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Letter from The Director

Thanks to thousands and thousands of GREENbikers & supporters, our third season was our most successful year to date! We found a new home at the Salt Lake Impact Hub, created our first unicorn bike, launched a new sales initiative, expanded the system by 34% and broke a national ridership record.

Our 2015 goal was 66,000 rides between March 31st and December 24th. By November, we reached 100,000 rides for the season. Of the 60 automated bike-sharing systems in the U.S., no other system directly charging for use has reached as many rides so quickly, and with as few bikes. In fact, GREENbike had more trips in 2015 than in our first two years combined, 106,055 rides in 266 days. To put those numbers in perspective, in less than nine months, each bike was used 536 times.

A few months into our operating year, GREENbike added five new stations and expanded a handful of existing stations. Ridership immediately increased by almost 300%! This growth was so staggering that it won the GREENbike team an award at a national bike share conference. This explosive growth illustrates what we’ve said all along; more stations equals greater convenience. And greater convenience equals A LOT more riders. In 2015 alone, 29,982 people bought 34,302 passes and rode 198 bikes over 106,000 times.

Part of our 2015 success was due to our new “Office Pass Program.” This initiative was designed to make it easier for more people to get out of their cars and on a GREENbike. The Office Pass Program allows groups of people to purchase annual GREENbike passes for as little as $25 each. That’s only nine cents a day to take as many GREENbike trips as you want for a year! This new campaign resulted in a 221% increase in annual pass sales.

One of the great things about bike share systems is that they help get more women on bikes. And 2015 was a great year for closing the GREENbike gender gap. We saw a 10% increase in the number of female riders which brought our season total to 42%, nearly 20% higher than the national average for bicycle commuting.

Maybe my favorite 2015 accomplishment was our partnership with Make-A-Wish Utah in our “Make-A-Wish Bike.” Every time this blue bike was checked out, GREENbike and SelectHealth committed to donate $1 to Make-A-Wish Utah. The Make-A-Wish Bike was ridden 860 times in 231 days, 60% more than the average GREENbike!

But what gets me out of bed is that I get to work with the most amazing people our great state has to offer. Not just our spectacular core staff, but everyone on our board, our amazing sponsors and strategic partners. These wonderful people have truly become like family. So to anyone still reading, please allow me to profess how deeply grateful I am for this opportunity. GREENbike is doing great. But we can always do better. And I promise you that for as long as I’m at GREENbike, each year will be better than the last.

Sincerely,
Chair, Tim Harpst, Senior Engineer, Horrocks Engineers

Vice-Chair, Matt Sibul, Chief Planning Officer, Utah Transit Authority

Ralph Becker, Mayor, Salt Lake City

Nathan Lee, Director, Utah Department of Transportation, Region 2

Ted Knowlton, Deputy Director, Wasatch Front Regional Council

Robin Hutcheson, Director, Salt Lake City Transportation Division

Jason Mathis, Executive Director, Downtown Alliance, VP Chamber of Commerce

Scott Beck, CEO & President, Visit Salt Lake

Greg Reid, Community & Public Relations Manager, SelectHealth

Dee Brewer, Marketing & Sponsorship Director, City Creek Center/Taubman

Bill Cutting, Partner, TWIO Brand
GREENbike Staff

GREENbike’s 2015 operations team was comprised of twelve employees. Four full-time staff; a Director, Program Manager, Resolutions Team Supervisor and Fleet Manager. GREENbike also had a part-time Community Engagement Coordinator and four part-time Balancing Technicians that were responsible for basic bike maintenance, connectivity checks and most importantly, making sure that the stations always had the optimal equilibrium of open docks and available bikes. The remainder of GREENbike’s part-time staff consisted of multiple shared service employees with the Downtown Alliance including a Marketing & Communications Manager, Grant Writer and a Social Media Coordinator.

Ben Bolte  Founder & Director

Ben is responsible for all policy decisions, growth strategies, fundraising, financial management, branding, contracts, board/sponsor relations & setting system objectives. As Director, Ben coordinates the procurement, manufacturing and implementation processes with GREENbike’s vendors, strategic partners and local businesses.

Will Becker  Program Manager

Will is responsible for managing all daily system and network operations. His duties include staff management and development, data collection, analytics, research and assisting in the procurement and implementation processes. As Program Manager, Will also assists in the development of organizational policy decisions and strategic direction.

Cameron Arellano  Resolutions Team Supervisor

Cameron’s primary duty is to monitor, manage and respond to all of GREENbike’s customer service communications. He is also responsible for GREENbike’s membership fulfilment, staff scheduling, assisting in sponsor relations and coordinating daily needs with the operations team.

Jon Williams  Fleet Manager

Jon’s chief responsibility is to ensure that all of GREENbike’s stations and bikes are functional, safe and fun to ride! Training staff, monitoring station battery life, adjusting screen resolutions, checking RFID readers and managing the thousands of parts and tools in GREENbike’s inventory are just a few of Jon’s many duties.

Rebalancing Technicians: Tony Williams, Sean Canterbury, Sean Lennon and Jordyn Powell
Community Engagement Coordinator (The GREENlady): Ane Axford
Marketing & Communications Manager: Nick Como
Social Media Coordinator: Ryan Mack
Grant Writer: Julie Janke
About GREENbike

GREENbike is SLC’s non-profit bike share. Bike sharing is an innovative, urban transportation solution that allows the public to access bikes from a network of automated stations for A to B trips. The bikes are well maintained and built for riding in the city. **GREENbike connects downtown office workers, visitors and residents with nearby employment centers, major transit stops and popular destinations for food, drink and entertainment.** The many benefits of bike sharing range from health, air and quality of life improvements to increasing public transit ridership. The program additionally serves as a mechanism for incentivizing infill development, reducing traffic congestion and saving public dollars by extending the roadway life-cycle.

Over the last 5 years, there has been a dramatic rise in the number of U.S. bike share programs, with more than 60 currently operating in cities like Denver, New York City, Madison, Minneapolis, Boulder, Austin, Washington D.C., Boston, Charlotte and San Antonio. **Over 600 cities worldwide have instituted bike sharing as a comparatively inexpensive and quick-to-implement option for improving the mobility of city residents and visitors.**

Salt Lake City launched its non-profit bike share, GREENbike, in April, 2013 with 10 stations and 55 bikes. Several months later, the program added two stations and expanded the capacity of five existing stations. By December, 2013, over 6,100 people had taken 25,361 trips, the equivalent of 390 trips per bike. **Those figures made GREENbike the most successful small bike share system (less than 50 stations) in the U.S.**

By June 1st of 2015, GREENbike completed its third system expansion. This expansion increased GREENbike’s inventory to 220 bikes located at 25 stations. 2015’s May/June expansion created a season average of 198 bikes at 24 stations that were available for public use. This 34% expansion resulted in an immediate ridership increase of 292% over 2014. **In 2015, each GREENbike averaged 536 trips during the 266 day operating season.**

GREENbike is a local organization that grew out of a desire to create an active transportation alternative to single-occupant automobile trips, increase transit choices and to provide residents with a safe, affordable, and efficient option to get around. GREENbike has become a key component of that system. GREENbike, SLC’s Non-Profit Bike Share, is a public/private partnership between Salt Lake City, the Salt Lake Chamber of Commerce, the Salt Lake Downtown Alliance, Visit Salt Lake (Convention & Visitor’s Bureau), the Wasatch Front Regional Council, the Utah Transit Authority, Utah Department of Transportation, SelectHealth and a myriad of private sponsors.

“The many benefits of bike sharing range from health, air and quality of life improvements to increasing transit ridership. The program additionally serves as a mechanism for incentivizing infill development, reducing traffic congestion and saving public dollars by extending the roadway life-cycle.”
GREENbike’s 2015 Season launched in April with 20 stations and 150 active bikes. But the system expanded in late May to 25 stations and 220 bikes. *Station and bike figures represent a season average.
GREENbike started the 2015 season with over 150 bikes at 20 stations. In May, GREENbike added five new stations and expanded five existing stations. This 34% system expansion resulted in an immediate ridership increase of 292% over the 2014 season! That’s an expansion to ridership ratio of more than 1:8. Essentially, for every percent that the GREENbike system grew, eight percent more people got out of their cars to clear our air. GREENbike had more rides in 2015 year than in its first two years combined.

In 2015, 29,982 unique users rode an average of 198 bikes over 106,000 times. To put these numbers in perspective, during GREENbike’s nine month operating season, each bike was ridden 536 times. That’s more than two trips per-bike per-day (TBD). GREENbike had its best month in July where each bike averaged 3.28 TBD. And during the week of the 19th, every bike was used more than four times a day. GREENbike also saw a spectacular year to year increase in daily bike checkouts at every station. During July of the 2014 season, the Key Bank Station averaged 33 bike checkouts a day. In 2015, the Key Bank Station’s ridership increased by 115% to 71 bike checkouts per day (see chart on page 11!). But every station in the GREENbike system increased its daily usage in 2015 and new stations started at a higher rate. In fact, the average July to July bike usage at every station increased by 105%.

This explosive growth in ridership is a direct result of the GREENbike system’s station density and emphasis on mixed land use locations. Station density is the number of stations a bike share system has in a defined service area. Of the more than 60 domestic bike share systems, GREENbike has the second highest level of station density. Adding more stations in a defined service area has created a higher level of convenience for the user. That convenience results in a larger percentage of the potential user base utilizing the system. Users of sharing economy services most commonly cite “convenience” as the number one reason for utilization, bike sharing is no exception to that rule.
In 2015, 29,982 people rode 198 bikes 106,055 times!

Each bike averaged 536 trips over a 266 day season; 2 trips per-bike per-day!
2015 Bike Share Station Map

10 Most Popular Trips in 2015 (excluding same-station returns)

1. Key Bank Station (Main St & S. Temple) - TO - Fidelity Station @ Gateway (400W & S. Temple)

2. Rocky Mountain Power Station (250S Main St) - TO - UTA Salt Lake Central Station (310S 600W)

3. Fidelity Station @ Gateway (400W S. Temple) - TO - Key Bank Station (Main St & S. Temple)

4. Key Bank Station (Main St & S. Temple) - TO - Rocky Mountain Power Station (250S Main St)

5. Rocky Mountain Power Station (250S Main St) - TO - Harmons Station (110E 100S)

6. Rocky Mountain Power Station (250S Main St) - TO - Key Bank Station (Main St & S. Temple)

7. UTA Salt Lake Central Station (310S 600W) - TO - Rocky Mountain Power Station (250S Main St)

8. 300S 500E Station - TO - Rocky Mountain Power Station (250S Main St)

9. Key Bank Station (Main St & S. Temple) - TO - Phillips Edison & Co. Station (350S Main St)

10. Harmons Station (110E 100S) - TO - Rocky Mountain Power Station (250S Main St)
Average Daily Checkouts by Station

In 2015, daily checkouts at every station, increased by an average of 105%!
Checkouts by Station

Returns by Station
**Trips by Day of Week**

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

**Trips by Time of Day**

- Total Trips
- 24-Hour Kiosk
- 4-Day Membership
- Annual Membership
Users & Usage

GREENbike offers three types of access to its network of automated stations and bikes. $75 gives the user unlimited 60-minute trips for 365 days, $15 equals unlimited 30-minute trips for four days and $5 equals unlimited 30-minute trips for 24-hours. If a user wants to keep a bike out for longer than 30 or 60 minutes, he/she is charged an additional hourly rental fee of $3 per hour. This structure is designed to encourage multiple rides per pass over the traditional rental model. In 2015, only 10.5% of GREENbike’s 106,055 trips went over their time. Of those, less than 2% exceeded their time because they didn’t understand GREENbike’s usage/time structure.

In 2015, 29,982 unique users purchased 34,302 GREENbike passes. That is a 106% increase in unique users and a 96% increase in access passes from 2014. Those nearly 30,000 users took over 106,000 rides on 200 bikes (130% increase). Of the 106,055 trips that were taken on GREENbikes in 2015, 24-hour and 4-day users took 65% and annual users took 35%. This represents a 6% increase in ride share for annual members over 2014. In 2015, the typical 24-hour pass-holder took more than two rides and the average annual member took 41. Due to the success of GREENbike’s new Office Pass Program, GREENbike saw a 221% increase in annual pass sales over the 2014 season. The Office Pass Program was an initiative that allowed groups to purchase annual passes for as little as $25 each. That’s only nine cents a day to take as many GREENbike trips as you want for a year. Some annual GREENbike users took hundreds and hundreds of trips a year. In 2015, the SLC Transportation Division’s Dan Bergenthal took 298 rides, Christopher Sullivan took 355, Jo Killian took 391, Mott Taylor took 498, Tom Pickles took 546 and Mike Christensen took an amazing 601 rides!

2014 Ridership by User Type

<table>
<thead>
<tr>
<th>User Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-Day Users</td>
<td>1%</td>
</tr>
<tr>
<td>24-Hour Users</td>
<td>70%</td>
</tr>
<tr>
<td>Annual Users</td>
<td>29%</td>
</tr>
</tbody>
</table>

2015 Ridership by User Type

<table>
<thead>
<tr>
<th>User Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-Day Users</td>
<td>1%</td>
</tr>
<tr>
<td>24-Hour Users</td>
<td>64%</td>
</tr>
<tr>
<td>Annual Users</td>
<td>35%</td>
</tr>
</tbody>
</table>
Unique Users by Year

- 2014: 14,538 (106% INCREASE)
- 2015: 29,982

Total Pass Sales by Year

- 2014: 17,527 (96% INCREASE)
- 2015: 34,302

Annual Pass Sales by Year

- 2014: 322 (221% INCREASE)
- 2015: 1034
GREENbiker users are multi-generational with representation from millennials, gen x, gen y and baby boomers. While millennials represented the largest user segment with nearly 43% of GREENbike’s 2015 user base, there were more GREENbike users over the age of 55 then under the age of 24. And there were nearly three times as many 45-54 year old users than 18-24 year old users.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>2015 Users</th>
<th>% of GREENbike Users</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24 years old</td>
<td>8.39%</td>
<td></td>
</tr>
<tr>
<td>25-34 years old</td>
<td>34.23%</td>
<td></td>
</tr>
<tr>
<td>35-44 years old</td>
<td>22.82%</td>
<td></td>
</tr>
<tr>
<td>45-54 years old</td>
<td>21.38%</td>
<td></td>
</tr>
<tr>
<td>55-64 years old</td>
<td>9.06%</td>
<td></td>
</tr>
<tr>
<td>65+ years old</td>
<td>2.35%</td>
<td></td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>1.68%</td>
<td></td>
</tr>
</tbody>
</table>

43% of GREENbikers are millennials.

42% of all GREENbike users in 2015 were women, representing a 10% year to year increase. GREENbike’s 42% female user base is roughly 20% higher than the national average for bicycle commuting. GREENbike and other bike share systems serve as a tool for creating new female cyclists in urban environments across the country. This is due to bike share bikes coming equipped with chain guards, skirt guards and step-through frames.
Where Do GREENbikers Live?

GREENbike users are from all over the country and the world, but the majority live along the Wasatch Front. In 2015, 31% of all GREENbikers were visitors from out of state while 69% of all GREENbikers were from Utah. 19% of all GREENbike users live in regional areas like Ogden and Provo while 50% live in Salt Lake County. Of the 50% of GREENbikers that live in Salt Lake County, 36% live in Salt Lake City.

- **69% Utah**
  - 31% Out of State
  - 69% of GREENbikers were from Utah.

- **50% Salt Lake County**
  - 31% Out of State
  - 19% Regional
  - 50% of GREENbikers live in Salt Lake County, with 31% being out of state and 19% regional.

- **36% Salt Lake City**
  - 31% Out of State
  - 14% Salt Lake County
  - 19% Regional
  - 36% of GREENbikers live in Salt Lake City, with 31% being out of state, 14% in Salt Lake County, and 19% regional.
Benefits

The many benefits of bike sharing range from health, air and quality of life improvements to increasing public transit ridership. The program additionally serves as a mechanism for incentivizing infill development, reducing traffic congestion and saving public dollars by extending the roadway life-cycle. One of GREENbike’s most salient benefits is making it easier for people to use our existing public transportation infrastructure. This goal is achieved by providing first and last mile connections to UTA facilities. In fact, 61% of survey respondents said that “connections to other forms of public transportation like Frontrunner, Trax or buses” played an important factor in their decision to use GREENbike.

In 2015, roughly 30,000 GREENbikers burned more than 11,500,000 calories. According to the Center for Disease Control and Prevention, only 20% of adults meet the recommended physical activity guidelines. And PURPOSE-DRIVEN activities are the most likely to stick! GREENbike serves as a perfect mechanism for creating behavioral changes. Nearly 70% of users reported getting more exercise as a result of the GREENbike program in addition to their GREENbike trips. Users found that since they rode a GREENbike during the work day, they had more energy once they got home to go to the gym, go on a hike or engage in other physical activities.

As an awareness issue, roughly 80% of survey respondents reported that GREENbike helped raise awareness for the need to improve air quality. And a whopping 31 GREENbikers said that since they joined the program, they reduced the amount of vehicles in their household. According to GREENbike’s Annual Survey, 75% of GREENbikers cited “Air Quality/Environmental Concerns” as an important factor in motivating their purchase of a GREENbike pass. And 70% of GREENbikers reported that they made fewer trips in their personal vehicle in addition to their GREENbike trips. In 2015, the GREENbike system helped remove 632,217 vehicle miles from the road and prevented 573,458 lbs of carbon dioxide from entering the atmosphere.

Air Quality

29,982 GREENbikers prevented 573,458 lbs of CO2 from entering our air.
Cars Off of the Road

24 stations & 198 bikes removed 632,217 vehicle miles from local roads.

Health

In 2015, GREENbikers burned 11,560,047 calories. That’s 40,562 slices of pizza!
Operations, Maintenance & Customer Service

The GREENbike system ended the 2015 season with a bike to dock ratio of 1:2.2. This means that there were more than two docking points for every bike on the street. To keep this system balanced, GREENbike’s 200+ bikes had to be redistributed by staff over 15,073 times, 57 times a day. During the warmer months, that average climbs by 32% to 75 bike redistributions by GREENbike’s balancing technicians every day. GREENbike’s balancing technicians are scheduled from 6:00am to 10:00pm every day to make sure that GREENbike users always have a bike when they want one and a place to return their bike to. GREENbike’s redistribution schedule creates the ideal equilibrium of available bikes and open docking points. The goal of this schedule is to be more proactive than reactive regarding the ridership needs of GREENbike users. These technicians are also responsible for conducting and recording bike maintenance tasks and performing various station needs including the monitoring of wireless connectivity and battery life.

GREENbike has analyzed the ridership patterns of its users and created a predictive balancing schedule. For example, every weekday morning, annual users flood the UTA Salt Lake Central Station at the Intermodal Hub (300S 600W) to connect from the Frontrunner train to the bike share station nearest their place of employment. GREENbike employs balancing technicians to ensure that no matter what the trip patterns were the night before, the UTA Salt Lake Central Station will be fully stocked the following morning. The reverse of that trip pattern also necessitates GREENbike team intervention. By 3:00pm on every weekday, the Rocky Mountain Power Station (350S Main St) is filled to 95% capacity to accommodate the demand of commuters leaving their downtown offices. By 4:30pm, the UTA Salt Central Station is emptied to 5% of capacity to accommodate the return trips from downtown office dwellers. The trip patterns described above are the second and seventh most popular trips in the GREENbike network. These are only one of hundreds of trip patterns that GREENbike is responsible for programming for.

In 2015, GREENbike’s operations team replaced 1,794 station and bike parts, an average of 6.7 parts per day. Of those nearly 1,800 parts, the top three most commonly replaced parts were 445 bell hammers, 356 handlebar grips and 264 tire tubes. Other common replacement parts included tires, striker loops, touch screen assembly glass, shifters and lights (with their associated wiring). The most time consuming maintenance task was tire tube replacement. A rear tube takes eight to ten minutes to replace and a front tube takes five to eight minutes. A rear tube takes longer because doing so requires three more steps than replacing a front tube. The GREENbike maintenance staff spent 33 hours replacing tire tubes alone. As a result, GREENbike has worked with its manufacturers and vendors to ensure that the bike design flaws associated with rear tire tube replacement and bell breakage are addressed in the 2.0 bike model. During the winter months, each bike in the GREENbike fleet is given a full diagnostic inspection and overhaul. All equipment is collected and inventoried. Stations are checked for functionality, rust and any other signs of deterioration.

In addition to bike safety, ride quality, consistency and station/bike cleanliness are crucial to operating a successful bike share system. In 2015, less than 1% of survey respondents cited the maintenance of GREENbikes as poor while 94% stated the bikes were in “good” or “fair” condition. This represents an overall increase of 3% for those combined categories with a 7% increase in the “good” category. Meaning that the quality and shape of GREENbike’s fleet has improved even as the bikes have aged. Additionally, 98% of respondents cited the cleanliness of GREENbike’s stations and bikes as good, while 0% reported the bikes and stations to be in “poor” condition.” More Annual Survey info on page 22.
In 2015, GREENbike offered 24-hour customer service, with in-house customer service 8:00am - 4:00pm (Monday through Thursday) and weekend support till 11:00pm. A trained support staff in a Denver call center was available after-hours. **In 2015, 1,038 emails were sent and 2,257 phone calls were made to GREENbike’s customer service platforms.** The most common emails were general questions. “How does bike share work?” “Why can’t I keep a bike out all day?” “Am I charged extra if I go over 30 minutes?” The second most common email was “sponsor relations/solicitation.” Typically this is an organization requesting GREENbike participation at an event, a presentation or a donation for a fundraiser.

**Of the nearly 2,300 calls to GREENbike’s customer service in 2015, 72% were answered by a local GREENbike employee.** The remaining calls were answered by GREENbike’s Denver call center. The most common calls were “general questions” followed by extra time questions. Bike sharing is a disruptive service in the sharing economy. And like all new services, there is a learning curve. **But of the 106,055 rides in 2015, only 10,930 (10%) incurred a usage fee. Of those 10,930 trips, only 2% (224) requested a refund, meaning that the remaining 8% (10,706 rides) intentionally extended their time.**
Annual Survey Highlights

Every year, GREENbike conducts a survey of its members to gain valuable program information for increasing operational efficiencies and improving the user-experience. This year, 300 GREENbike users took the survey. The images and information below are some of the most noteworthy results from that survey. Full survey results can be found at greenbikeslc.org.

Select the factors that were important in your decision to use GREENbike.

<table>
<thead>
<tr>
<th></th>
<th>Important</th>
<th>Not important</th>
<th>Not a factor</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience</td>
<td>94.88%</td>
<td>3.07%</td>
<td>2.05%</td>
<td>293</td>
</tr>
<tr>
<td>Air quality</td>
<td>75.09%</td>
<td>8.30%</td>
<td>16.61%</td>
<td>289</td>
</tr>
<tr>
<td>Health (fitness)</td>
<td>70.93%</td>
<td>16.96%</td>
<td>12.11%</td>
<td>289</td>
</tr>
<tr>
<td>Avoiding auto parking</td>
<td>68.86%</td>
<td>15.22%</td>
<td>15.92%</td>
<td>289</td>
</tr>
<tr>
<td>Connections to other public transit options (e.g. bus / rail)</td>
<td>60.70%</td>
<td>18.25%</td>
<td>21.05%</td>
<td>285</td>
</tr>
</tbody>
</table>

How frequently do you use GREENbike for the following types of trips?

<table>
<thead>
<tr>
<th></th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Never</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go to work / meeting</td>
<td>20.22%</td>
<td>30.71%</td>
<td>49.06%</td>
<td>267</td>
</tr>
<tr>
<td>Social</td>
<td>27.04%</td>
<td>56.67%</td>
<td>16.30%</td>
<td>270</td>
</tr>
<tr>
<td>Food / drink</td>
<td>30.08%</td>
<td>54.89%</td>
<td>15.04%</td>
<td>266</td>
</tr>
<tr>
<td>Exercise</td>
<td>18.73%</td>
<td>32.96%</td>
<td>48.31%</td>
<td>267</td>
</tr>
<tr>
<td>Shopping</td>
<td>12.88%</td>
<td>43.18%</td>
<td>43.94%</td>
<td>264</td>
</tr>
<tr>
<td>Errands</td>
<td>18.80%</td>
<td>45.49%</td>
<td>35.71%</td>
<td>266</td>
</tr>
<tr>
<td>Connection to Bus / Trax / Frontrunner</td>
<td>20.91%</td>
<td>33.08%</td>
<td>46.01%</td>
<td>263</td>
</tr>
</tbody>
</table>
How would you rate the following GREENbike features?

<table>
<thead>
<tr>
<th>Feature</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Don't Know</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance of bikes</td>
<td>73.70%</td>
<td>19.63%</td>
<td>0.37%</td>
<td>6.30%</td>
<td>270</td>
</tr>
<tr>
<td>Cleanliness of bikes &amp; stations</td>
<td>86.67%</td>
<td>11.11%</td>
<td>0.00%</td>
<td>2.22%</td>
<td>270</td>
</tr>
<tr>
<td>Customer service (via phone)</td>
<td>33.33%</td>
<td>8.89%</td>
<td>1.85%</td>
<td>55.93%</td>
<td>270</td>
</tr>
<tr>
<td>Customer service (via email)</td>
<td>31.23%</td>
<td>7.43%</td>
<td>2.23%</td>
<td>59.11%</td>
<td>269</td>
</tr>
<tr>
<td>Station functionality (e.g. bike releases from dock)</td>
<td>71.85%</td>
<td>22.22%</td>
<td>2.22%</td>
<td>3.70%</td>
<td>270</td>
</tr>
</tbody>
</table>

How many times have you tried to...

<table>
<thead>
<tr>
<th>Action</th>
<th>0 times</th>
<th>1-5 times</th>
<th>6-10 times</th>
<th>11+ times</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Checkout a bike and the station was empty?</td>
<td>54.07%</td>
<td>42.59%</td>
<td>2.59%</td>
<td>0.74%</td>
<td>270</td>
</tr>
<tr>
<td>Return a bike and the station was full?</td>
<td>64.44%</td>
<td>31.11%</td>
<td>3.33%</td>
<td>1.11%</td>
<td>270</td>
</tr>
</tbody>
</table>

Where do you want GREENbike stations most?

<table>
<thead>
<tr>
<th>Location</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ogden</td>
<td>6.58%</td>
</tr>
<tr>
<td>The Avenues</td>
<td>11.40%</td>
</tr>
<tr>
<td>Rose Park</td>
<td>10.96%</td>
</tr>
<tr>
<td>The University of Utah</td>
<td>19.74%</td>
</tr>
<tr>
<td>Liberty Park</td>
<td>27.63%</td>
</tr>
<tr>
<td>9th &amp; 9th</td>
<td>23.68%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
Public/Private Partnership Model

GREENbike is a non-profit, public/private partnership. In 2015, 64% of all GREENbike monies came from the private sector. Public dollars are only used for hard costs, like stations, bikes and other infrastructure-related expenses. If sponsor, capital (equipment & infrastructure) and ridership sources are broken out individually, 39% were from sponsors, 36% were from capital sources and 25% came from ridership (pass sales). GREENbike’s private sector funding sources came from a combination of sponsors, donations and foundations. Like all other public transportation agencies and bike share systems, GREENbike artificially deflates its purchase price below what is needed to recoup its annual operating expenses. This is designed to lower the barrier to entry and encourage maximum public use. **GREENbike saw a 221% increase in annual pass sales in 2015 due to GREENbike’s Office Pass Program**, where individuals could purchase passes for as little as $25 each if passes were purchased as a group.

The equipment/infrastructure for GREENbike’s 34% system expansion in 2015 was funded by a Transportation Alternatives Program grant via the Wasatch Front Regional Council (WFRC), the Utah Transit Authority (UTA), the Salt Lake City Council and the Salt Lake City Redevelopment Agency (RDA). In 2015, GREENbike added five new stations, expanded five existing stations and 70 bikes to its fleet.
Farebox Recovery Rates

GREENbike is a 501(c)3 non-profit organization had a 2015 farebox recovery rate of 41%. A farebox rate is a public transportation term that represents the percentage of annual operational expenses that are satisfied via ridership based revenue (membership/pass sales + extra time charges). Of the roughly $590,000 that it cost to operate GREENbike in 2015, 41% came from ridership revenue. And that ridership revenue came from the sale of 34,302 access passes. The remaining 59% of GREENbike’s annual expenses were paid for using private sponsorships, foundations, donations and partnerships. In 2014, GREENbike’s non-ridership based operational revenue came from a basket sponsor (SelectHealth), 21 unique station sponsors, one strategic partner (Visit Salt Lake) and a donation from City Creek Center.

2013 Farebox Ratio: 11 stations/65 bikes
- 74% Sponsorships, Foundations & Donations
- 26% Ridership Revenue

2014 Farebox Ratio: 16 stations/113 bikes
- 67% Sponsorships, Foundations & Donations
- 33% Ridership Revenue

2015 Farebox Ratio: 24 stations/198 bikes
- 59% Sponsorships, Foundations & Donations
- 41% Ridership Revenue

2015 Operational Revenue Sources
- 36% Sponsorships, Foundations & Donations
- 41% Ridership Revenue
- 21% Station Sponsors (21 Unique Organizations)
- 2% Strategic Partners, Donations & Handlebar Sponsors
2015 Sponsors & Strategic Partners
Make-A-Wish Bike

On May 6th, GREENbike and Make-A-Wish Utah® partnered together to release the “Make-A-Wish Bike.” This special GREENbike is wrapped in blue — the signature color for Make-A-Wish. Every time this bike was checked out, GREENbike and SelectHealth committed to donate $1 to Make-A-Wish Utah. The proceeds from this campaign helped make the wishes of local Utah children who are battling life-threatening medical conditions come true.

The Make-A-Wish Bike is GREENbike’s first and only unicorn bike. All bike sharing systems across the U.S. have a unique color to help distinguish their bikes. All of GREENbike’s more than 200 bikes are a specific shade of green. Denver’s bikes are red, Chicago’s bikes are blue, etc. However, many bike share systems have one or several “unicorn bikes” that are a different color than their brand standard. This creates unique marketing and promotional opportunities. For instance, “Find the unicorn bike today and get a free annual pass.” In an effort to combine good marketing practices with community stewardship, GREENbike created the Make-A-Wish Bike. On average, each GREENbike was used 536 times during the 2015 operating season (266 days).

The Make-A-Wish Bike was ridden 860 times in 231 days, 60% more than the average GREENbike! This unicorn bike averaged nearly four trips every single day!
Investing in the Community

In 2015, one of GREENbike’s top priorities was community engagement. GREENbike hired its first Community Engagement Coordinator, hosted a “Thank You Party” at Squatters (with food and drinks generously donated by Squatters) and participated in a variety of local events including Craft Lake City, the Downtown Farmers Market, the Twilight Concert Series, the Tour de Brewtah, Utah’s Bike Bonanza, Salt Lake City’s Biketoberfest and more! In addition, GREENbike also donated annual passes, swag or cash to nearly 40 community organizations including the Housing Opportunities Inc, Girl Scout of Utah, Jewish Community Center, American Heart Association, Utah Aids Foundation, Brain Injury Alliance, Catholic Community Services, Bike Utah, and the WTS, a group dedicated to advancing women in the transportation industry.

GREENbike also launched the GREENrides Initiative. This was a program where GREENbike staff would meet with employees from a local organization, explain why GREENbike was created and show them how bike share works. Then, the GREENbike team took these staffers on a group ride, showed them how to bike safely in the street and then it was out for appetizers/drinks to bond. This service was free to all local organizations! The idea behind GREENrides was to lower the barrier to entry for other locals, show them how easy it is to use GREENbike instead of their car and to facilitate friendships within the community. Squatters, the University of Utah, City Creek Center and the Elect Jackie Biskupski for Mayor Campaign are only some of the local organizations that took advantage of this community-centric exercise.
Tabling at Downtown Farmers Market

Tabling at SLC’s Biketoberfest

GREENride: Elect Jackie Biskupski for Mayor

GREENride: Intermountain Healthcare

GREENride: City Creek Center

GREENride: Squatters
July 9, 2015

Ben Bolte
Executive Director
GreenBIKE
175 East 400 South Suite 600
Salt Lake City, UT 84111-2329

Dear Ben,

On behalf of all of us at the Utah AIDS Foundation, and the clients that we serve, thank you for generous in kind donation of two annual GREENbike memberships for the 2015 AQUA AID pool party. Your partnership and support is a vital part of our mission to provide high-quality, individualized services on a continuous basis.

The Utah AIDS Foundation has been providing education and support services for almost 30 years, and we understand the complicated factors associated with HIV risk and infection. Our prevention and support programs are modified continuously to provide the most current and effective service possible. All of the money we raised at AQUA AID supports the many services we provide.

Your generosity makes a difference to those affected by HIV/AIDS. We could not continue the vital work that we do without the support of community members like you. Thank you again for your partnership as we work to provide compassionate and caring services to our families, friends and neighbors.

Sincerely,

[Catherine Sant’s signature]
Development Coordinator

No goods or services were received in return for this donation.
December 10, 2015

GREENbike Share SLC

Dear Cameron,

On behalf of the American Heart Association, I would like to thank you for your generous donation of a GREENbike Gift Pack in support of the American Heart Association’s 2016 Go Red For Women Luncheon. Your donation will help support life-saving research related to heart disease and stroke – the #1 and #4 causes of death and disability in Americans.

The American Heart Association continues its focus on the discovery of new and improved treatment options for individuals living with cardiovascular disease and stroke. In addition, the American Heart Association is increasing efforts around prevention strategies that will lead to improved cardiovascular health. Your donation will also help fund groundbreaking research, health education, advocacy on behalf of heart-friendly legislation, CPR training, and improved quality of patient care.

Heart disease is the number one killer of both men and women. Knowing your personal risk of heart disease is the first powerful life-saving step to a heart healthy life. Take the My Life Check at www.MyLifeCheck.heart.org to learn your personal risk for heart disease. Visit your health care provider to control your blood pressure, cholesterol, and weight. A routine check-up can save a life; don’t take any chances with yours.

Thanks again for supporting the American Heart Association’s mission to build healthier lives free of cardiovascular disease and stroke.

With Heartfelt Thanks,

Tricia Cook
Business Development Coordinator
Utah American Heart Association

Please consider this letter your receipt.
The American Heart Association is a 501 (c) 3 corporation, tax ID 13-5613797.
May 22, 2015

GREENbike
Mr. Cameron Adrellano
175 E. University Blvd., Suite 600
Salt Lake City UT 84111

Dear Cameron:

We teach girls to take action: for themselves, their communities, and the world. By giving them different perspectives and opportunities to make a difference, we inspire girls to give back and share the good. Cameron, you made this happen with your in kind donation on behalf of GREENbike, by gifting two annual passes and bike for International Women’s Day. Thank you for your commitment to building young girls of courage, confidence and character.

Yesterday’s Girl Scout is indeed today’s successful woman. International Women’s Day celebrates economic, political, and social achievements of women past, present, and future. You have given Utah girls the opportunity to apply their abilities. Girls will be able to experience camp, participate in math and science education, as well as develop leadership skills that will serve them well in their future endeavors. These young girls will be future employees and leaders in our community. Thank you for giving them the opportunity to achieve their fullest potential.

The International Women’s Day committee was co-chaired by Alexis Cairo and Marcie Young Cancio. The great leadership dedicated by these two women, along with their cohort of committee members, and because of you, we have helped elevate girls throughout Utah to become successful women. Thank you again for being a meaningful partner to Girl Scouts of Utah.

With gratitude,

Courtney Garay
Philanthropy Director
Girl Scouts of Utah
GREENbike SLC
Cameron Arellano
175 East University Blvd Ste. 600
Salt Lake City, UT 84111

Dear Mr. Arellano,

On behalf of Housing Opportunities, Inc., I would like to thank you for your generous donation of 10 bike passes (a value of $50). These donated passes will be utilized by participants in our Family Self-Sufficiency (FSS) program as a means of exploring alternatives to car ownership and the associated high costs. A recent survey of our participants reveals that the average family spends 45% of monthly income on transportation expenses. This year we are making a concerted effort to address this excessive burden and help our families find affordable transportation solutions. Your gift will provide them the opportunity to try something new.

Housing Opportunities, Inc. (HOI) was established in 1994 in partnership with the Housing Authority of the County of Salt Lake (HACSL). HOI is a non-profit 501c(3) whose mission is to provide and develop affordable housing opportunities and supportive services to low-income individuals and families. Together, HOI and HACSL provide services to over 3,500 low-income households in Salt Lake County.

Thank you for your support of our programs. We appreciate your commitment to helping those in need in our community. Please feel free to contact me if you have any questions or concerns at (801) 284-4401.

With Appreciation,

Kerry William Bate
Executive Director
Positive Media Attention

2015 was a banner year for GREENbike. And local news outlets took notice. We began our season earlier than ever before, launched the Make-A-Wish Bike, expanded the size of our system and broke a national ridership record. **Dozens and dozens of news pieces were printed, put on the web or aired on GREENbike’s successes and positive effect in the Salt Lake City community.** In a Utah Business Magazine article titled, Changing Lanes: Bicycling is Helping Shape Utah’s Transportation and Tourism Future, the author wrote that “GREENbike is the most visible symbol of Salt Lake City’s commitment to bicycling.” The article also quoted Vicki Varela, managing director of tourism, film and global branding for the Utah Office of Tourism. Varela said that GREENbikes are the way tourists are “experiencing the city.”
2015 Photo Album

Finn Evans sporting his Dad's GREENbike helmet :)

Impact Hub CEO Dustin Haggett riding the Make-A-Wish Bike.

SLC Bike Crew Founder Brittnee Ann.

Downtown’s Infinite Scale Design Group.

UTA’s Matt Sibul and GREENbike’s Ben Bolte and Will Becker at the Twilight Concert Series.

Downtown Alliance Executive Director, Jason Mathis, sporting his GREENbike Bag in DC!
Gary Fisher loving his GREENbike tee!

Gary Fisher hanging out with the GREENbike team.

SLUG Magazine Editor in Chief/Craft Lake City Founder & Executive Director Angela H. Brown.

SLC Transportation Division’s Alexis Verson wearing her GREENbike tank in Amsterdam!

The Salt Lake Chamber’s Marisa Bomis headed to Squatters for lunch.

The ladies from 2015’s Leadership Utah graduating class.
For the third year in a row, GREENbike continued its popular Handlebar Sponsor program. An initiative designed to foster a sense of community ownership for SLC’s one and only bike share system. Anyone could get their name or Twitter handle on a GREENbike for a year for only $100.

GREENbike Fleet Manager, Jon Williams, meeting the CEO of Trek Bicycle, John Burke.

Toole Design Consultants Geneva Hooten and Jessica Juriga.

Multiple meetup.com groups focused around GREENbiking downtown organically occurred in 2015.
Visit Salt Lake’s Michael Mack on the Make-A-Wish Bike.

GREENbike Resolutions Team Supervisor, Cameron Arellano and Kansas City Bike Share’s Operations Director, Eric Vaughan discussing operational strategies.

Speed Skating World Record Holder Ted-Jan Bloeman and a few of his teammates from the Canadian National Speed Skating Team. Tweet from Ted-Jan Bloeman.

GREENbike Founder & Director, Ben Bolte, Speaking at season opener press conference.

GREENbike Program Manager, Will Becker, presenting SLC’s successes to the National Association of Transportation Officials.
The top brass of Cincinnati and SLC’s bike share programs exchange ideas at the 2nd Annual Bcycle World Conference.

Mayor Ralph Becker’s Holiday Ride

GREENbike Founder & Director Ben Bolte, Wasatch Front Regional Council Executive Director Andrew Gruber and SLC Transportation Division Director Robin Hutcheson speaking at a Leonardo panel on the future of transportation in Utah. Moderated by the Salt Lake Tribune’s Jennifer Napier-Pierce.

Some GREENbikers are furrier than others :)
Community organization The Humans of Utah out for a night ride.

Founder & Director Ben Bolte with two of GREENbike’s annual members at the annual Thank You Party.

Local aerialist Hope McCurdy practicing her balance in her GREENbike tank at Liberty Park.

For the second year in a row GREENbike was proud to sponsor the “Ball Room” at Eve, Downtown SLC’s premier New Years Eve party!

GREENbike Founder Ben Bolte and Program Manager Will Becker after speaking at the National Bike Share Association Annual Meeting.