

**BOULDER** **B** *cycle*™



- 2 A Word From Our Leaders
- 3 2016 System Map
- 4 2016 At A Glance—Our Impact
- 5 Organization & Program Updates
- 6 Users & Usage
- 9 2016 System Improvement Survey
- 11 Community Engagement
- 12 The State of The Bike Sharing Industry
- 16 Financial Overview
- 17 Sponsors & Partners
- 19 Staff & Board of Directors

Start  Here



## MISSION

To implement and operate a community-supported bike-share program that provides Boulder's residents, commuters and visitors with an environmentally friendly, financially sustainable, and affordable transportation option that's ideal for short trips resulting in fewer vehicle miles traveled, less pollution and congestion, more personal mobility and better health and wellness.

## VISION

A viable, sustainable bike-share system that serves and benefits all reaches of the Boulder community.

## GOALS:

- Provide Boulder's residents, commuters and visitors with a transportation option that's green, convenient and affordable—and that utilizes and enhances Boulder's existing transportation infrastructure.
- Encourage more people in Boulder to ride a bike—or to bike more often—to promote their personal health as well as our community's quality of life.
- Make our community healthier, stronger, friendlier, more mobile and more vital.
- Be a financially sustainable operation that contributes to an environmentally sustainable community.
- Show how the application of new technology (wireless networks, RFID, GPS, mobile applications) can enhance simple, time-tested technology (bicycles).
- Nurture and promote Boulder B-cycle as a unique community initiative, so the system becomes a beloved Boulder institution—and so people can't imagine the days before bike sharing in Boulder!

# A WORD FROM OUR LEADERS

Welcome to Boulder B-cycle's 2016 Annual Report. It's packed full of information about the growth and changes the system saw last year, but it's also a demonstration of gratitude to the riders, sponsors, and supporters that allowed Boulder's nonprofit bike-sharing system to serve more people in 2016 than in any year before. We intend to build on this success in 2017, continuing the exciting trend of more riders pedaling more miles!

In aiming for this achievement we're immensely fortunate to have the long-term support of presenting sponsor Kaiser Permanente and that of the many contributors listed in this report. While 2016 was a record-setting year, revenue from ridership alone does not fully fund the system's operation, and generous sponsor contributions are essential to our existence. The system is also supported by the City of Boulder in the form of federal and local grants, as well as expertise from many departments, especially GO Boulder and Planning and Development Services.

As part of the city's transit ecosystem, Boulder B-cycle must continually evolve to meet the needs of its riders. To this end, the organization introduced cost-effective monthly and pay-per-trip passes in 2016, allowing greater numbers of residents, in-commuters, and visitors to add bike sharing as a sensible transit option and contributing to the system's record use. College student riders increased too, due to deepening partnerships and membership promotions with CU and Naropa. There were changes to stations as well, including two relocations to provide service improvements in the high-traffic downtown area and for commuters arriving to Boulder via the new Diagonal Highway entrance.

In the transportation world improvements are no longer limited to infrastructure; increasingly they include technology, and in a new section of this report we will look at how the pace of global technological change may affect bike sharing locally. The rise of ride sharing and the future of autonomous vehicles will inevitably influence which trips people choose to make by bike, as may the arrival of new shared "smart" and electric bikes. More immediately, mobile device and app integration are helping more people to make multimodal trips and influencing how they access shared modes, including bike-sharing.

The pace of change is rapid, but a bike ride doesn't have to be. In fact, the freedom of pedaling down a path under one's own power might just be one of the reasons that more riders than ever are using bike sharing in Boulder. In 2017 we'll make it even easier to join and ride, so for those who haven't yet tried Boulder B-cycle, and even if you have your own bike (most of our members do!), consider the utility of on-demand one-way bike trips, the benefit of pairing bike sharing with transit or ride sharing, and the convenience of being able to pedal home outside of regular bus hours. These are some of the top ways Boulder B-cycle riders use the system and reasons that we invite you to see how bike sharing can be a positive part of your trips around town!



Kevin Crouse,  
Interim Executive Director



Dear Bike Sharing Friends,

As you will see in this report, 2016 was another good year for Boulder B-Cycle. Our membership numbers continue to grow and the number of people using B-Cycles for their short commutes continues to climb. In 2016 we introduced a number of new membership options to give everyone even more options to fit their needs and get even more red card holders. For 2017, you can expect that innovation for our members and sponsors to continue with a new mobile app.

Kaiser Permanente is our Presenting Sponsor and one of our largest supporters. Their financial support gives our team the ability to continue our forward looking approach to providing bike sharing in Boulder. Kaiser Permanente's support of Boulder B-cycle is a direct reflection of their ongoing commitment to our community and to promoting a healthy lifestyle and wellness for all.

When you get a chance, look in this report for our list of Sponsors and Partners. This amazing group of businesses and organizations recognize the value of our bike sharing program to provide their employees with an easy and convenient way to move around town without their car or having to hunt for a parking spot. Not to mention the health benefits a little exercise can create.

Each time you take a ride on a B-Cycle, please look at who is sponsoring your bike and thank those sponsors if you get a chance.

The City of Boulder continues to be one of our advocates. Over the years the City of Boulder has invested in improving bike lanes and bike routes in this community, providing a healthy way to get around our city. Their support for Boulder B-cycle is another investment in our community that we are thankful to receive.

We need your help to spread the word about the benefits of bike sharing, like always having a fully tuned-up bike with fenders, a basket, built in lock, three speeds and lights if it gets a dark. Tell your friends about B-cycle, invite them to take a ride with you, encourage them to become a member. The next time you're heading out for dinner, check out our system map. I bet you can get where you want to go on a B-Cycle.

Please enjoy the rest of our annual report and thank you for your support.

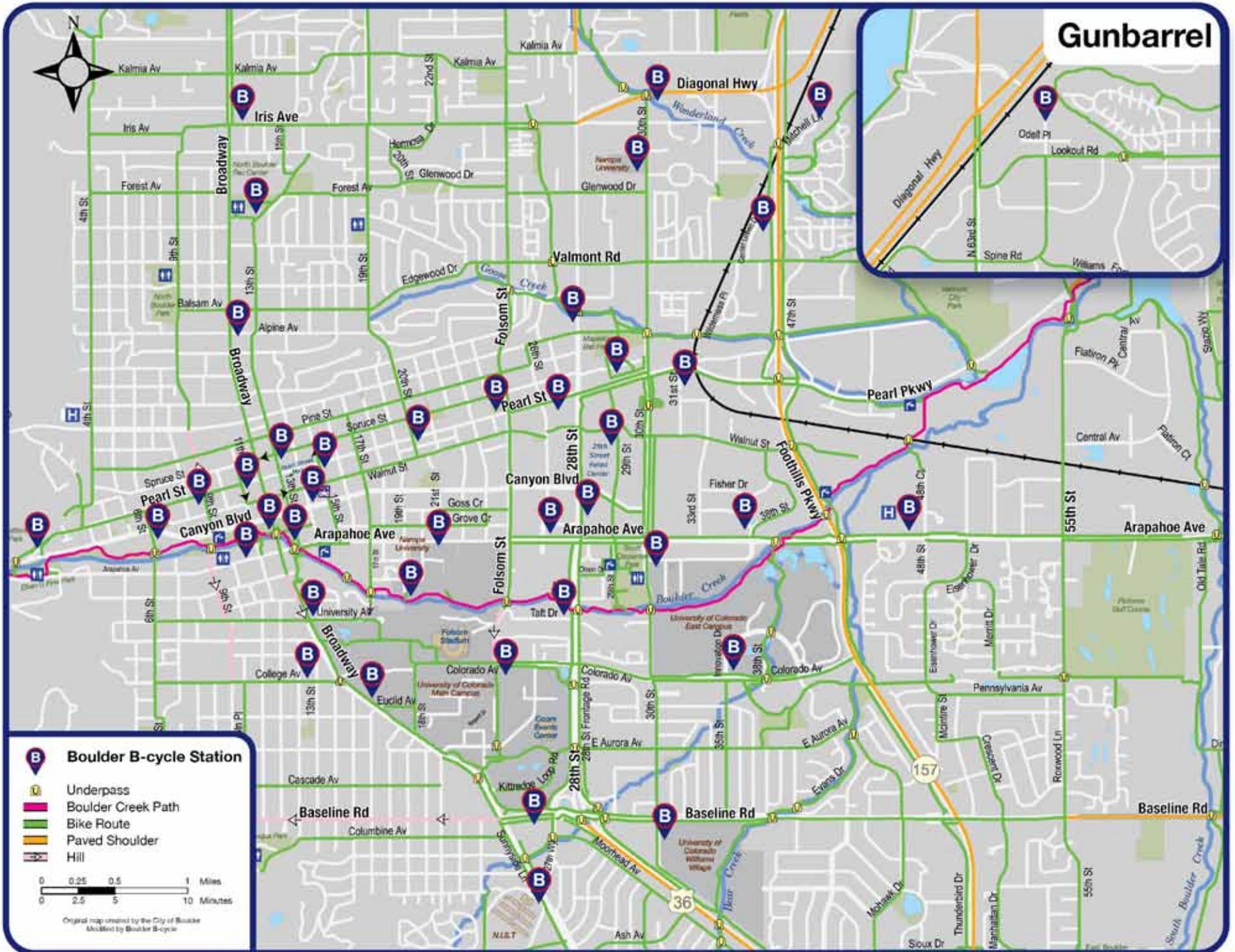
Sincerely,



Gary Gomulinski,  
2016 Board Chair



# 2016 SYSTEM MAP



# 2016 AT A GLANCE—OUR IMPACT



**94,446** trips taken

## Passes Sold

**2,062**

**Republic Rider**  
(Annual)

**952**

**People's Pedaler**  
(Monthly)

**494**

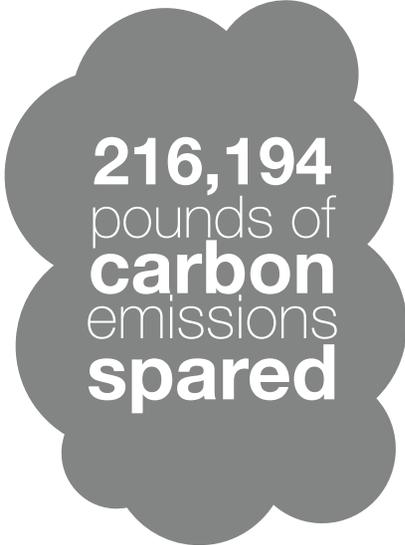
**Casual Cruiser**  
(Pay-Per-Trip)

**15,020**

**Day Tripper**  
(24-Hour)



**229,071**  
**Miles**  
Ridden



**216,194**  
pounds of  
**carbon**  
emissions  
**spared**



**9.1 million**  
**calories**  
**burned**

# ORGANIZATION & PROGRAM UPDATES

In 2016, Boulder B-cycle saw substantial organizational improvements, including a restructuring of our pass offerings, new hires, and strategic relocation of under-utilised stations. We continue to make adjustments and improvements in service of operating a system that will more efficiently and effectively serve the Boulder community.

## NEW PASS PROGRAMS

In response to data gathered in our 2015 system improvement survey, we completely restructured our pass offerings to better meet our riders' needs. These changes, reflected in the graphic to the right, were as follows:

- Introducing The Casual Cruiser, a pay-per-trip pass with no sign-up cost billed at a flat usage rate of \$3 per half hour
- Introducing the People's Pedaler, an \$11 auto-renewing monthly pass with a 30 minute free trip period
- Renaming the Annual pass to the Republic Rider pass and increasing the free trip time for this pass from 30 to 60 minutes
- Renaming the 24-hour pass to the Day Tripper pass
- Eliminating the Semester and 7-day passes

## STATION RELOCATIONS

In August, following the analysis of trip data, we relocated two of our least-used stations. The 33rd & Fisher station was relocated to 30th & Diagonal in an effort to serve in-bound transit commuters coming from Longmont and other towns along the Diagonal Highway. The Wilderness Place station was relocated to 9th & Pearl in order to fill in a service gap on the West End of Pearl street. The latter relocation was funded in part by contributions from our 2015 Colorado Gives Day campaign.

## STAFF CHANGES

2016 saw the additions of Dakota Beck and Bill Chait as a part-time Field Technicians to balance, and inspect B-cycles and stations. 2016 also saw the departures of James Waddell as Executive Director, and Mark Kittler, Mike Kenley, and Glenn Francis as part-fleet technicians. Kevin Crouse, Boulder B-cycle's Operations Director, was named as Interim Executive Director.

## 2016 PASS OPTIONS

**VISITORS**

30 min. trips

**\$8/24 hours**

**Day Tripper**  
Just visiting?  
It's the best way to see Boulder.  
Start riding right here!

A woman is riding a red B-cycle bicycle on a paved path. A red circle with white text indicates '30 min. trips'.

**LOCALS**

30 min. trips

**\$11/Monthly**

**People's Pedaler**  
It's like Netflix.  
For bikes.  
Sign up online.

Adam M. — Member since 2011

A man is standing next to a red B-cycle bicycle on a city street. A red circle with white text indicates '30 min. trips'.

60 min. trips

**\$88/Annual**

**Republic Rider**  
Business Savvy?  
Get the most for your money.  
Sign up online.

Margie T. — Member since 2015

A woman is riding a red B-cycle bicycle on a city street. A red circle with white text indicates '60 min. trips'.

pay per trip

**\$0 to join**

**Casual Cruiser**  
For the free spirits:  
Only pay for what you use.  
Sign up online.

Jeff R. — Member since 2011

A man is standing next to a red B-cycle bicycle on a city street. A red circle with white text indicates 'pay per trip'.

# USERS AND USAGE

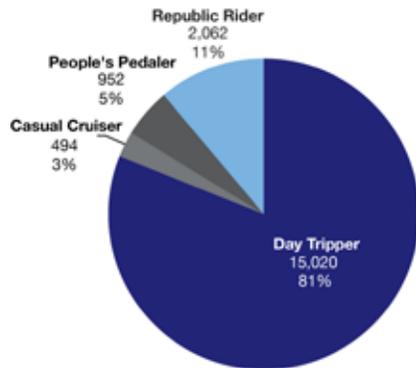
## TRIP STATISTICS

### CONTINUED GROWTH & NEW PASS TYPES

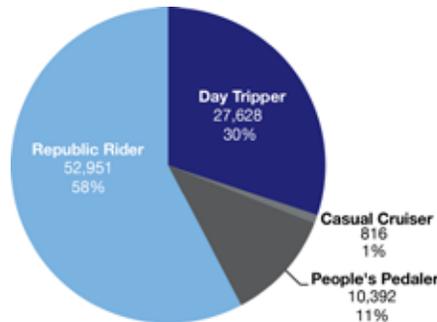
Boulder B-cycle's riders took a total of **94,446** trips during the 2016 season, an increase of **12%** over 2015.

Continuing historical trends, Boulder B-cycle's trips were split among occasional local day users, out-of-town visitors and a growing base of loyal local riders. Expanded online pass options introduced this year led to an increase in both the percentages of passes sold and trips taken by locals versus visitors in 2016.

Types of Passes Purchased



Trips by Pass Type



- A peak of **638** trips on 9/5 (Labor Day)
- An average of **259** trips per day

### USAGE PATTERNS

Throughout the season there was a clear distinction between weekday and weekend ridership. During the workweek, most B-cycle trips were taken by online members; this trend reversed each weekend, when Day Trippers took the majority of trips.



The B-station at 15th & Pearl, sponsored by Boulder Parking and Access, continued to be our most popular. The following historical trends continued in 2016 station usage:

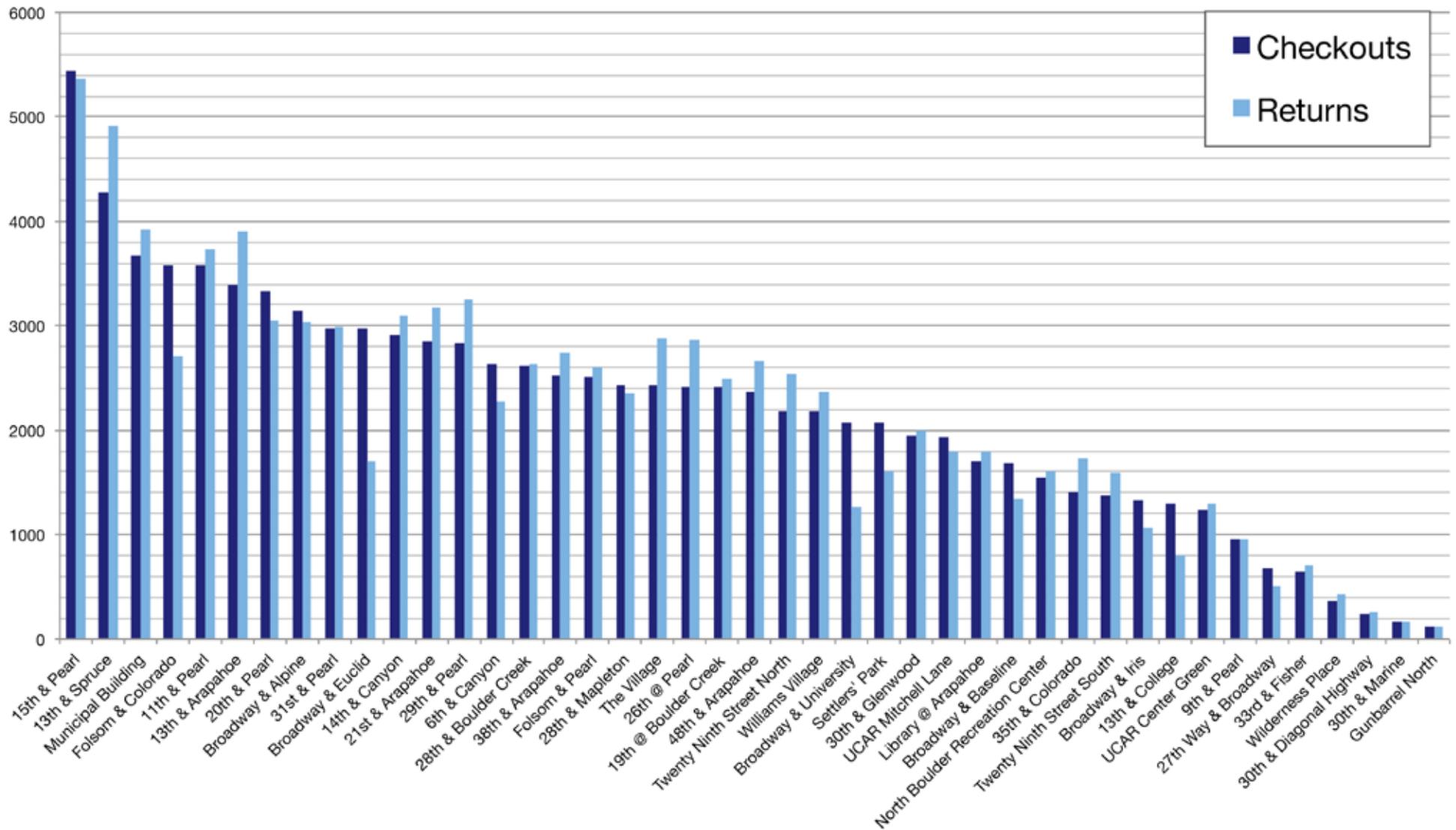
- Highly visible, accessible stations saw the most use
- Two-thirds of all trips ended at different stations than their points of origin
- Stations in tourist-heavy areas saw higher rates of round trips

The most popular station to station routes ridden in 2016 were as follows:

1. 13th & Spruce to Broadway & Alpine
2. Broadway & Alpine to 13th & Spruce
3. 6th & Canyon to Municipal Building
4. Municipal Building to 6th & Canyon
5. 20th & Pearl to 15th & Pearl
6. Municipal Building to Municipal Building
7. 28th & Mapleton to 26th @ Pearl
8. Folsom & Pearl to 15th & Pearl
9. 13th & Arapahoe to 13th & Arapahoe
10. 15th & Pearl to 20th & Pearl

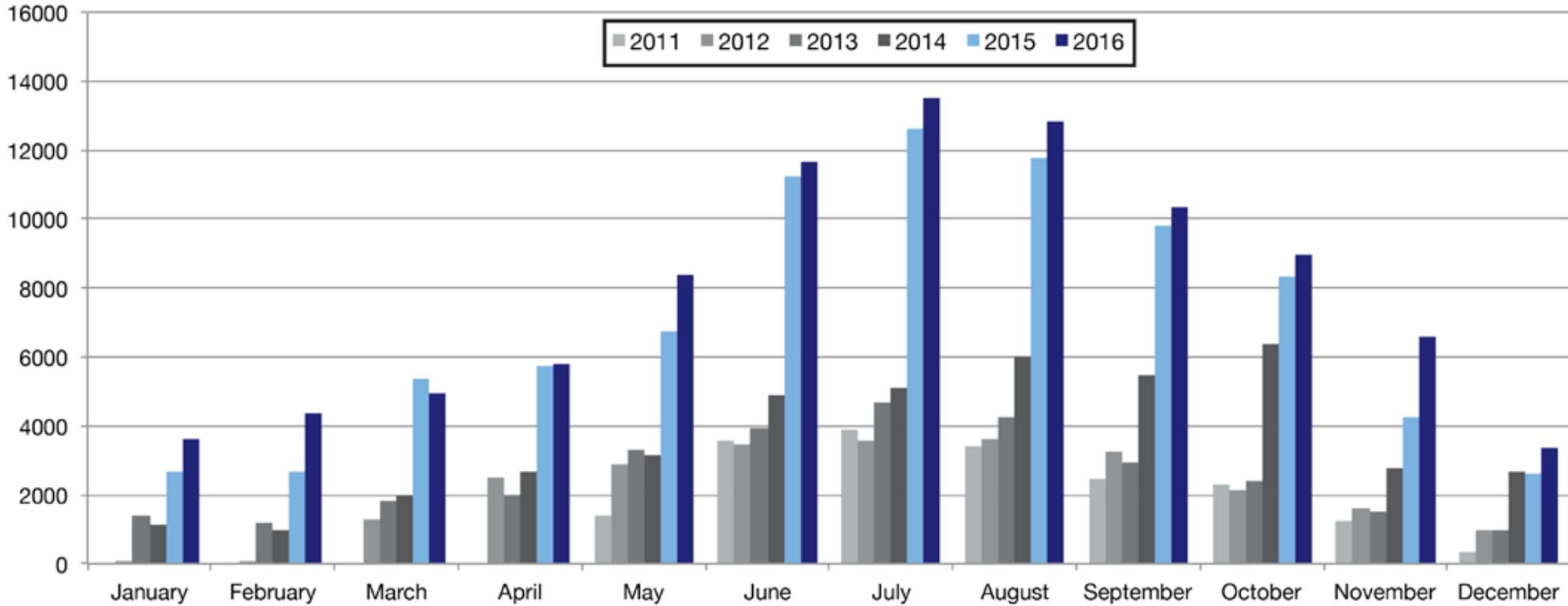
The following page details a full comparison of checkouts and returns by station.

# CHECKOUTS AND RETURNS BY STATION

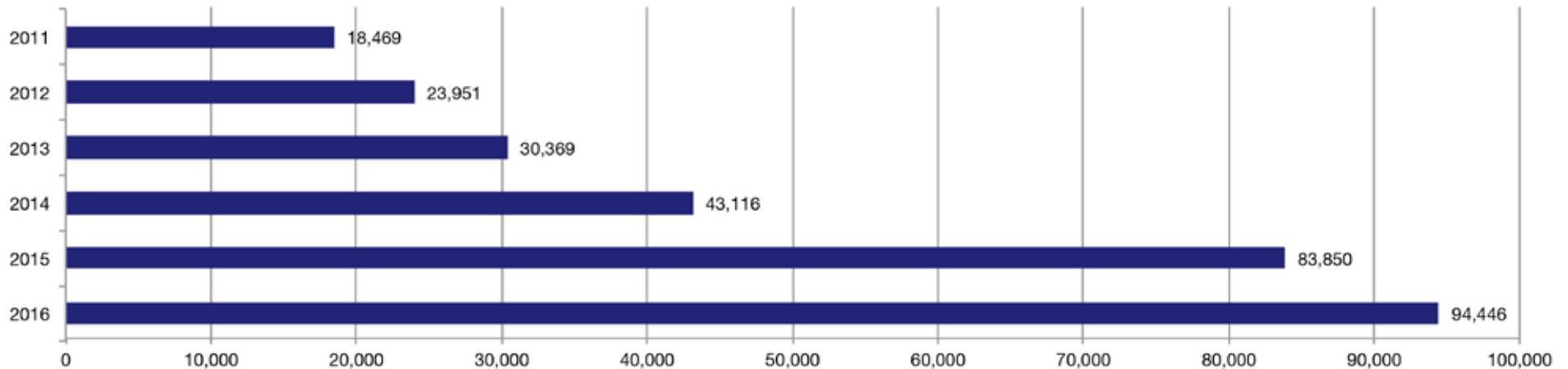


Note: In August of 2016, The 33rd & Fisher Station was relocated to 30th & Diagonal, and the Wilderness Place station was relocated to 9th & Pearl. 28th & Mapleton was installed in January of 2016, and 30th & Marine was installed in November of 2016.

# TRIPS BY MONTH, 2011-2016



# TRIPS BY YEAR, 2011-2016



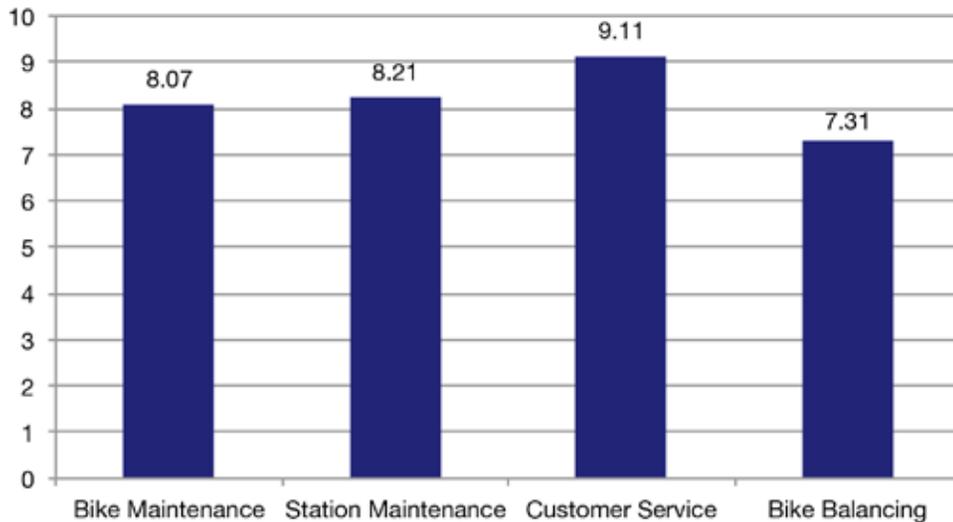
# 2016 SYSTEM IMPROVEMENT SURVEY

In an ongoing effort to provide an excellent level of service to the Boulder community, our 2016 user survey focused on rider satisfaction and planned system improvements. The results from this survey helped to inform system changes and improvements planned for 2017.

This survey was distributed to members and non-members through our newsletter, via partner organizations and across social media channels, yielding 332 total responses, 85% of whom had used our bikes in the last year. Selected results are included here.

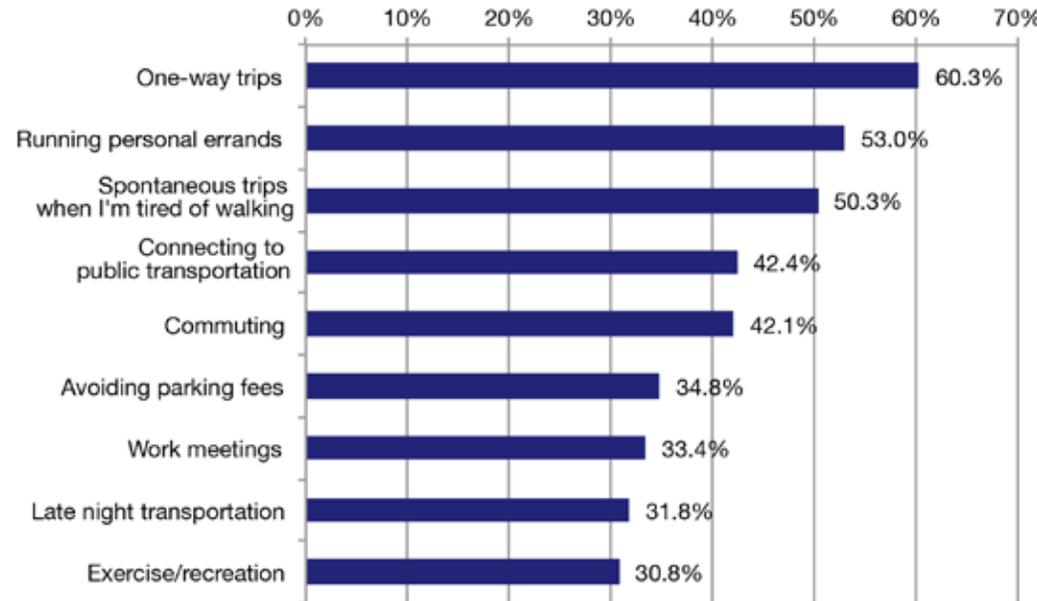
**Among Boulder B-cycle Riders:**  
**79% own bicycles of their own.**  
**75% own cars.**

**Average rider satisfaction score (scale of 1-10)**



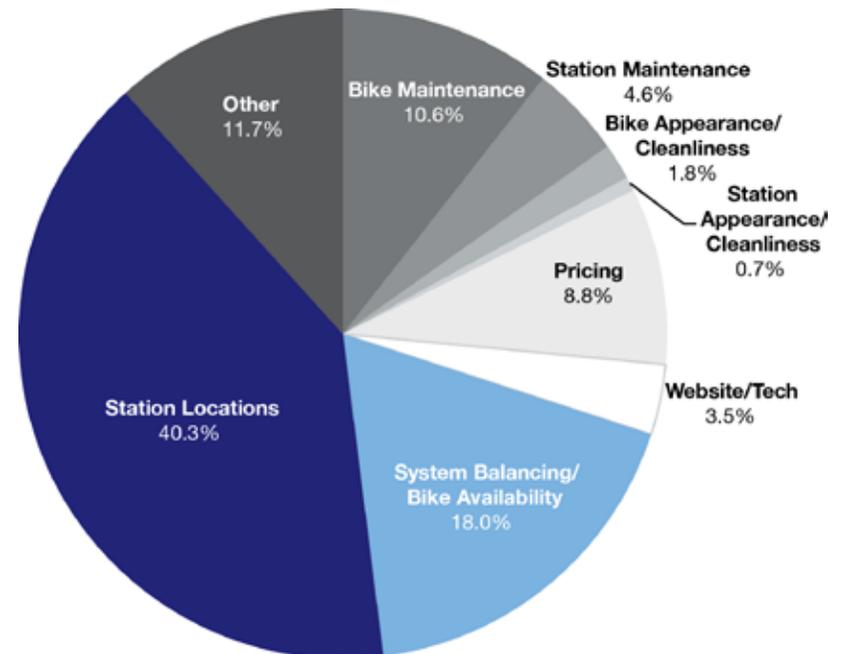
**42% of riders report using Boulder B-cycle to connect to public transportation.**

## In what ways do you use Boulder B-cycle?



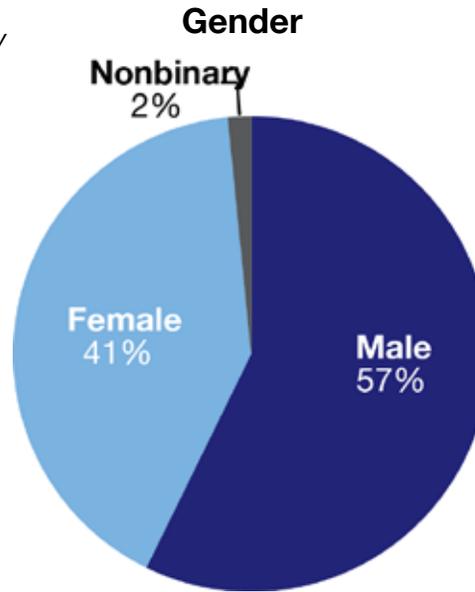
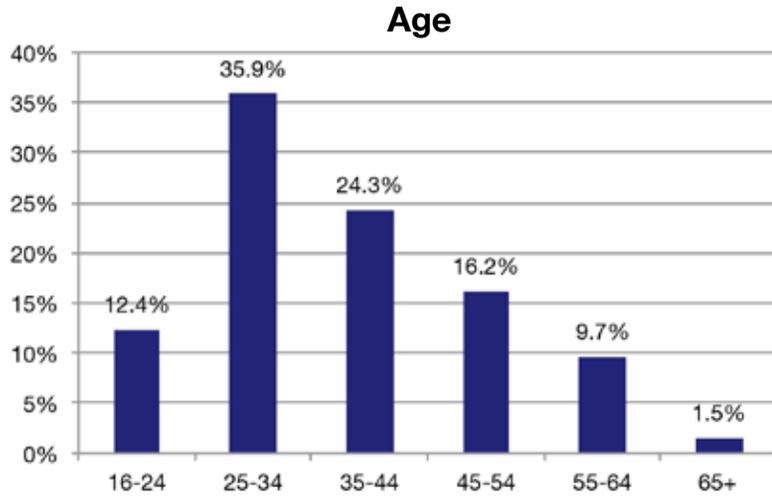
*Note: Respondents could select multiple answers to this question*

## What is the number one thing Boulder B-cycle can improve moving forward?



# USER DEMOGRAPHIC DATA: WHO USES BOULDER B-CYCLE?

The following information, except where noted, is taken from 2016 survey respondents who have used Boulder B-cycle in the past year.



## RIDER FEEDBACK

*"Great system—love it! More cities should adopt this strategy"*

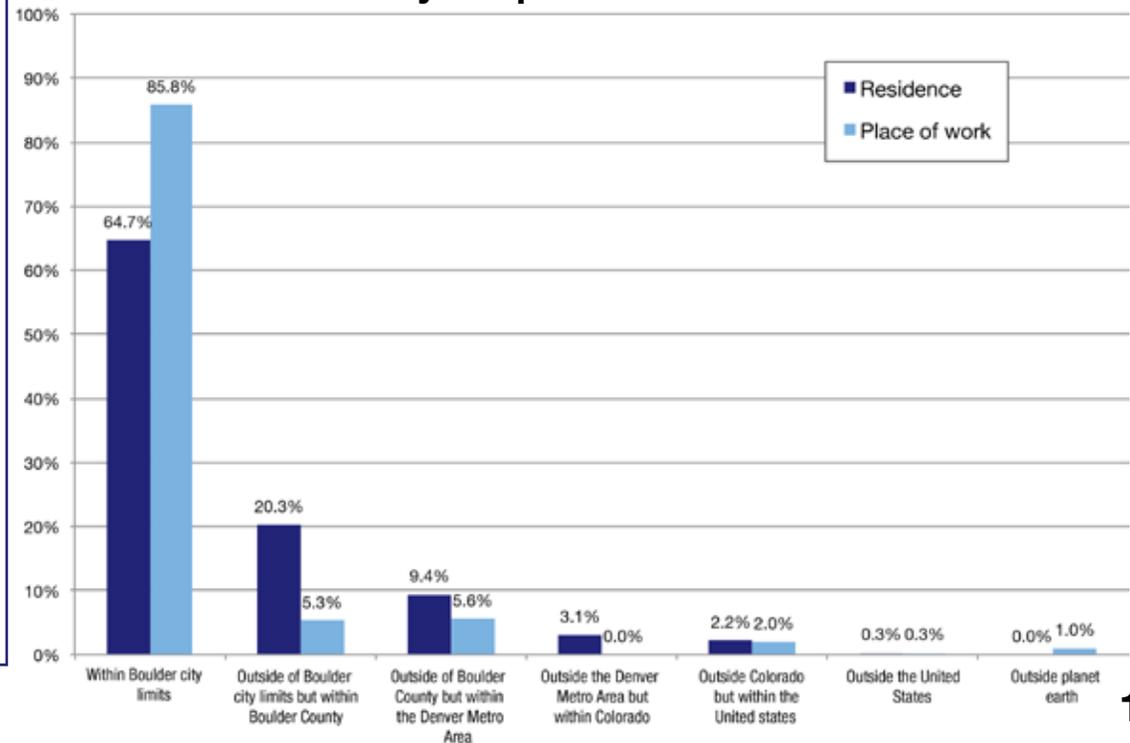
*"Thank you for providing an effective and convenient transportation service. I love Boulder B-cycle!"*

*"...While I love owning my own bike, I will always be a B-cycle member because it allows me the freedom to bike, walk, RTD around town at a moment's notice, without having to keep track of my personal bike. It's been transformative! Thanks a mill!!"*

*"I am OBSESSED with B-Cycle. I love it. I tell everyone I know how much I love it. Thanks for all you do!"*

*"I love B-cycle. It fits into my life even though I own several bikes... It really does change how I move around town. Sometimes I even opt to drive part way then ride downtown instead of driving. It's a way better way to get around. I love it. Increase the number of stations!"*

## Survey Respondent Locations



# COMMUNITY ENGAGEMENT

**Boulder B-cycle participated in a number of events in 2016, including bike and pedestrian celebrations, outreach events, and fundraising opportunities.**

## 1. Boulder Creek Festival—May

*Over Memorial Day Weekend, we joined with Community Cycles, eGo CarShare, 36 Commuting Solutions, and other alternative transit-oriented organizations to promote sustainable mobility habits at Boulder's annual Creek Festival.*

## 2. Bike to Work Day—June

*On June 22nd, Boulder B-cycle partnered with Noosa Yoghurt, White Wave Foods, Seven Sundays Museli, Califia Coffee and The Lofts At Peloton to run a Bike to Work Day breakfast station at our offices at 38th & Arapahoe. 24-hour pass fees were waived at the kiosk to provide new riders the opportunity to try bike sharing.*

## 3. Boulder County Farmers Markets—Summer

*For the first time in our program's history, Boulder B-cycle had a presence at several Wednesday and Saturday Farmers Markets throughout the summer of 2016. We used these opportunities to reach out to community members with free pass offers and to dispel many of the commonly-held myths about bike sharing.*

## 4. IronMan Boulder—July & August

*On August 4th through 8th, we again partnered with IronMan and the City of Boulder to provide free 24-hour passes to all triathlon participants and spectators. A total of 53 people redeemed these free passes, taking a total of 118 trips. The day of the event, 8/7, saw our biggest day of pass revenue in the history of our program.*

## 5. Boulder Craft Beer Festival—August

*On August 20th, with help from volunteers, we were contracted for the third year in a row to operate the bike valet service for the Boulder Craft Beer Festival, held in Central Park. Tips from the valet service and a contribution from Downtown Boulder were allocated to Boulder B-cycle's operational funding.*



# THE STATE OF THE BIKE SHARING INDUSTRY

With the comparative youth of the bike-sharing industry, exciting changes continue to take place with great frequency. 2016 saw the introduction of new software and hardware vendors, new operational practices, and the development of new technologies. In an ongoing effort to provide the best possible experience for our riders, Boulder B-cycle has taken a strong interest in observing and responding to these changes.

## A PRIMER ON BIKE SHARING BUSINESS MODELS

Before delving into the specific details of recent industry developments, it is important for the sake of context to understand the different business models under which bike share programs in the United States have historically operated. The business model defines who has the responsibility for purchasing capital, who must maintain the bikes and stations, and spells out any profit-sharing arrangement between the owner and operator. In 2013, the Mineta Transportation Institute identified four unique models within the US, and subsequent programs launched adhere to one of these four categories:

- Nonprofit, i.e.: Boulder B-cycle, Denver B-cycle
- Publicly owned and contractor-operated, i.e.: Capital Bikeshare (Washington, D.C.), Divvy (Chicago), Hubway (Boston), Bay Area Bike Share, Metro Bike Share (Los Angeles), Biketown (Portland)
- Privately owned and operated, i.e.: Citibike (New York City), DecoBike (Miami and San Diego)
- Vendor-operated, i.e.: Madison and Broward B-cycle, Zagster systems

With the exception of Citibike in New York, the largest US systems are presently publicly-owned and contractor-operated. However, as outlined below in the discussion of the rise of smart bike systems, vendor-operated programs are gaining in popularity.

## STATIONLESS/SMART BIKE SYSTEMS

*What's going on:*

In contrast to the station-based systems that characterized the first several years of program launches for bike sharing in the United States, both new and existing bike sharing hardware vendors have begun producing what are alternately known as stationless or smart bike bike sharing systems. These systems can take a variety of forms, but generally, they are distinct from the

station-based model that we operate in that all of the technology required for system access is located in the bike itself, rather than in a station. Some of these systems still require riders to secure bikes to designated racks, hubs, or “dumb stations,” while others allow riders to secure bikes at any location of their choosing within a designated service area. Our vendor, BCycle LLC, is planning on introducing a smart bike product in 2017 called Dash.

While stationless systems present a lower up-front capital cost per bike for municipalities or universities looking to introduce bike sharing into their communities, they come with a number of caveats when it comes to the end-user's experience. In particular, for lower-tech, lower-cost stationless systems, the checkout experience is much more cumbersome for first-time riders, generally involving having to download an app or call a toll-free number, and then manually enter a designated PIN on the bike itself. These additional barriers to entry discourage visitors and other short-term riders from making the choice to ride a bicycle, and as such limit both the environmental impact of these programs as well as the revenue they are able to collect. As such, Zagster programs launched in Fort Collins and Westminster in 2016 have seen substantially lower trip per bike per day numbers compared to B-cycle programs in Denver and Boulder. Furthermore, among smart bike systems that eschew the requirement to return bikes to a designated “dumb station,” bike availability and proximity become much less dependable for the rider, and the operator's



*The BCycle Dash, our vendor's smart bike solution, launching in some cities in 2017*

ability to relocate bikes to high-service areas is further dampened by having to seek out individual bikes rather than rebalancing on a station-by-station basis. Within the trend of smart bike systems, 2016 saw the rise of a new type of bike sharing operator in the form of unaccountable smart bike systems, such as Bluegogo, Ofo, and Mobike that operate largely outside of local regulations. By contrast, whereas Boulder B-cycle operates under a master agreement with the City of Boulder, these programs, which have appeared in San Francisco and other areas in recent months, simply scatter smart bikes throughout the city at extant bike racks without warning or permission. Beyond the aforementioned experience issues endemic to smart bike technology, these systems have the effect of overwhelming the public right-of-way and potentially turning public opinion against bike sharing by obstructing private citizens' access to public amenities like bike racks. Furthermore, the introduction of these unaccountable systems into areas that already host an existing bike sharing program will only further promote rider confusion.

#### *What Boulder B-cycle is doing about it:*

While BCycle LLC's Dash bikes are nominally cross-compatible with our station-based system, the reality is that mixing and matching two types of bikes within an individual system has the potential to greatly confuse and frustrate riders, particularly those short-term visitors that we depend on for much of our revenue. Mixing smart and standard bikes would mean that not every bike trip could be closed out at the same destination, and depending on which bike type was being ridden, riders would have to take additional actions to successfully end a trip at our existing stations. Simply put, introducing smart bikes into our existing system of smart stations would not be compatible with our ongoing goal of reducing rider confusion and running a simple, uniform bike sharing system.

Boulder B-cycle will likely explore smart bike options if and when our attention turns to complete system replacement. That process that would require a substantial investment in the form of capital grants. Given the long lifecycle of components that we've seen so far, it is unlikely that we will consider complete system replacement in the near future.

## **NEW ACCESS TECHNOLOGIES**

#### *What's going on:*

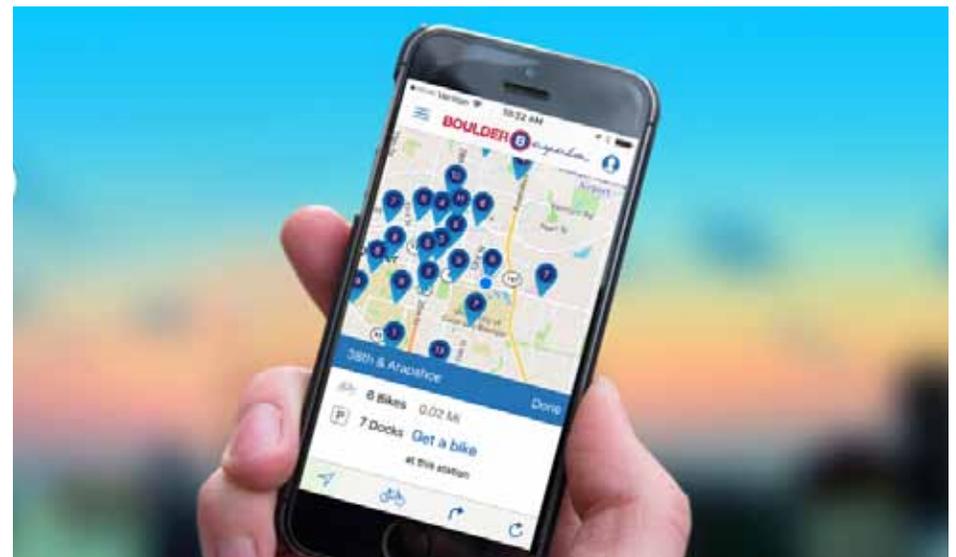
Acknowledging the fact that providing additional ways to check out shared bikes results in a net increase in system usage, bike share hardware and software vendors have aggressively pursued bike access methods beyond credit card

and RFID card access. In conjunction with the rise of stationless bike sharing systems, 2016 has seen substantial growth in these new access technologies, most prominently mobile application-based bike checkout. While app-based checkout technology is native in one form or another to most stationless bike sharing systems, station-based software vendors have also pursued similar technologies.

In parallel to these developments, third party software developers, recognizing the role of bike sharing as part of a larger transportation ecosystem, have begun integrating bike sharing into multimodal trip planning software. In early 2016, the General Bikeshare Feed Specification (GBFS), a data standard for bike sharing systems, was released to the public. The GBFS, which all bike sharing operators have the ability to opt into, allows third party software developers to display live bike and station availability in their applications, which in many cases allow for users to plan a trip across many available modes of transportation, including bike sharing, ride sharing, walking, and public transit.

#### *What Boulder B-cycle is doing about it:*

In late 2016, our own vendor finally released a completely redesigned version of their long-outdated mobile app which will allow riders to release bikes directly from their phones rather than depending on a credit card or RFID membership card. In order to take advantage of this new feature, our stations require a



*The new BCycle app, expected to launch in Boulder in early 2017*

handful of hardware and software updates, which we expect to complete in early 2017. Boulder B-cycle also opted into the GBFS as soon as it became available.

## PAY-PER-TRIP PRICING

*What's going on:*

Many bike sharing programs around the world, including Boulder B-cycle, initially launched exclusively with “buffet-style” pricing, i.e. offering an unlimited number of short trips for a single access price—based largely on the success of Vélib in Paris. Recently, however, many bike share programs in the United States have begun to offer flat per-trip rates in an effort to offer a more familiar and competitive price structure akin to transit and ridesharing. Programs have experimented with rates ranging anywhere from \$2 to \$7 per half hour.

Some programs, such as Bublr in Milwaukee, offer per-trip pricing as their default option for walk-up users. Other programs offer online membership options with pay-per-trip pricing, some of which require a sign-up fee, others of which require no up-front purchase.

*What Boulder B-cycle is doing about it:*

To meet the growing demand for per-trip pricing, Boulder B-cycle launched the Casual Cruiser pass at the beginning of 2016. This online pass option requires no up-front purchase and bills riders at a flat rate of \$3 per half hour per trip.

## TRANSIT INTEGRATION

*What's going on:*

As bike sharing is increasingly perceived as an important part of commuters' multimodal transportation options, integration between bike share programs and municipal and regional transit agencies continues to grow. Metro Bike Share in Los Angeles launched in 2016 as the first bike sharing program in the U.S. to be fully integrated with its host city's transit system. Owned by LA Metro, Metro Bike Share allows riders to use their existing TAP cards (i.e. the city's transit smart card) to access bikes, whether the user opts to pay per trip or to ride under one of the aforementioned “buffet style” monthly pass models. Similarly, Chicago's transit agency updated its Ventra app this year to allow users to pay for the use of Divvy Bikes in-app.

*What Boulder B-cycle is doing about it:*

When a bike share program approaches the question of transit integration,



*LA's transit-integrated bike share program, Metro Bike Share*

that program is limited in the scope of what level of integration is possible by two primary factors: its relationship with the transit agency in question, and the technology that agency has available. In the case of the metro area's Regional Transportation District (RTD), while we have collaborated with them in the past on marketing campaigns, we do not have a formal relationship in terms of ownership or operations. Perhaps more critically, because we require our members to provide payment information for overtime fee accountability, transit integration with RTD in the form of fare or payment integration will not be possible until RTD introduces either a smart fare medium that is tied to a payment method, or payment via mobile application. To date, RTD's only smart fare medium, the EcoPass, is not tied to a credit card, and as such, does not allow for the level of accountability that our program requires of our riders. We will re-evaluate transit integration options if RTD introduces new fare access technologies.

## UNIVERSITY INTEGRATION

*What's going on:*

Among the most frequently-used bike sharing systems in the United States are those that have strong connections to the universities and student populations within the area they serve. Case in point, the most successful bike sharing program in the country—measured in terms of trips per bike per day—is the Great Rides Bike Share program in Fargo, North Dakota, with peak usage exceeding ten trips per bike per day. Great Rides has partnered with North Dakota State University, where the majority of its stations are located, to provide free passes

to students, who can in a few simple steps integrate their existing student ID cards with the Great Rides system and use those ID cards to release bikes. The case study of Fargo demonstrates that generating substantial system usage from a student population depends strongly on ease of access, both in terms of the presence of stations and the barriers required to access a bike.

*What Boulder B-cycle is doing about it:*

Upon the launch of our program in 2011, Boulder B-cycle had no substantial station presence on either the University of Colorado Boulder or the Naropa University campuses. That reality has slowly changed over time as we have continued to develop relationships with a variety of agencies and organizations on both campuses. To date, we now have 10 stations serving the CU Boulder population, and two stations serving the Naropa University population. 2015 saw the introduction of free and discounted pass programs for students and faculty of CU Boulder, which continued through 2016, and 2016 also saw the introduction of a free pass program for students and faculty of Naropa University. Additionally, Boulder B-cycle is engaged in ongoing long-term efforts to increase station presence on both CU and Naropa campuses, as the combination of students' existing transportation habits and the relative density of university campuses make students ideal bike share customers.

## SYSTEM CLOSURES/INDUSTRY VOLATILITY

*What's going on:*

In 2016, Seattle's Pronto bike share became the first current-generation bike sharing program in a major U.S. city to be slated for closure without a planned replacement. According to a number of postmortems on the fate of Seattle's program, low ridership was the result of a number of unique factors including a mandatory helmet law, the city's many steep hills, and a poorly-planned network. Still, the closure of a major bike sharing program has given pause to many in the industry, raising concerns about the long-term sustainability of similar programs.

*What Boulder B-cycle is doing about it:*

While we face different challenges from those that shuttered Seattle's Pronto program (and have a much longer history of ridership here in Boulder), we nonetheless have identified our own set of unique challenges and developed a strategic plan to proactively address them. Among these challenges are the incorrect perception that bike sharing is intended to replace bike ownership,



*Seattle's soon-to-be shuttered Pronto bike share system*

unpredictable weather patterns, and a competitive environment for sponsorship dollars. Boulder B-cycle continues to see strong trip growth year over year, and with a strong base of committed sponsors and a growing number of local members, we are less susceptible to some of the the volatility seen in other cities.

## RIDESHARING & "SUPER-SHARERS"

*What's going on:*

Per recent findings of the American Public Transit Association, the rise of new mobility options has produced a new class of transportation users known as "super-sharers." In short, the more individuals use shared modes, including bike sharing, car sharing, and ride sourcing, the more likely they are to use any other shared mode and public transit, and the less likely they are to own cars. Overall, these individuals also spend less on transportation generally. As alternative mobility options continue to expand, particularly as automated vehicles come into common use, this type of "super-sharer" behavior will only continue to grow, and bike sharing will increasingly become a valuable part of a new alternative transportation ecosystem.

*What Boulder B-cycle is doing about it:*

Boulder B-cycle has experimented with partnerships with other organizations and entities in the shared mobility space, with varying degrees of success. 2017 will see the introduction of new cross-marketing campaigns with eGo CarShare, and we will continue to explore opportunities with other entities in the alternative and shared transportation space.

# FINANCIAL OVERVIEW

As a 501(c)(3) nonprofit organization, Boulder B-cycle relies on community support to sustain and grow our bike-share program.

**Capital Funding**—For the majority of bikes and stations purchased, we receive funding from federal, state, and local government grants. Additional funding comes from private donors and foundation grants. In 2016, capital expansion was modest, with three new stations funded privately (one of which will be installed in 2017) and a station relocation funded by a combination of private contributions and grassroots fundraising secured from our 2015 Colorado Gives Day campaign.

**Operational Funding**—Our operating and general & administrative expenses are primarily funded through sponsorships, memberships, overtime fees and operating grants.

<b>Capital</b>	
<b>Revenue</b>	\$104,860
<b>Expenses</b>	\$22,734
<b>Surplus</b>	\$82,126



<b>Operating</b>	
<b>Revenue</b>	\$442,858
<b>Expenses</b>	\$484,102
<b>Deficit</b>	\$41,244

<b>Revenue</b>		<b>Expenses</b>	
Grants & Contributions	\$10,355 (2%)	General & Administrative	\$135,237 (28%)
City of Boulder Grant	\$50,000 (11%)	Operating	\$348,865 (72%)
Overtime Fees	\$48,413 (11%)		
Sponsorship	\$181,822 (41%)		
Pass Sales	\$152,268 (35%)		

<b>Net Surplus</b>	\$40,882
--------------------	----------

# SPONSORS & PARTNERS

Kaiser Permanente's presenting sponsorship, established in 2014, continued in 2016, with Kaiser appearing on every bike and station in our system.

Whether looking for unique brand visibility opportunities on our bikes and stations, or for discounted or free passes as employee benefits, many other returning and new sponsors chose to support Boulder B-cycle's efforts in 2016. Thank you to all of our sponsors and partners for supporting alternative and fun transportation in Boulder!



Kaiser Permanente Wrapped bike



PeopleForBikes Wrapped Bike



Kaiser Permanente Triangle Badge



Kaiser Permanente End Cap



Boom Properties Skirt Guard



Elevations Skirt Guard



Lems Basket



Twitter Skirt Guard



Google Station



Boulder Convention & Visitors Bureau Basket

Presenting  
Sponsor



**KAISER  
PERMANENTE®**



# STAFF



James Waddell

©Christi Turner



Kevin Crouse

©Christi Turner



Kevin Bell

©Christi Turner



Erica Congelli



Glenn Francis



Mike Kenley

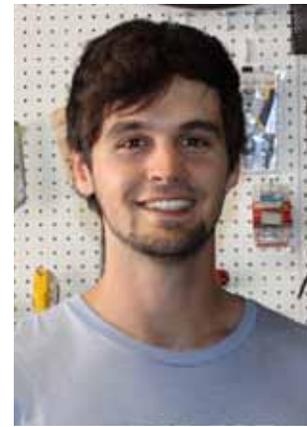


Mark Kittler

©Christi Turner



Todd Root



Dakota Beck



Bill Chait



Aryl Hatt-Todd

## STAFF

**James Waddell**, Former Executive Director  
**Kevin Crouse**, Interim Executive Director & Operations Director  
**Kevin Bell**, Marketing & Communications Director  
**Erica Congelli**, Customer Service and Administrative Assistant  
**Glenn Francis**, Fleet Technician  
**Mike Kenley**, Fleet Technician

**Mark Kittler**, Fleet Technician  
**Todd Root**, Fleet Technician  
**Dakota Beck**, Field Technician  
**Bill Chait**, Field Technician  
**Aryl Hatt-Todd**, B.E.A.S.T. Master

# BOARD OF DIRECTORS

**Gary Gomulinski**

Senior Vice President of Commercial Banking  
Citywide Banks  
*Board Chair*

**Jeremy Wilson**

Senior Manager  
EKS&H  
*Treasurer*

**Andrea Beatty**

Freelance IT Consultant

**Darrell M. Daley**

Partner  
Faegre Baker Daniels LLP

**Ellen Feeney**

**Dave Kingsbury**

Vice President of Product Development and Research  
New Hope Communications, Inc.

**D. Liles Lipe**

Vice President & Senior Relationship Manager  
First Western Trust

**Michael-Ryan McCarty**

Commercial Real Estate Broker  
Gibbons-White, Inc.

**Amy Morfas**

Deputy Director  
Bicycle Colorado

**Bill Mueller**

Director of Finance & Operations  
Yeti Cycles

**M.C. Pfeiffer**

Business Development and Marketing Leader, XYZ - A  
Creative Production Agency

**Martha Roskowski**

Vice President for Local innovation  
PeopleForBikes

**Peter Schaub**

Partner  
Berg Hill Greenleaf & Ruscitti LLP

**Brandon Smith**

Sustainable Transportation Manager  
University of Colorado Environmental center  
*University of Colorado Boulder Liaison*

**Kathleen Bracke**

GO Boulder Manager  
City of Boulder  
*City of Boulder Liaison*

**CONTACT BOULDER** **B** *cycle*

[info@boulderbcycle.org](mailto:info@boulderbcycle.org)

303-532-4412

**Boulder B-cycle**  
3601 Arapahoe Avenue #D179  
Boulder, CO 80303

