Denver Bike Sharing is a 501(c)(3) non-profit organization that owns and operates an automated, public bike sharing system known as Denver B-cycle. In 2014, the system included 700 bicycles and 84 stations located throughout downtown Denver, the Uptown, Highlands, Cherry Creek and Baker neighborhoods and around the University of Denver and Auraria campuses.

OUR MISSION
Denver B-cycle is presented by Founding Funder Kaiser Permanente in association with a variety of community sponsors. Denver B-cycle is owned and operated by Denver Bike Sharing, a charitable, non-profit organization.

Denver Bike Sharing serves as a catalyst for a fundamental transformation in thinking and behavior by operating a bike sharing system in Denver to enhance mobility while promoting all aspects of sustainability: quality of life, equity, the environment, economic development, and public health.

OUR VISION
Denver B-cycle will:
- Complement and integrate with Denver’s comprehensive metropolitan transportation system
- Influence the number of Denver’s bicycle commuters to reach 10 percent of all commuters by 2018
- Encourage the replacement of car trips by bicycles for all recreational, social and functional purposes
- Serve the broad spectrum of transportation users and needs
- Contribute to Denver becoming the healthiest and greenest city in America
- Transform the perception of cycling to create a shift in Denver’s transportation culture so that, whatever your reason, you ride!

CORE VALUES
- B-cycle as a truly sustainable solution that integrates the "triple e - bottom line" - environment, economics, equity
- B-cycle as a vehicle to happiness
- B-cycle as a way to good health
- B-cycle as the preferred mobility mode of transportation
- B-cycle as a lifestyle choice in an urban environment
- Denver Bike Sharing as a thriving and sustainable business
Dear Friends,

Now beginning the sixth year of operation, the Denver B-cycle system has reached a new level of maturity as a viable transportation option. Even The New York Times took note. In a travel story published in January 2015 (“36 Hours in Denver”), the newspaper declared Denver a “bastion of progressive urban policies.”

The recognition of a leading newspaper is a testament to our shared bicycle system integrating into Denver’s urban fabric. Ridership numbers in 2014 were up — way up. The total number of trips jumped by 43 percent, and total membership was up 29 percent. Those are healthy increases by any measure, and they happened in a year when the number of stations held steady. The increased ridership and membership are positive indicators that the shared bicycle concept works and is meeting the needs of a growing customer base.

One of the critical ways Denver is changing is the enormous influx of people living in or near the urban core. As the Wall Street Journal and other publications have noted, millennials are rejecting the suburban lifestyle in favor of downtown living. In Denver, support for B-cycle suggests strong interest in the ability to access multi-modal transportation options as part of that shift.

Denver is already a healthy, sunny place to live, and Denver B-cycle is proving attractive to those seeking affordable and flexible transportation options. In many ways, it’s a natural fit.

Denver B-cycle’s financial health is widely cited as one of the best in the country. That would not be the case, however, if it not for two things. First, the growing number of enthusiastic cyclists who use our system, and are spreading the word about its reliability, convenience, and flexibility. Second, our many loyal community and business partners who underwrite our operations, and who are helping us improve bicycle infrastructure across the city.

Please take a few minutes to review the highlights of our annual report. I’m sure you’ll be convinced – as I am – that the Denver B-cycle system has hit a comfortable gear and is really starting to cruise.

Thank you to our faithful customers and to all our many partners.

Sincerely,

Adam DeVoe
Dear Friends,

In my second year as Executive Director, and sixth year with Denver B-cycle, one thing has become apparent: people love riding B-cycles. With more than 377,000 trips, nearly 75,000 users covered an estimated 800,000 miles in 2014.

That is the essence of what we do — putting more people on B-cycles more frequently. All the positive downstream effects flow from there, whether you are talking about a healthier community, reduced carbon emissions, or lowered traffic congestion.

The numbers in this report speak for themselves. All signs point to a system that is as healthy as its riders.

2014 was the first year we operated year-round, a full 365-day calendar. The experiment paid off. After all, winter months in Denver can be just as beautiful as May or September.

For key indicators of the system’s increased health, look no further than our annual members. They averaged 53 trips per member in 2014, the most active annual member base we’ve ever seen.

Looking forward, we have a couple new stations slated to be installed in 2015. However, we have come to realize that “growth” means more than new B-cycle stations. Growth means more riders, more trips, more B-cycles in the right places at the right times.

Growth also means a focus on the user experience, with nothing more mission critical than available B-cycles and open docks when and where our users need them.

Bicycle metaphors are always hard to avoid when talking about an operation like our shared bike system, but I think there can be little doubt that, in Denver, the idea of bike sharing is really gaining traction.

Please enjoy the information in this annual report, support our partners and sponsors whenever you get a chance, and let us know if you have any questions or suggestions.

Sincerely,

Nick Bohnenkamp
Executive Director
2014 SUCCESSES

OPERATIONS

365 DAYS FIRST YEAR-ROUND OPERATION

USE & USERS

803,494 MILES RIDDEN (+43% YOY)

377,229 RIDES (+43% YOY)

1,034 AVERAGE RIDES/DAY (+13% YOY)

42% REPLACED CAR TRIPS WITH B-CYCLE TRIPS

29% USED B-CYCLE TO ENABLE JOINT TRANSIT

LOOKING AHEAD

2015 begins the sixth year of Denver B-cycle. We’ve learned a lot about what it takes to operate a reliable transportation service, but our system continues to evolve. As a result, we continue to learn. Moving forward, our efforts will focus on:

TECHNOLOGY

Bike sharing is not only about the bikes. Reliable, well-maintained bikes are important. However, our system depends on software that makes it click. To that end, we launched a mobile-friendly website that we believe will make our service easier to understand and easier to access on-the-fly.

At the same time, we continue to study data in every way possible to gain better information about ridership patterns and needs, and also better understand what our customers expect from our service.

Behind every good technology platform is the people who support it. To that end we are once again increasing our in-house customer service hours to cover even more of the weekend, so we can assist those riders who are more likely to be first time users, and provide the best experience possible.

PARTNERSHIPS WITH DEVELOPERS

With high density and commercial development booming, developers are realizing the benefits of funding a B-cycle station adjacent to their projects. Tenants view B-cycle as a transportation amenity. Developers see it as a way to mitigate parking concerns. And we see it as a way to expand our network, attract new riders, and give existing riders more destinations. B-cycle stations are a win-win for everyone involved; and we aim to spur new partnerships with forward-thinking developers who are able to include us in their project budgets.

EXPANDING OUR SUBSIDIZED ANNUAL ACCESS PASS AND MINORITY OUTREACH

With generous support from our Founding Funder Kaiser Permanente, we are taking steps to grow two important areas of our user base; low income and minority populations. Using our current Denver Housing Authority pass program as a template, we have opened our Subsidized Annual Access Pass Program to qualified applicants city-wide in 2015. The pass is $10 to qualifying recipients with the goal of providing a more inclusive service for those who need it most.

With Denver’s growing ethnic population base, we realize we have to reduce barriers to entry and broaden our product offerings and communication. With the launch of our new website in 2015, we will for the first time have a fully-operating Spanish language website and have developed products that align with purchasing preference and drivers. The goal is to start small, learn from the results and continue to grow the program in the future. We deeply appreciate Kaiser Permanente’s shared vision on this important initiative.
## Memberships Purchased Or Redeemed

<table>
<thead>
<tr>
<th>Membership Type</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual</td>
<td>1,784</td>
<td>2,675</td>
<td>2,734</td>
<td>4,023</td>
<td>3,980</td>
</tr>
<tr>
<td>30 Day</td>
<td>262</td>
<td>139</td>
<td>242</td>
<td>514</td>
<td>450</td>
</tr>
<tr>
<td>7 Day</td>
<td>268</td>
<td>215</td>
<td>281</td>
<td>417</td>
<td>500</td>
</tr>
<tr>
<td>24-HR</td>
<td>32,392</td>
<td>41,966</td>
<td>39,183</td>
<td>52,609</td>
<td>69,382</td>
</tr>
<tr>
<td>Total Memberships</td>
<td>34,706</td>
<td>44,995</td>
<td>42,440</td>
<td>57,563</td>
<td>74,312</td>
</tr>
</tbody>
</table>

## Trips By Membership Type

<table>
<thead>
<tr>
<th>Membership Type</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual</td>
<td>52,829</td>
<td>121,781</td>
<td>131,176</td>
<td>165,897</td>
<td>242,770</td>
</tr>
<tr>
<td>30 Day</td>
<td>555</td>
<td>1,314</td>
<td>3,179</td>
<td>5,640</td>
<td>6,094</td>
</tr>
<tr>
<td>7 Day</td>
<td>931</td>
<td>1,080</td>
<td>1,938</td>
<td>2,554</td>
<td>3,890</td>
</tr>
<tr>
<td>24-HR</td>
<td>47,844</td>
<td>78,556</td>
<td>70,681</td>
<td>89,019</td>
<td>124,475</td>
</tr>
<tr>
<td>Total Trips</td>
<td>102,159</td>
<td>202,731</td>
<td>206,974</td>
<td>263,110</td>
<td>377,229</td>
</tr>
</tbody>
</table>

## Distance and Health (Estimates)

<table>
<thead>
<tr>
<th>Distance and Health</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miles Ridden</td>
<td>211,111</td>
<td>431,817</td>
<td>440,855</td>
<td>560,424</td>
<td>803,498</td>
</tr>
<tr>
<td>Estimated calories burned</td>
<td>6,333,332</td>
<td>12,954,511</td>
<td>13,225,639</td>
<td>16,812,729</td>
<td>24,104,933</td>
</tr>
<tr>
<td>Pounds of body weight equivalent to estimated calories burned</td>
<td>1,810</td>
<td>3,701</td>
<td>3,779</td>
<td>4,804</td>
<td>6,887</td>
</tr>
</tbody>
</table>

## System

<table>
<thead>
<tr>
<th>System Parameter</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Stations</td>
<td>50</td>
<td>52</td>
<td>53</td>
<td>82</td>
<td>84</td>
</tr>
<tr>
<td>Number of Bikes</td>
<td>500</td>
<td>520</td>
<td>530</td>
<td>709</td>
<td>709</td>
</tr>
<tr>
<td>Operating Days</td>
<td>227</td>
<td>271</td>
<td>278</td>
<td>288</td>
<td>365</td>
</tr>
</tbody>
</table>

## Environmental and Economic Benefits (Estimates)

<table>
<thead>
<tr>
<th>Environmental and Economic Benefits</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pounds of CO2 emissions avoided</td>
<td>311,900</td>
<td>729,783</td>
<td>807,867</td>
<td>1,028,836</td>
<td>1,486,288</td>
</tr>
<tr>
<td>Gallons of gasoline not used</td>
<td>15,857</td>
<td>37,101</td>
<td>41,071</td>
<td>52,305</td>
<td>75,561</td>
</tr>
<tr>
<td>Gasoline cost savings</td>
<td>$41,227</td>
<td>$120,579</td>
<td>$139,642</td>
<td>$180,452</td>
<td>$238,018</td>
</tr>
<tr>
<td>Parking cost savings</td>
<td>$311,126</td>
<td>$506,909</td>
<td>$505,203</td>
<td>$770,412</td>
<td>$1,110,638</td>
</tr>
</tbody>
</table>
# Statement of Financial Position

**Accrual Basis**

**As of December 31, 2014**

### Assets

**Current Assets**
- Checking/Savings: 440,805
- Restricted Funds: 69,030
- Investment Account: 514,233
- Accounts Receivable: 63,360
- Other Current Assets: 1,598

**Total Current Assets**: 1,089,025

**Property and Equipment**
- Bikes: 619,072
- Events Equipment: 3,687
- Leasehold Improvements: 22,268
- Office Equipment: 89,253
- Shop Equipment: 6,305
- Stations: 2,646,166
- Transportation Equipment: 87,529
- Property & Equipment - Other\(^1\): (11,945)

**Total Property & Equipment**: 3,462,336

**<Less> Accumulated Depreciation**: (2,287,426)

**Net Property & Equipment**: 1,174,910

**Other Assets**
- Security Deposits Asset: 4,430

**Total Other Assets**: 4,430

**Total Assets**: 2,268,365

### Liabilities & Net Assets

**Liabilities**
- Current Liabilities: 88,619
- Long Term Liabilities: 0

**Total Liabilities**: 88,619

**Net Assets**
- Temporary Restricted Assets: 69,030
- Unrestricted Net Assets: 2,382,635
- Net Income: (271,918)

**Total Net Assets**: 2,179,747

**Total Liabilities & Net Assets**: 2,268,365

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\(^1\)Represents reduction in cost of Season 1 system.
SPECIAL THANKS
TO OUR 2014 PARTNERS & CONTRIBUTORS:

Kaiser Permanente
RTD
Frontier Airlines
Brownstein Hyatt Farber Shreck
CBS Outdoor
Colorado Convention Center
Colorado Rockies
Comcast/xFinity
The Denver Post
Anadarko
Gates Corporation
goodnessknows
ClifBar
Colorado Rapids
White Wave Foods
King Soopers
Encana
Galvanize
Geeks Who Drink
IMA Financial Group
CHFA
Great Divide Brewing

Kaiser Permanente Colorado is the state’s largest nonprofit health plan, proudly working to improve the lives and health of Colorado residents for more than 45 years. Kaiser Permanente Colorado provides comprehensive health care services to 625,000 members through 29 medical offices and a network of affiliated hospitals and physicians.

Kaiser Permanente was recognized by the National Committee for Quality Assurance (NCQA) as the top-ranked commercial health plan in Colorado and the sixth ranked Medicare plan in the nation for 2014-15. Kaiser Permanente was also recognized as a 2012 Hypertension Champion by Million Hearts™. In 2014, Kaiser Permanente proudly directed $100 million to community benefit programs to improve the health of all Coloradans.

For more Kaiser Permanente news, visit kp.org/share, or follow us on Twitter @kpcolorado or facebook.com/kpcolorado.

ABOUT KAISER PERMANENTE COLORADO

Kaiser Permanente Colorado

2737A Larimer Street, Denver, Colorado 80205
303-825-3325 • DenverBikeSharing.org