

Business model considerations for mobility hubs

28th January 2021

Future Mobility



Agenda

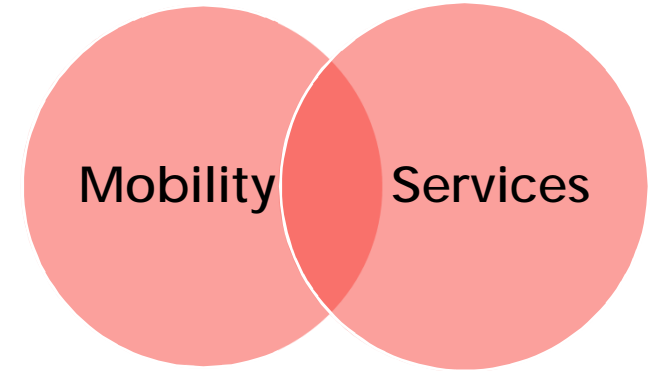
- § Welcome - CoMoUK 10:30
- § Presentation with discussion - WSP 10:35
- § Workshop - All 11:10
 - § Operational Models
 - § Business Models
 - § Securing funding
- § Feedback - Key thoughts 11:50
- § Close 12:00

Typologies

(from CoMoUK Guidance)

- § Large interchanges / city hubs
- § Transport corridor, smaller interchanges (including remote)/ linking hubs
- § Business park / new housing development hubs
- § Suburb / mini hubs
- § Small market town / village hubs
- § Tourism hubs

- § Passengers and freight



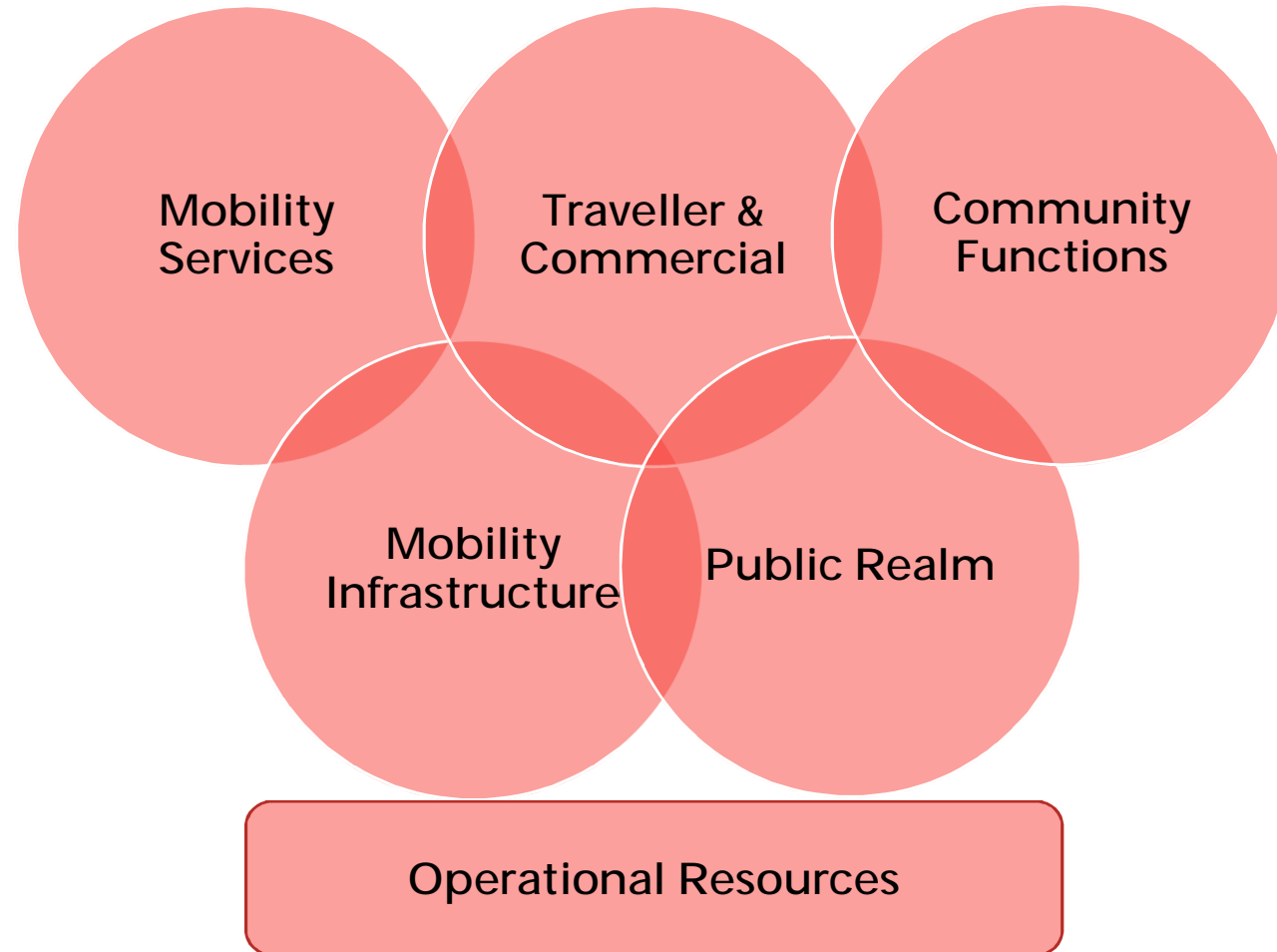
Leadership and Hub Ownership

(CoMoUK/WSP definitions)

- § **Local authorities** - bus stations, Park & Ride, kerbside (including bus stops), public land, etc
- § **Other public sector services** - service hub, hospitals, universities, colleges, etc
- § **Mobility infrastructure/service operators** - railway stations, bus stations, car parks, EV charging hubs, cycle hubs, car clubs
- § **Community facilities** - community centres, shops, pubs, parish councils, community interest groups, etc
- § **Private sector** - E-charging hubs/petrol filling stations, new residential developments, industrial/business/distribution parks, tourist and leisure sites, etc

Components / elements

(CoMoUK/WSP definitions)

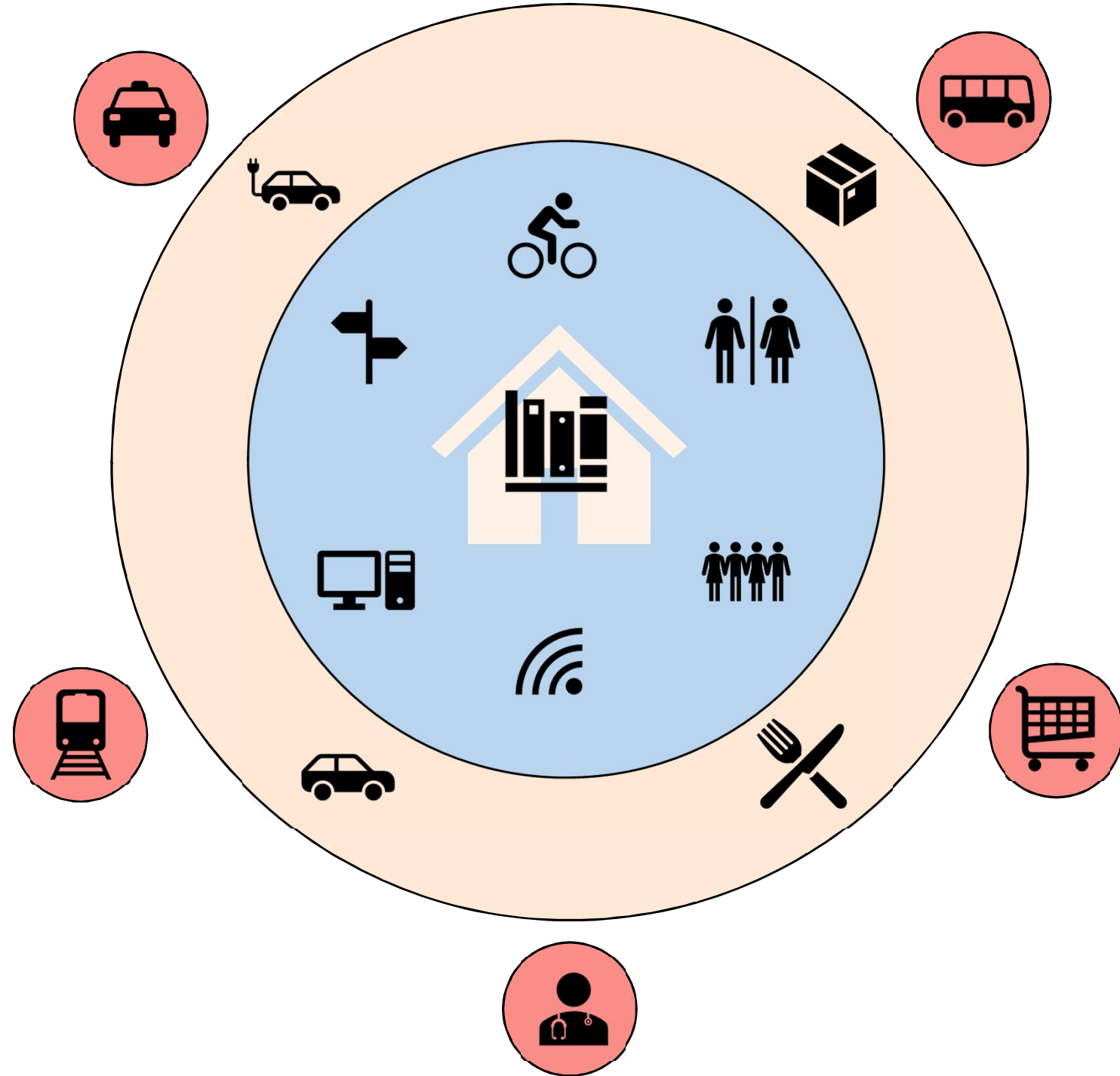


Component Operational Model

- § **Fully Integrated** - operating wholly within the hub operational model - space, resources, funding and management
- § **Partially Integrated** - integrated within the operational model for some elements - space, resources, funding and management e.g. may share space and pay rent but no resource or management relationship
- § **Independent** - to users, operates as part of a hub but has no operational relationship with the integrated or partially integrated components e.g. a complementary retail unit next to the hub site or a mobility service operated nearby

- § Impact of temporal dimension and seasonality
- § Branded and non-branded

Component Operational Model



Business models

Delivery Specification

Commercial
(e.g. free form)

Minimum Standard
(e.g. Design manual)

Specified

Franchise

Direct
(by local authority)

Delivery Structure

Single operator

Single operator +
procured / commercial

Consortium

Partnership
(shared risk)

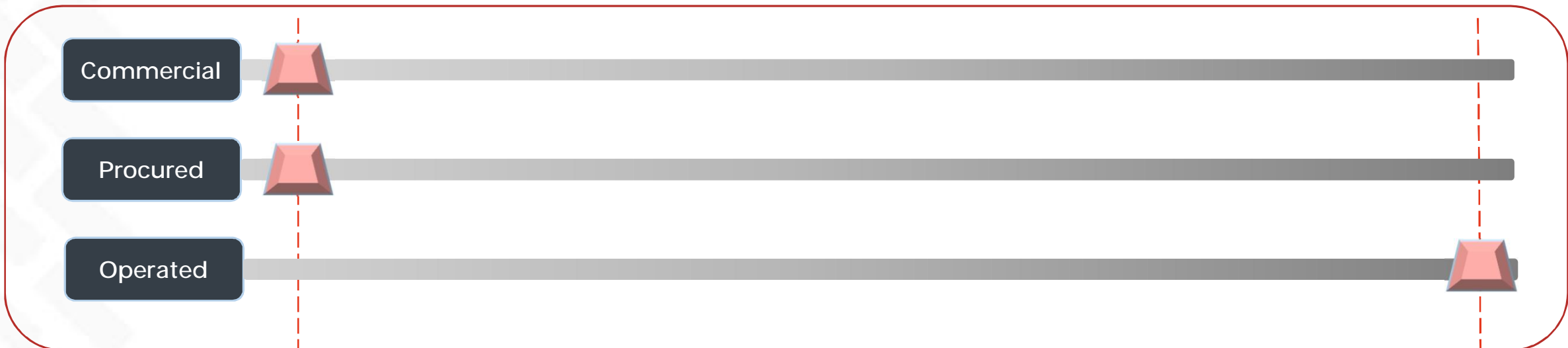
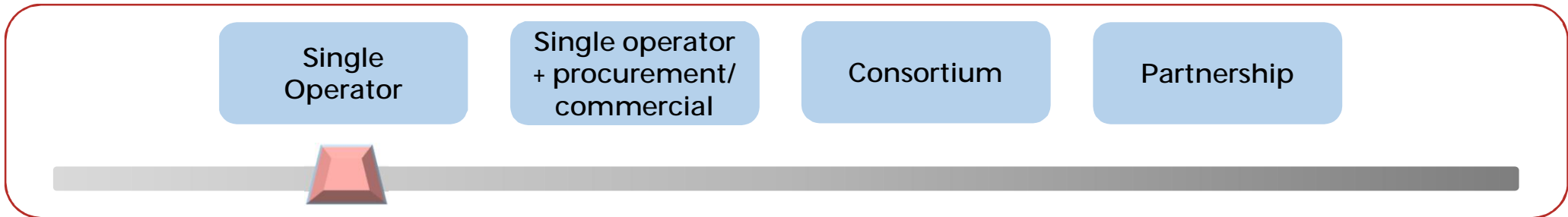
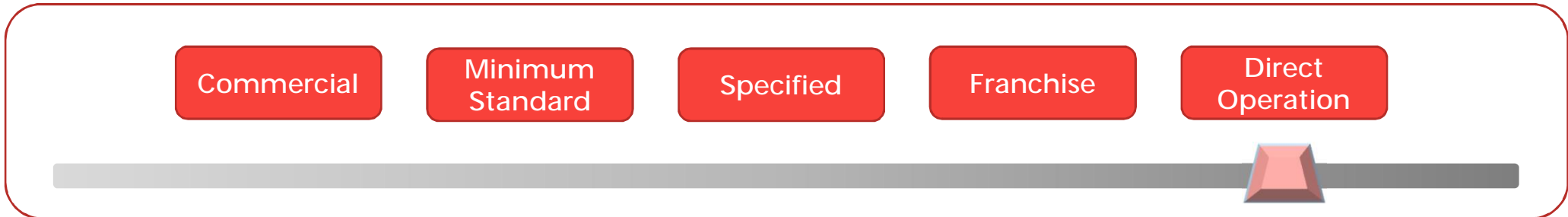
Delivery Model

Commercial

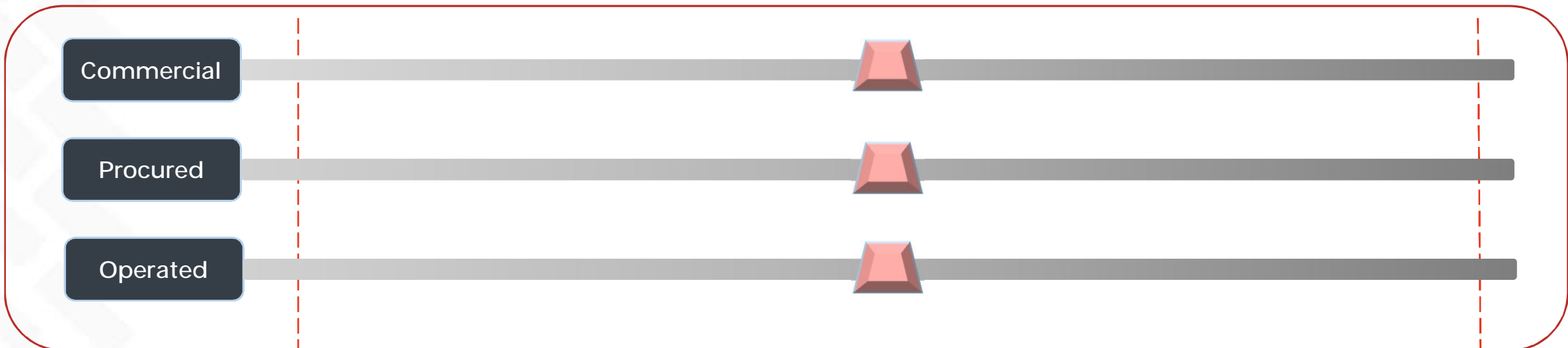
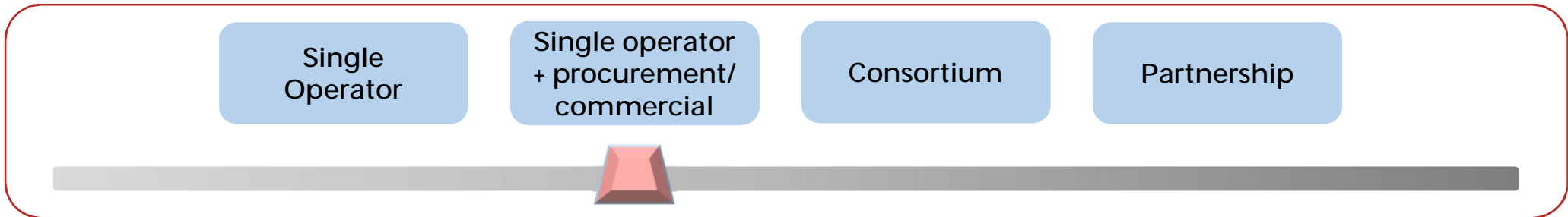
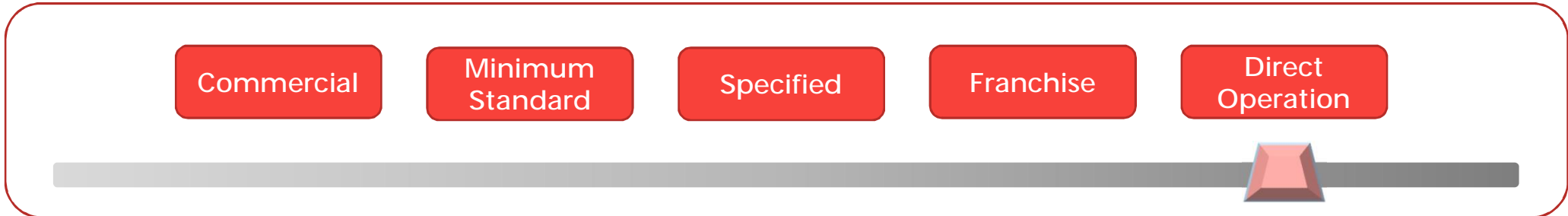
Procured

Operated

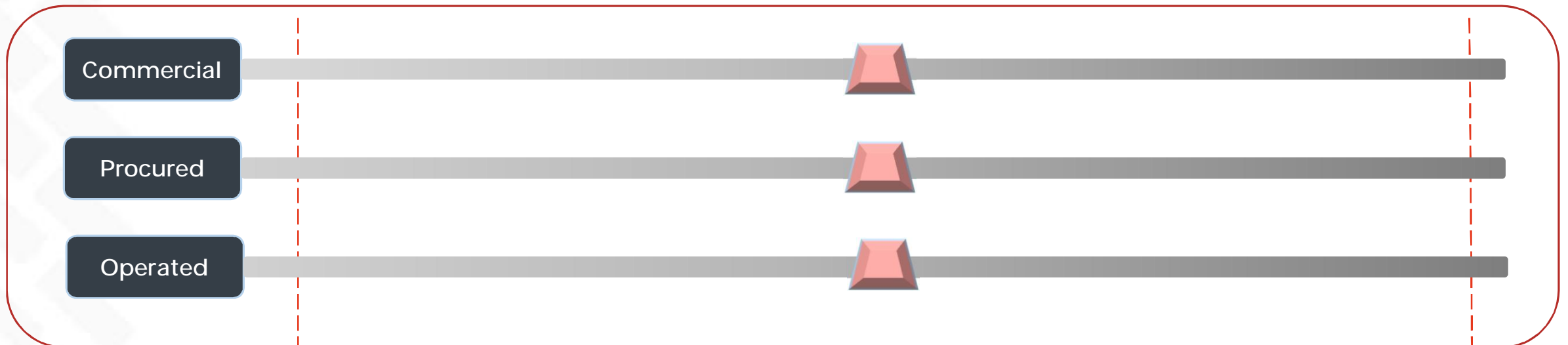
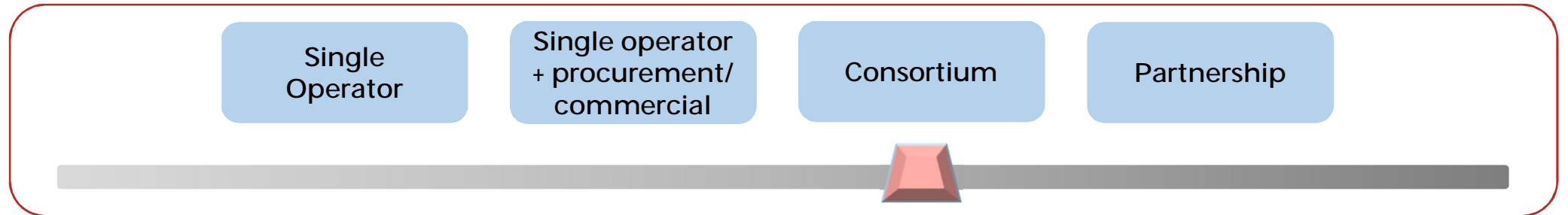
'In-house'



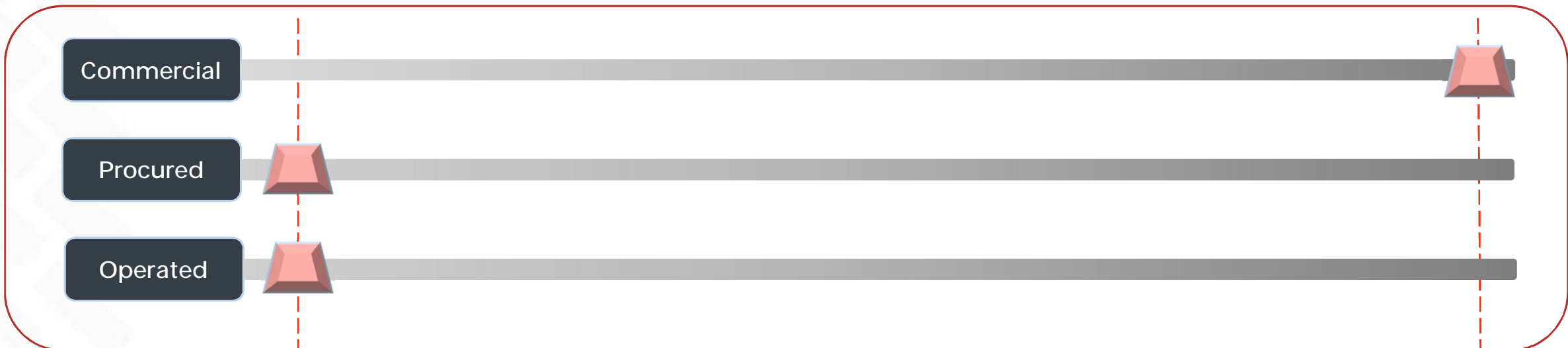
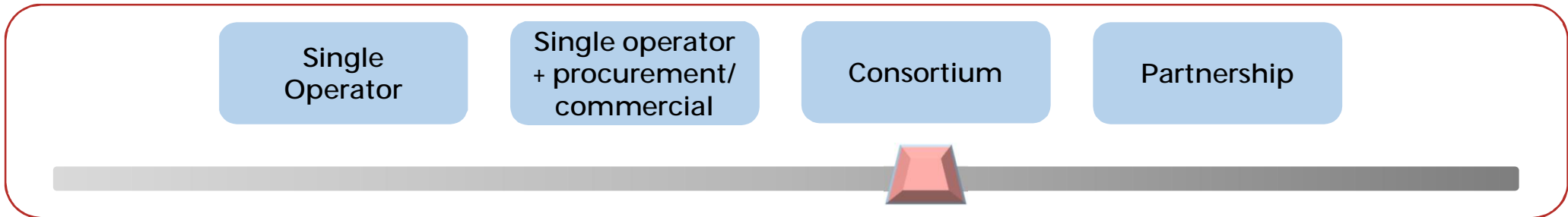
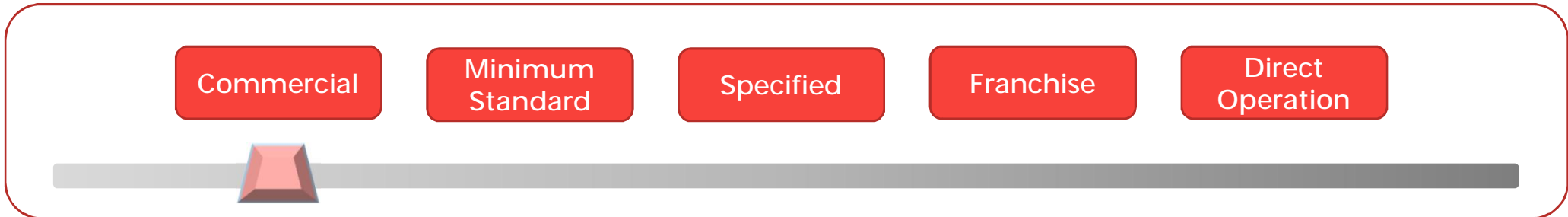
'Mixed model'



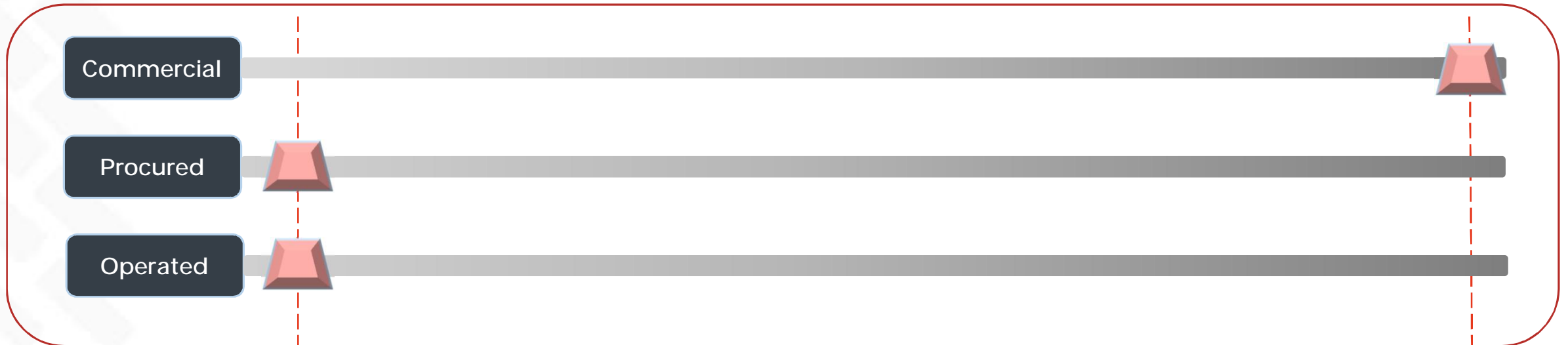
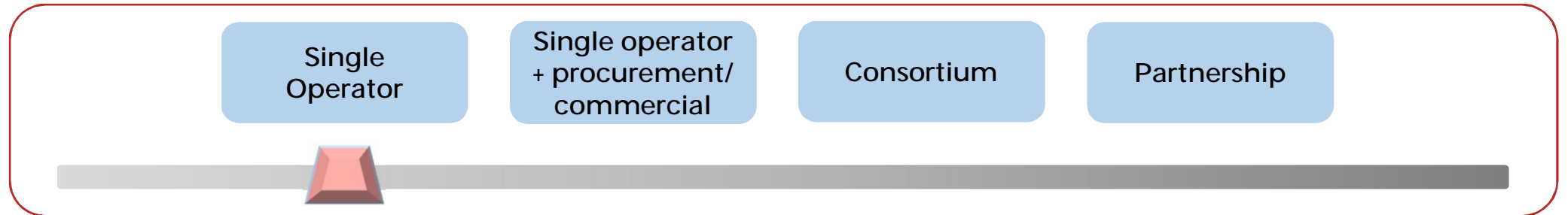
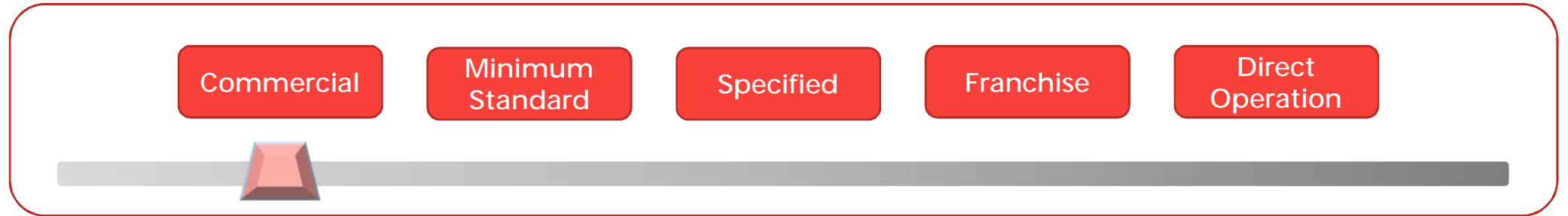
'Procured Consortium'



'Consortium'



'Direct commercial'



Funding considerations

- § Funding varies according to components
- § Differing drivers (outcomes and outputs) across public, private and third sectors
- § Commercial sustainability unclear

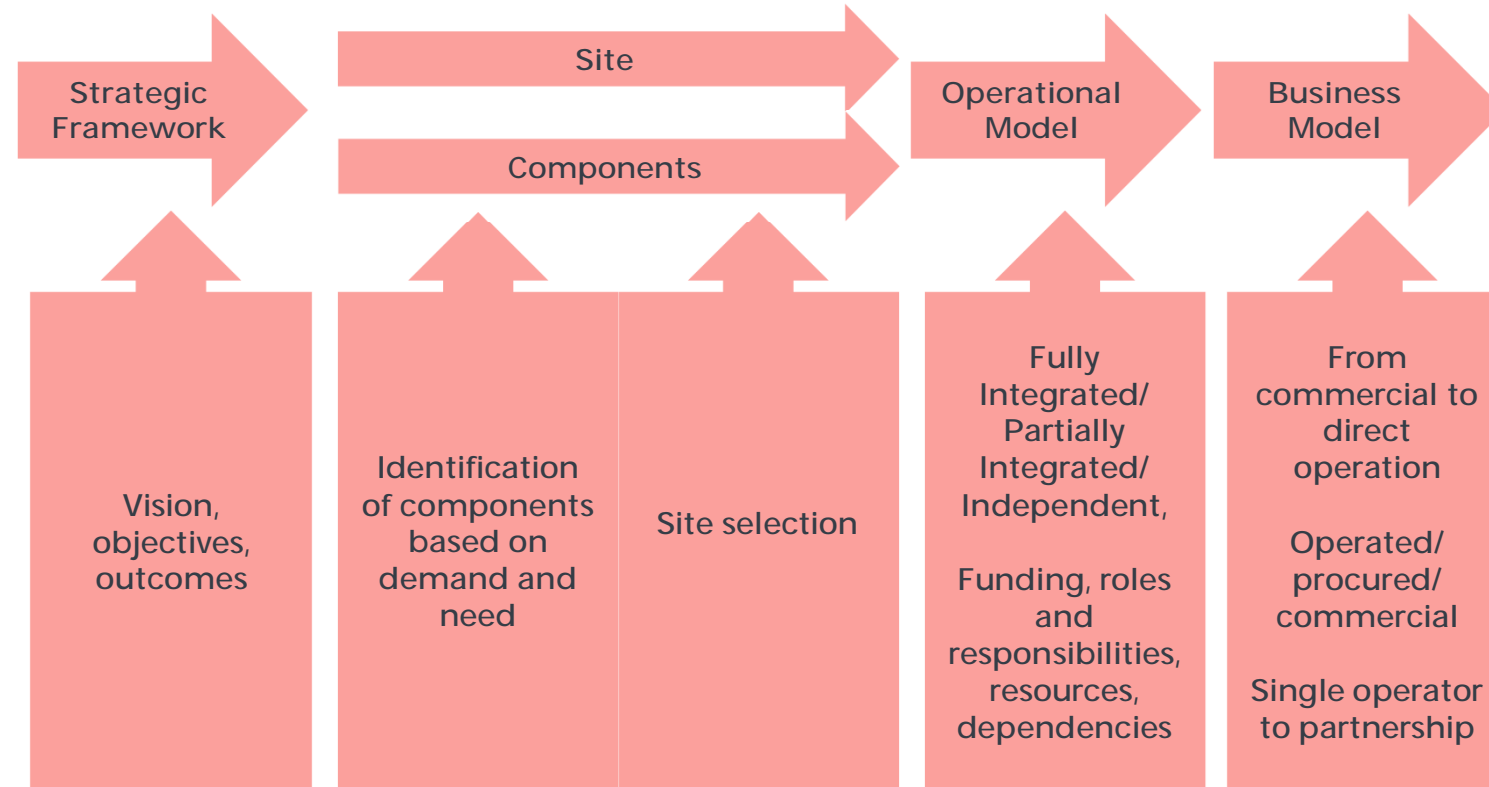
- § Development and operation
- § Capital v revenue
- § Cross-subsidisation of components

- § Temporal nature of funding
- § Delivering financial sustainability

Funding sources

- § Fares, tariffs and micro-transactions from operation of mobility components and service access
- § Rent for use of space - long or short term
- § Operation of community and commercial functions
- § Service charges (e.g. for component providers)
- § End user charges (e.g. residential or business)
- § Franchise payments
- § Cross-funding from local authority operations (e.g. parking, LEZs, etc)
- § Selling user data
- § Selling surplus energy
- § Advertising and sponsorship
- § Donations or subscriptions
- § In kind resources e.g. volunteering hours
- § Charges for use of infrastructure (e.g. technology or communications providers)
- § Income from non-hub operations e.g. local authority budgets, funds and grants, BIDs etc.

Defining Business models





wsp

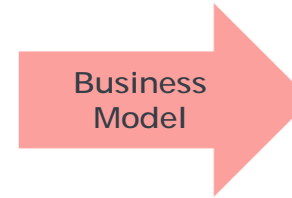
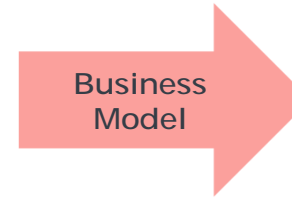
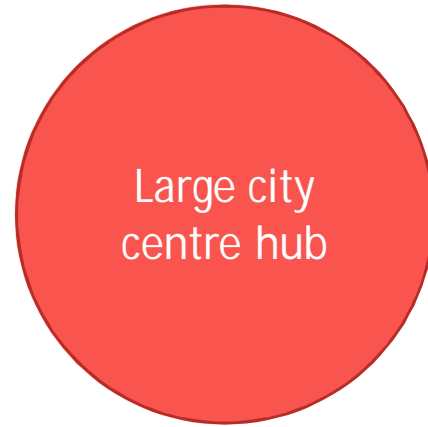
Discussion



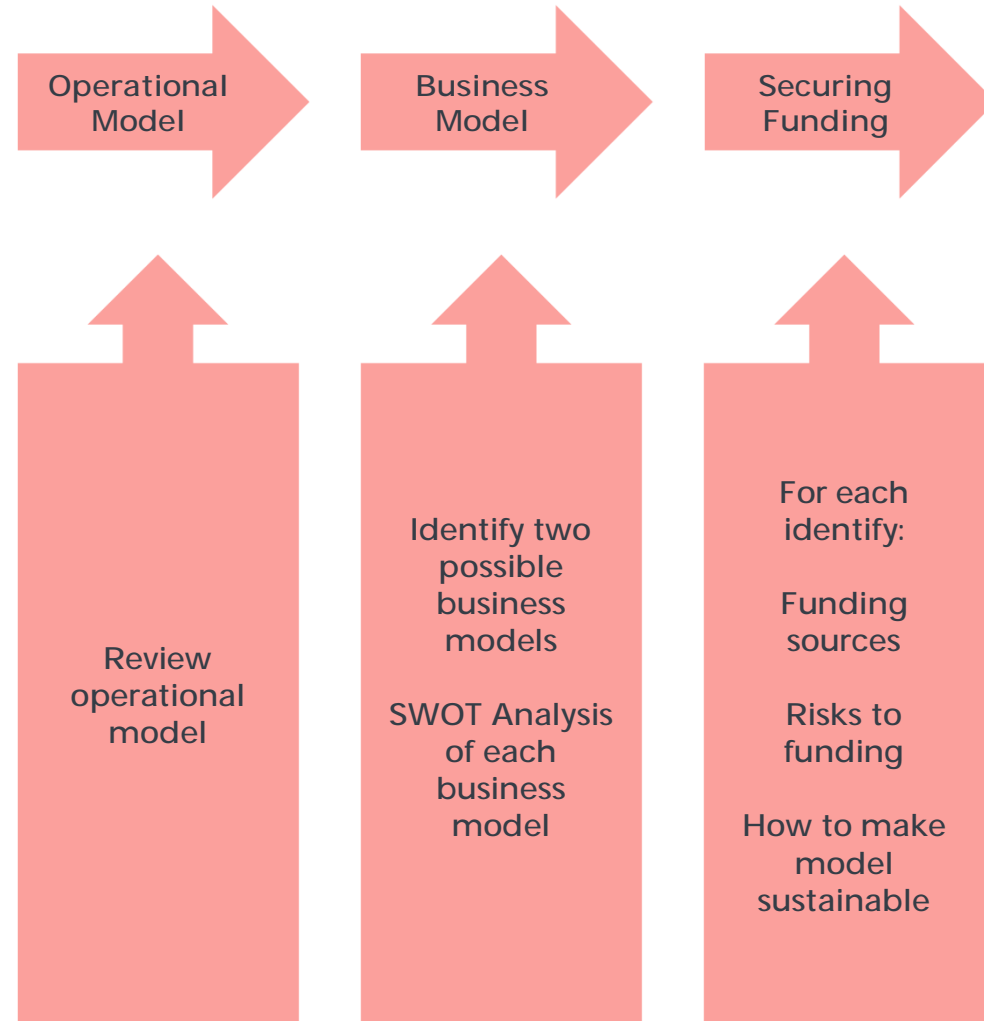
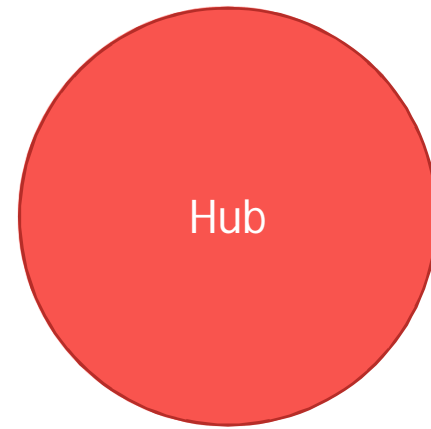
wsp

Workshop

Business Models Workshop



Business Models Workshop





Giles Perkins
Head of Future Mobility

07966 210 401
giles.perkins@wsp.com

Peter Ramsey
*Associate Director - Future
Mobility*

07500 127 140
peter.ramsey@wsp.com

Future Mobility





Example 1

Title	Network of small interchanges		
Typology	Transport corridor, smaller interchanges / linking hubs		
Ownership	Site owned by the local authority		
Component and operational model	Fully Integrated	Partially Integrated	Independent
	<ul style="list-style-type: none">• Covered waiting area• Pedestrian/cycle routes and crossings• Cycle parking infrastructure• Drop-off/pick-up points, ranks• Emergency help point• Real-time information• Wayfinding• Placemaking• Hub signage and pillar• Cycle / E-bike hire	<ul style="list-style-type: none">• Bus• DDRT• E-Scooter• Ride-sharing• Ride-hailing/taxi• E-car club• EV charging for shared vehicles• Kiosk• Parcel lockers	<ul style="list-style-type: none">• Convenience retail• Other adjacent retail and commercial functions