the City.

Do Not Neglect State of Good Repair

Indego's equipment is relatively new but will eventually reach a point where bicycles and stations require rehabilitation and replacement. The City should plan for these costs and set aside the funding necessary to ensure it can maintain Indego's high quality of service.