



REPORT FOR ACTION

Modernizing Bike Share Toronto Rate Structure

Date: February 27, 2023

To: Board of Directors, Toronto Parking Authority

From: President, Toronto Parking Authority

Wards: All

SUMMARY

Bike Share Toronto is a convenient, affordable and sustainable mobility option that has emerged as an integral component of Toronto's transportation network. Since its inception in 2011, the program has seen tremendous success, growing from a system of 80 stations and annual ridership of 400,000 to one of North America's largest bike share systems with a network of over 680 stations, 7100 bikes (including 525 e-bikes) and ridership of 4.6 Million in 2022.

Toronto Parking Authority (TPA) aspires to make Bike Share Toronto the premiere bike sharing system in the world. Management's Bike Share Growth Strategy will deliver a significant expansion to all 25 Wards including electrification of 20 + percent of the fleet. These programmes are designed to elevate customer satisfaction, drive geographic breadth, improve customer accessibility, and deliver a strong platform for sustainable growth over the long term.

Bike Share Toronto's success to date can be attributed in large part to management's focus on delivering a consistent, reliable customer experience for each and every ride. These efforts were rewarded by securing our best ever customer satisfaction score of 92 percent during our peak summer season in 2022.

However, as Bike Share continues to enjoy double-digit ridership growth, our operating performance is beginning to be stressed reflecting market place demand exceeding supply-particularly during peak operating hours. This traffic drove a 19.4 percent increase in programme expenses in 2022 exacerbated by inflation, investments in frontline resources and more-costly E-bike operations. Failure to address the imbalance between volume growth and cost pressures will degrade key operating metrics and ultimately undermine customer experience.

In order to address this material risk and ensure the sustainable growth of the programme, management is recommending modest changes to its rate structure, which has been unchanged since 2017 despite the programme tripling in size.

This report provides an update on Bike Share's rate structure review, including an overview of the research methodology used to develop recommendations for a new and modernized Bike Share Toronto rate structure, that, if approved, will take effect on April 3, 2023.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1. Toronto Parking Authority Board of Directors recommend that City Council approve (as required by Section 441-11 of Chapter 441, Fees and Charges, of the City of Toronto Municipal Code) the following adjustments (excluding Harmonized Sales Tax) to the Bike Share Toronto program rate structure to take effect April 3, 2023:

- (a) Annual 30 Membership Fee of \$105.00
- (b) Annual 45 Membership Fee of \$120.00
- (c) Annual Membership Overage Fee charges of \$4.00 for every additional 30 minutes
- (d) Annual Members E-bike per minute charge of \$0.10
- (e) Casual customer Iconic bike per minute charge of \$1.00 unlock fee + \$0.12 per minute
- (f) Casual customer E-bike per minute charge of \$1.00 unlock fee + \$0.20 per minute
- (g) A 90-minute Iconic bike day pass (24h) of \$15.00 +\$0.12 for each additional minute
- (h) Annual Bike Share Toronto Low-Income Program Membership Fee of \$5.00

2. Toronto Parking Authority Board of Directors authorize, subject to the appropriate approvals of the City of Toronto that may be required, that the President, Toronto Parking Authority negotiate and execute such documentation for the use of City of Toronto staff and associate resources assigned to the Social Development, Finance and Administration Division (SDF&A) to develop and implement the Bike Share Toronto Low-Income Program in the form and content as may be acceptable to the President, Toronto Parking Authority, and in a form satisfactory to the City Solicitor.

FINANCIAL IMPACT

TPA's proposed 2023 Operating Budget for Bike Share Toronto estimates total revenues of \$10.7 million, which includes both user revenues and other revenues generated through advertising and a future sponsorship. Estimated revenues assume that ridership will increase to 5.4 Million rides (+18 percent) in 2023, annual memberships will increase to 39,500 (+24 percent) and the current rate structure will remain in place.

The planned 2023 operating expenses was \$13.4 million resulting in an operating deficit of \$2.8 million. These operating expenses were identified in Toronto Parking Authority's 2023 Operating Budget, which was included in the Mayor's Proposed Budget, which was deemed adopted, as amended by City Council at its meeting of February 15, 2023.

Implementation of the new rate structure recommended in this report is expected to generate incremental revenue of \$3.3 million, representing a 31 percent increase in user revenue and contributing to total program revenues of \$14.0 million in 2023.

With the additional user revenue generated by the recommended changes to the rate structure, TPA will reinvest in the program, including a 16 percent increase in front line resourcing, a 26 percent increase in operations vehicles to drive a better rebalancing of the system and development of a new Bike Share Toronto App.

Accounting for these new investments, program expenses are expected to increase to \$16.4 million, outpacing the estimated revenues of \$14.0 million resulting in an operating deficit of \$2.4 million.

Based on current ridership and membership projections, system expansion and investments in electrification, the recommended rate structure will ensure the long-term financial stability of the program.

Implementation of the low-income program is anticipated to cost \$95,000 in set-up costs. An annual estimated cost of \$26,000 is also required to support Social Development, Finance and Administration (SDF&A) Division's processing of Fair Pass applications. The set-up costs are included in TPA's proposed 2023 Operating Budget and recurring annual costs will be included in future budget proposals.

DECISION HISTORY

At its meeting of February 15th, 2023, City Council considered and debated Item MPB4.1, including Toronto Parking Authority's proposed 2023 Operating Budget and 2023 - 2025 Capital Budget. The Mayor's Proposed Budget is deemed adopted, as amended by City Council, as the Mayor did not exercise the power to veto under subsection 226.14(4) of the City of Toronto Act. In keeping with past practise, Bike Share Toronto's 2023 Operating and Capital Budget was included within Toronto Parking Authority's Budget and also deemed approved.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MPB4.1>

At its meeting of September 30, October 1 and 2, 2020, City Council requested the Toronto Parking Authority Board of Directors to direct the Acting President, Toronto Parking Authority to report back to the Infrastructure and Environment Committee by the end of fourth quarter 2020:

- on a strategy to explore a low-cost, barrier-free option for low income users, reviewing discounted models such as Mo Go Detroit through its \$5 per year program and Hamilton Bike Share with a \$1 per month program with the goal of establishing more equitable access to Toronto's Bike Share system such as through the #Bikes4All program; and

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.IE15.9>

At its meeting of May 14, 2021, TPA Board of Directors adopted PA23.14 and directed the President, Toronto Parking Authority to carry out a review of the rates and rate structure of the Bike Share Toronto program, including the feasibility of including a program for low-income residents, and to report back on the results in the fourth quarter of 2021.

<https://secure.toronto.ca/council/agenda-item.do?item=2021.PA23.14>

At its meeting of February 18, 2022, TPA Board of Directors received a report (PA 28.6) entitled "Bike Share Toronto First Quarter 2022 Update". The report provided an update on Bike Share's Rate Structure Review with an objective of bringing forward recommendations in the first quarter of 2023. The item was adopted, without amendment.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.PA28.6>

At its meeting of September 29, 2022, TPA Board of Directors approved the Four-Year Bike Share Toronto Growth Plan (2022 - 2025), as outlined in the Bike Share Toronto Four-Year Growth Plan (2022- 2025) report, dated September 23, 2022 from the President, Toronto Parking Authority.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.PA32.3>

COMMENTS

As an integral part of the City's transportation network, Bike Share Toronto has seen enormous year over year growth since the inception of the program in 2011. Formerly known as Bixi Toronto, the system had 80 stations and 1,000 bikes with annual ridership of 400,000.

Since it's assumption of Bike Share Toronto in 2017, the program has enjoyed enormous success in terms of attracting new members and hitting new ridership milestones with over 4.6 million rides taken in 2022, representing a 30 percent increase over 2021 ridership and a 450 percent increase over 2011. Ridership growth is expected to climb an additional 18 percent to 5.4 million rides in 2023. Higher ridership numbers are attributed to Bike Share Toronto's growing popularity as a mobility option, system expansion, an increase in the number e-bikes in the system, and increased availability of cycling infrastructure in the City.

In response to the increase in demand and growing popularity of the program, Bike Share Toronto is investing \$28.5 million to execute a planned expansion through a 4-year Growth Plan that will see the system expand to all 25 Wards by the end of 2024. Through this expansion, the system is projected to grow to over 1,000 stations and 10,000 bikes (including 2,000 e-bikes) by 2025.

Given the changes in ridership, expansion of the system and investments in electrification, the current rate structure is no longer sustainable. Operating expenses rose sharply in 2022 to \$10.8 million, a 19.4 percent increase over 2021 due to inflationary pressures, and an investment in staffing levels needed to support increased ridership, system expansion and electrification. Operating expenses are expected to grow by a further 14.2 percent in 2023 as the system expands by a further 160 stations and absorbs 1,325 E-bikes and 500 iconic bikes into the network.

Since 2017, TPA's Bike Share program operating deficit ranged from \$2 million - \$3.5 million with ridership increasing from 1.5 million in 2017 to 4.6 million in 2022. Minimizing the loss has been managed through maximizing productivity, technology and controlling variable costs. The operating deficit is at risk of increasing to \$5.5 million by 2025 as the program expands geographically, electrifies and ridership increases.

Bike Share's Current Rate Structure:

The current Bike Share Toronto pricing structure has remained largely unchanged since 2017. This is remarkable considering that in early 2017 there were 2,000 bikes, 200 stations, zero E-bikes and approximately 9,400 members in the system compared to today's 7,100 bikes, 680 stations, 525 e-bikes and over 31,000 members. The current rate structure is summarized in Table 1.

Table 1: Bike Share Toronto Pricing Structure

Membership Level	Structure	Price
Annual Membership	Unlimited 30-minute rides	\$99.00
Annual Membership	Unlimited 45-minutes rides*	\$115.00
Single Trip	30-minute ride time	\$ 3.25
24-hour pass	Unlimited 30-minute rides in a 24-hour period	\$ 7.00
72-hour pass	Unlimited 30-minute rides in a 72-hour period	\$15.00

*Introduced on July 1, 2021

Bike Share's Rate Principles

In establishing a modernized rate structure for Bike Share Toronto, TPA was guided by the following principles:

(1) **Incentivize cycling as a transportation option:** Rates should be structured to reflect customer needs and build ridership as customers recognize Bike Share as a reliable transportation service.

(2) **Simplicity and Choice:** Provide simplicity in pricing and choice to better adapt to the needs of our customers. Rate products should distinguish between Annual Members, who tend to be City of Toronto residents and casual users who are occasional users or visitors to the City.

(3) **Revenue and Productivity Management:** Increase revenue to offset the increase in operating expenses due to inflation, system expansion, electrification of the network and increased investment in the customer experience.

Research and Analysis

To develop Bike Share's modernized rate structure, TPA engaged an external market research firm and carried out an extensive research study in the fall and winter of 2022. Research and analysis included seeking expert opinions from across North America within the micromobility and transit sectors, benchmarking international best practices and applying technical expertise in forecasting ridership growth and revenues.

Study Methodology:

The study included three research objectives:

(1) Review rate structures from relevant Canadian and international jurisdictions - (please refer to Appendix 1).

(2) Conduct a design workshop with internal and external subject matter experts to review and determine pricing options for Bike Share. The workshop was attended by representatives from TPA, TTC and Metrolinx.

(3) Conduct a qualitative study by seeking customer feedback regarding different pricing options.

The final output of the study was to deliver to the TPA a financial model that could assist the TPA in determining a rate structure that met its stated goals, as outlined above.

International Best Practices

Through the completion of a jurisdictional scan, over 20 different systems from across North America, South America, Europe and Asia were analyzed for alternative pricing approaches and performance. Specifically, the research analyzed bike share service models, pricing models, local cycling infrastructure, demographic and geographic features, as well as cost of living, including transportation costs. Lastly, success factors, inhibitors and scenarios applicable to Bike Share Toronto were summarized as part of the jurisdictional scan.

Key insights from the jurisdictional scan found that there are two (2) main types of pricing schemes; time blocks or fees per minute. The research also found that:

1. Nearly all systems charged a premium fee for the use of an e-bike in order to offset increased operating costs;
2. The price of Annual Membership tended to be offered at a significantly lower price point as compared to casual rates in order to incentivize use of the system by local residents;
3. Some systems had payment options that integrated with transit fares (e.g. Berlin) or included more digital options, such as WeChat in China; and
4. Many systems offered discounts for students, the elderly and low-income populations.

Subject Matter Expert Co-Design Workshop

TPA carried out a co-design workshop to review the summary of the jurisdictional scan, analyze key pricing components of other models for any key insights and local applicability and to ideate new pricing models that could be used for Bike Share Toronto. The workshop was carried out with internal and external stakeholders, which included representatives from City of Toronto Transportation Services, TTC and Metrolinx. Participants from the workshop emphasized the need for Bike Share Toronto to have the following characteristics and elements:

- 1. Simplicity in pricing:** Customers should be able to easily understand the programs rate structure and options available to them.
- 2. Different pricing for members versus casual users:** Annual membership rates should be priced at a rate that continues to incentivize cycling as a transportation option. Customer should also be provided with more choice to choose a plan suitable to their needs.
- 3. An Equity Program:** Subsidized pricing programs could incentivize bike share usage as an affordable, convenient and sustainable mode of transportation amongst equity deserving groups.

Customer Research: Price Sensitivity and Modelling

TPA independently carried out extensive customer research to test different pricing models and to gauge their preference, satisfaction and interest towards the pricing model that they were being shown. TPA used a pricing survey that incorporated a discreet choice modelling technique, the results of which were used to create a pricing model that simulates how customers would respond to changes in the program's rate structure.

The survey tested multiple factors associated with the bike share program, representing bike type, usage type, fee, timeframe and services in different variable configurations to create a price structure that would help TPA achieve its objectives. Online surveys and in-person intercept surveys at key Bike Share Toronto locations (refer to Appendix 2) were conducted between November 1 and November 7, 2022. A total of 984 responses were collected including feedback provided by 812 members and 172 casual customers.

Key insights noted that while price elements are an important consideration, all customer segments favoured an easy-to-understand rate structure. Annual members were found to be more price sensitive than casual customers, as the majority of annual members rely on Bike Share Toronto as a primary mode of transportation and therefore preferred the time-block pricing approach. Lastly, Casual users were found to prefer a pay-as-you go system that provides greater flexibility and easy to understand fees.

Recommended 2023 Bike Share Toronto Rate Structure:

The recommended rate structure (refer to Table 2) for Bike Share Toronto was selected because it meets TPA's key objectives of continuing to incentivize cycling as a transportation option, provides Bike Share Toronto customers with a simpler rate structure and recognizes the incremental operating expenses associated with the introduction of e-bikes. The resulting increase in user revenue will ensure that Bike Share Toronto can remain financially sustainable while it continues to expand the program and reinvest in its operations and customer experience.

Casual Rate Structure

The recommended rate structure provides casual customers with a simple pay as you go rate structure that most other large North American bike share systems have adopted. Casual customers will now be offered the use of bikes for a \$1 unlock fee and will benefit from a rate structure that allows for shorter distance trips (<18 mins) to be taken at less cost (\$0.12/min) than the previous rate. Overage fees have been removed from the new casual customer rates, which were often a point of confusion with customers, leading to poor experiences and a leading source of complaints into Bike Share's Customer Service Department.

Day Pass

A Day Pass is a popular option among recreational users and tourists due to its convenience, cost-effectiveness and flexibility. With a Day Pass, users have unlimited access to bikes for a 24-hour period, making it ideal for those who need a bike for a full day of activities or exploring the city. It can also be more cost-effective than paying per minute, especially for individuals who plan to use the bike share system multiple times in a day. The flexibility of a Day Pass allows users to take as many rides as they want, within a 24-hour period, without having to pay for each ride separately.

Under the current rate structure, a common source of frustration for these customers is that the allotted 30-minute ride time does not provide sufficient bike riding time for these

types of trips. To address this feedback, it is recommended that the allotted ride time be tripled from 30 minutes to 90 minutes without having to dock the bike, providing an opportunity for customers to use bike share to see the sights and explore the City. To reflect the increased ride time, it is recommended that the Day Pass be increased in price from \$7 to \$15.

Annual Membership

An annual membership provides customers with unlimited access to the bike share system for a full year, making it a convenient option for those who need a bike on a regular basis. Annual memberships can be purchased in two tiers - the Annual 30 and the Annual 45 - providing members with a choice between the maximum ride time before having to redock a bike.

Through the rate structure review, it is recommended that both the Annual 30 and Annual 45 memberships be retained but that a marginal increase of \$6 for Annual 30 and \$5 for Annual 45 Membership be applied to both memberships increasing the cost from \$99 and \$115 to \$105 and \$120, respectively.

The cost of an annual membership is less expensive than paying for multiple individual rides over the course of a year with the average Annual Member taking 120 trips per year. Under the current structure, this amounts to \$0.83 per ride on an Annual 30 plan or \$0.96 under the Annual 45 plan. With the recommended increase to membership rates, the price per trip would increase to \$0.88 per ride (+7.2 percent) for Annual 30 members or \$1 per trip (+4 percent) for Annual 45 members.

These modest increase in membership rates are well below the rate of inflation of 19.2 percent since the last adjustment to Bike Share Toronto rates was made in 2017 and will continue to offer members a cost-effective mobility option.

E-Bike Pricing

Through the jurisdictional scan that was completed as part of the rate review, it was found that other major Bike Share operators charge a premium for the use of E-bikes, which is typically in the form of an undocking fee and/or incremental cost per minute of ride time. The premium cost charged by other operators is a reflection that the operation and maintenance costs of an E-bike are more expensive than a traditional bike. These costs are driven by the motor and battery components that require more costly maintenance, charging and replacement compared to regular bikes. In addition, e-bikes can travel longer distances and at a faster speed, making them more appealing and convenient for users while at the same time, placing greater pressure on rebalancing efforts. Taking these factors into account, TPA is recommending that the use of E-bikes be at a higher rate per minute compared to regular bikes, to help cover the costs of operating and maintaining the bike share system.

TPA recognizes the importance Bike Share Toronto plays in helping the City achieve its TransformTO objectives, and therefore the recommended rate structure continues to provide Annual Members with time-block pricing for its Iconic bike fleet, and provides members with the lowest e-bike per minute fee of any large bike share system in North

America, and equal to that of Washington D.C. Appendix 3 shows E-Bike prices for Annual Members for large bike share systems in North America.

Table 2: Bike Share Toronto Recommended Pricing Structure

Casual Rates			
Bike Type	Current	New	Benefits
Iconic (non-electric)	\$3.25 for 30 min + overage charges	\$1.00 undock fee + \$0.12/min No overage fees	No overage fees Pay only for time used Undock fee used in other North American cities
Electric	Same as above	\$1.00 undock fee + \$0.20/min No overage fees	No overage fees Pay only for time used Cost increase is to offset increased opex costs.
Day Pass			
Bike Type	Current	New	Benefits
Iconic (non-electric)	\$7.00 unlimited 30 min rides for 24 hours + overage charges	\$15 unlimited 90 min rides for 24 hours + \$0.12 per min for each additional minute	No docking after 30 mins Longer rides without docking
Electric	Same as above	No day pass	Discourages “hogging” of e-bikes
Annual Membership			
Bike Type	Current	New	Benefits
Iconic (non-electric)	\$99 for unlimited 30 min rides + overage charges	\$105 for unlimited 30 min rides for iconic bikes only + \$4 for every additional 30 minutes	Increases will keep the program financially sustainable by offsetting increase in operational costs, and the 4-year growth plan.
	\$115 for unlimited 45 min rides + overage charges	\$120 for unlimited 45 min rides for iconic bikes only + \$4 for every additional 30 minutes	

Casual Rates			
Electric	Same as above	No undock fee + \$0.10/min	Pay for use only. Cost increase is to offset increased opex costs.

Providing a low-cost, barrier-free option for low-income users:

As the Bike Share Toronto system expands into new communities including neighbourhood improvement areas (NIAs), it is important to note that price and perceived costs are a barrier for bike share adoption among low-income residents. TPA recognizes that how people commute to work, school or appointments is often tied to a person's socioeconomic status.

Toronto's Poverty Reduction Strategy aims to make transit options more affordable for low income residents. As Bike Share is often used by residents as a form of transit, TPA has assessed the feasibility of implementing a low-income program as part of its work to modernize the Bike Share Toronto rate structure.

In reviewing the feasibility of implementing a Low-Income Program, TPA researched similar programs in other markets and found that most large bike sharing systems (refer to Table 3 below) include a subsidized fee for low-income residents.

Table 3 - Examples of Other Low-Income Bike Share Programs

City	Type of Pass	Annual Cost
New York City	45 Min Iconic Bike Pass	\$60
Washington DC	60 Min Iconic Bike Pass	\$5
Detroit	60 Min Iconic Bike Pass	\$5
Vancouver	60 Min Iconic Bike Pass	\$20

One of the key considerations in developing a low-income program is the ability to administer an application process that includes validation of the applicant's income. Working with the Social Development, Finance and Administration (SDF&A) Division, both parties identified that the quickest route to improving accessibility was to utilize the current TTC Fair Pass Program to offer eligible recipients both a Transit Pass and a Bike Share Toronto Pass as part of their Fair Pass Program application. The program would be funded by TPA but administered by SDF&A through Application and Support Centre Agents at the City of Toronto.

The eligibility for the Fair Pass program includes residents living in the City of Toronto with an income below the Low-Income Measure +15 percent, with possible inclusion of Ontario Disability Support Program and Ontario Works clients.

TPA is recommending that it offer low-income residents who qualify under TTC's Fair Pass program an Annual 45 Membership for Iconic bikes at a cost of \$5. The nominal fee is to cover certain production costs of the Annual members welcome package and access card. The program would be a demand-based program with projections of 3,000 applicants per year.

Implementation of the low-income program is anticipated to cost \$95,000 in set-up costs with an annual estimated cost of \$26,000 to off-set SDF&A's application processing costs. The set-up costs are included in TPA's proposed 2023 Operating Budget and recurring annual costs will be included in future budget proposals.

TPA staff and City staff are currently working to operationalize the program with an anticipated launch date of no later than the fourth quarter of 2023.

Corporate Membership Program

In September of 2021, TPA introduced a new corporate discount for Bike Share Toronto annual memberships. Companies who enroll as a corporate partner with Bike Share Toronto have the opportunity to offer their employees the special discount on either an "Annual 30" or "Annual 45" Bike Share membership. Employers also had the option of further subsidizing the cost of an annual membership beyond the 20 percent discounted corporate rate.

The Corporate Membership Program is also open to Colleges and Universities who wish to enroll and provides the opportunity for Colleges and Universities to offer the discount program to its student population.

To date, over 134 companies have enrolled in the program, including two of Toronto's largest educational institutions (University of Toronto and York University), the City of Toronto, TPA itself, as well as other notable companies including Visa, Toronto Symphony Orchestra, Destinations Toronto, CIBC and many more.

Conclusion

By 2024, the Bike Share system will extend across every ward of the City and will have a fleet of 1,815 e-bikes. The increased size of the program, reach of the system, introduction of a new premium e-bike service and needed investments in the customer experience are placing additional pressure on program expenses and additional investments in front line staff and rebalancing vehicles are needed to ensure that Bike Share Toronto can continue to deliver a great customer experience and meet its mandate.

Bike Share Toronto has not executed a rate structure review since 2017. The Bike Share program of 2023 is much different than the program TPA inherited in 2016 and a rate modernization is needed in order to ensure TPA delivers on its commitments and continues to provide its customers with a world-class customer experience.

Should TPA Board of Directors approve the recommendations of this report, TPA will implement the new rates for Bike Share Toronto on April 3, 2023. Implementation of the low-income program is anticipated to occur in the fourth quarter of 2023.

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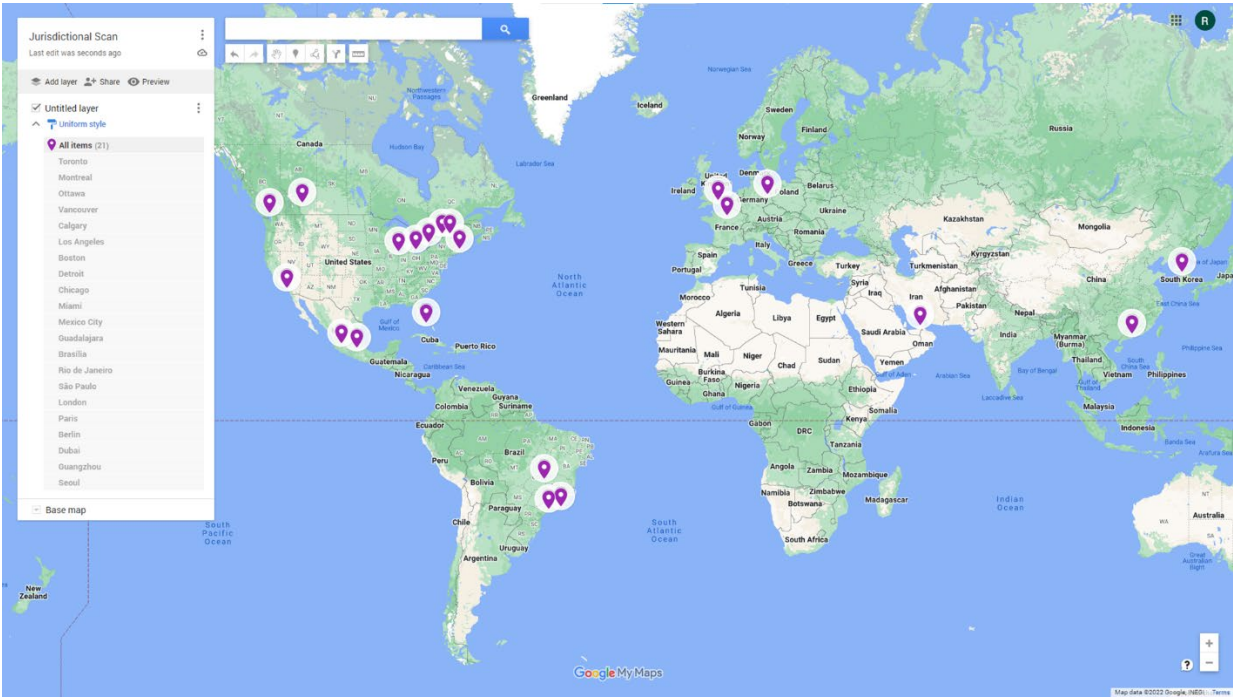
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W. Scott Collier, President
Toronto Parking Authority

ATTACHMENTS

Appendix 1: Jurisdictional Scan
Appendix 2: Customer Survey Locations
Appendix 3: E-Bike Pricing for Members North America (2022)

APPENDIX 1: JURISDICTIONAL SCAN



North & South America	Central & South America	Europe	Asia
Montreal	Mexico City	London	Dubai
Ottawa	Guadalajara	Paris	Guangzhou
Vancouver	Brasilia	Berlin	Seoul
Calgary	Rio De Janeiro		
Vancouver	Sao Paulo		
Los Angeles			
Boston			
Detroit			
Chicago			
Miami			
Chicago			

APPENDIX 2: CUSTOMER SURVEY LOCATIONS

Survey Method:

15-minute online survey + onsite intercepts
984 respondents (800 online + 184 intercept)
812 members + 172 casual users

Weekday		Weekend	
7:00 - 11:00 am	3:00 - 7:00 pm	9:00 am - 1:00 pm	1:00 pm - 5:00 pm
Sherbourne/Wellesley	Sherbourne/ Carlton	Lake Shore Blvd/ Leslie	Dundas/ Yonge
Yonge/ Davisville	Yonge/ Bloor	York / Queens Quay	Yonge/ Bloor
King/ Bay	Union Station	York/ Queen Quay	Yonge/ Bloor

APPENDIX 3: E-BIKE PRICING FOR MEMBERS NORTH AMERICA (2022)

