

2020 Annual Report

The Toronto Parking Authority team demonstrated a remarkable level of professionalism, resiliency and customer centricity despite the most disruptive business conditions in the history of the organization. Throughout 2020, TPA remained open for business and was singularly focused on providing Bike Share and parking solutions for Toronto's residents and businesses. Our team is our most important asset, and we remain focused on supporting the individuals that allow TPA to elevate the services provided to the City through 2021 and beyond.



2020 KEY FACTS AT A GLANCE



21,000 Managed Lot Spaces
20,000 Off-Street Spaces
18,400 On-Street Spaces



139 Surface Parking Lots
26 Garages
141 Managed Lots



Over 18 Million parking
client interactions
in 2020



Over 2.9 Million Rides
6,850 Bikes
625 Bike Stations



57% of all transactions
where mobile payment
is offered



TPA returned \$1.36 Billion
to fund important City
initiatives since 2000

The Toronto Parking Authority team brought dedication and drive to the most challenging year in recent memory and proved how it can conquer any challenge to provide the GTA with essential parking and transportation services. In 2021, TPA will build upon the enormous contribution the TPA team delivered in 2020.

Message from the Chair



On behalf of the Toronto Parking Authority (TPA) board members, I am pleased to present TPA's achievements for 2020.

Last year, I outlined on behalf of our board our "commitment to fulfilling our responsibility to the community with dedication and unwavering focus." That commitment was put to the test in 2020, and I am proud to share the exceptional resilience and performance of our team at TPA.

Despite unprecedented challenges, we continue to deliver on our mission to provide safe, attractive, self-sustaining, and convenient parking to residents of the Greater Toronto Area (GTA). All TPA facilities remained open, 24 hours a day, 7 days a week despite COVID-19, and Bike Share Toronto remained fully operational.

Our services provide safe mobility and contactless payment options, allowing our staff, customers, and residents to socially distance and have never been more vital to supporting healthcare and essential service providers.

TPA successfully supported various City of Toronto initiatives: CurbTO, CafeTO and ActiveTO, which have contributed to helping Torontonians through the most challenging year in recent history.

The Importance of Our People

As Chair, I am immensely proud of the TPA team. Employee engagement, collaboration and resilience were on full display in 2020, at every location we serve. The way they have risen to the year's challenges gives me renewed confidence in our team's ability to weather any challenges. I thank our extraordinary staff, as well as fellow board members for stepping up and supporting the TPA and the City of Toronto during this challenging and transformative year.

I look forward to continuing to work with our staff and the Union, over the coming months and years to continue to improve the TPA, making it a better place to work, and making it the preferred parking provider within the City of Toronto.

Financial and Operational Summary

We are pleased to report that despite the challenging year, we delivered a positive net income, as we have done for decades, further contributing to the \$1.36B in revenues that TPA has delivered to the City of Toronto since 2000.

Despite the impacts of public health restrictions, TPA reported total revenue of \$89.9M in 2020, which was down by 42.6% compared to 2019's \$156.7M. Net income also fell 81.4% to \$14.0M.

For 2021, cash flow preservation remains a priority, with all non-essential spending being deferred. Parking transaction volume is not expected to fully recover until 2022, as parking activity continues to be impacted by public health restrictions on commercial activity.

Our investment in the Green P Mobile App continues to pay dividends with a continued offering of contactless payments throughout the COVID-19 pandemic. The Green P App remains the preferred payment method, representing 57% of all transactions, where mobile payments are offered and has never been a higher priority for both the TPA and its customers.

2020 has taught us the importance of designing and delivering client-centric experiences. We will continue to prioritize providing enhanced value to our clients through technology-enabled, modernized service delivery.

Finally, as we look forward and pivot toward the future, we have established a set of priorities that will continue to transform TPA, creating an organization better equipped to deliver upon its mission for years to come.

Sincerely,

Hartley Lefton
Chair

BOARD OF DIRECTORS

Hartley Lefton
Chair

Namby Vithiananthan
Vice Chair

Brad Bradford
Councillor – Ward 19 Beaches-East York

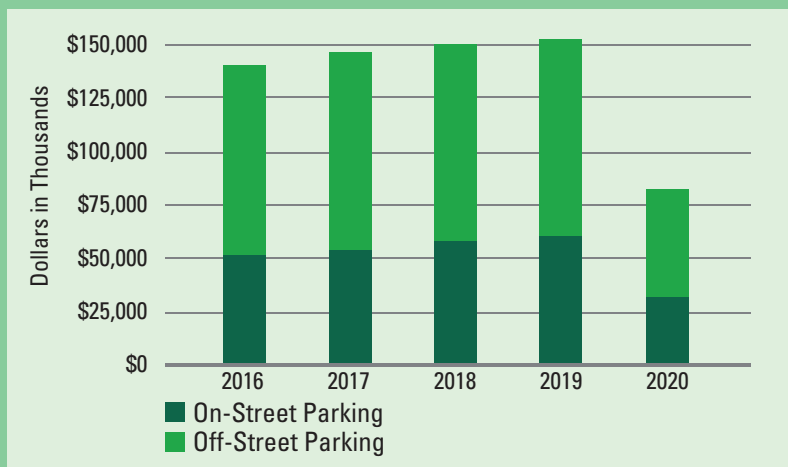
Cynthia Lai
Councillor – Ward 23 Scarborough North

Maureen Farrow
Allison Mendes
Jeffrey Steiner

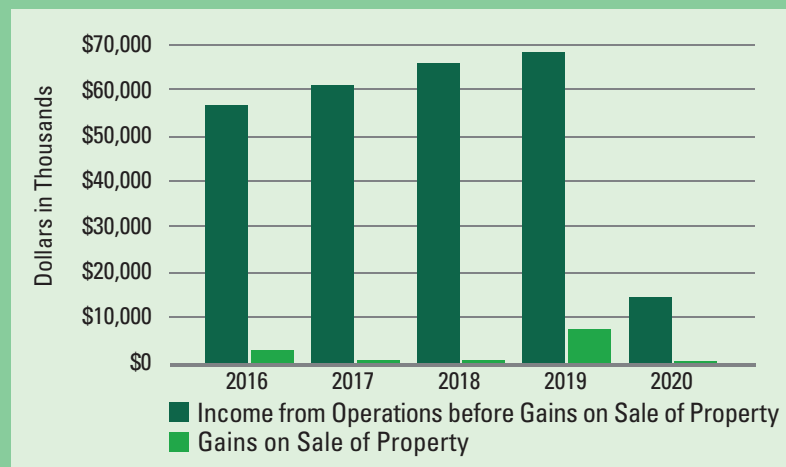
2020 Financial Highlights



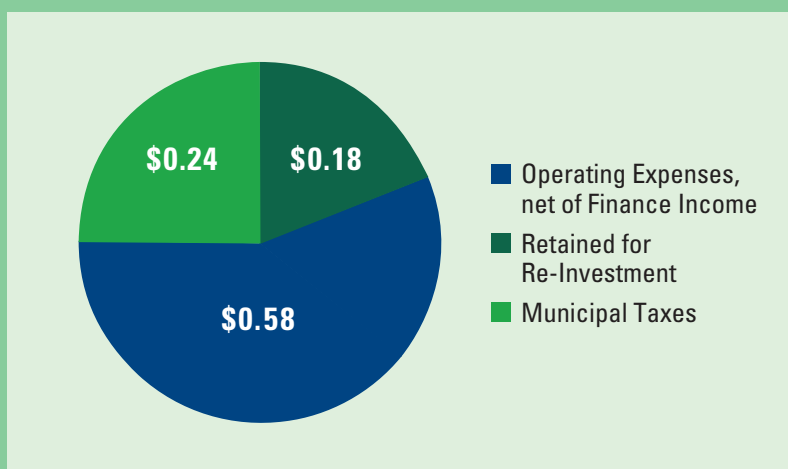
Revenue



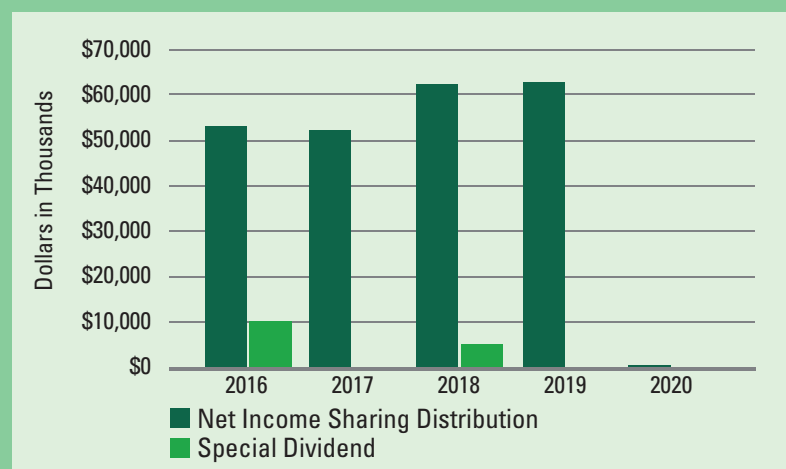
Net Income and Comprehensive Income



How Each Green P Dollar of Revenue is Spent



Net Income Sharing Distributions to the City of Toronto



Employee Engagement and Collaboration

In 2020, the employees of TPA came together and, in an exceptional demonstration of collaboration, kept its 300+ parking facilities open full time, every day.

Front-line staff quickly adopted new safety procedures and implemented revised operational requirements to reduce the likelihood of COVID-19 transmissions, including physical distancing requirements, enhanced safety protocols, and new custodial best practices.

New procurement and materials management strategies were required for cleaning equipment and PPE, which teams swiftly put into practice. They proved critical to meeting TPA's mission of keeping parking facilities open, accessible, and, most importantly, safe for customers and staff alike.



TPA's office teams rapidly deployed technology and revised work processes to maintain the productivity of those transitioning to work from home. New virtual video conferencing, cloud file sharing, enhanced security with effective VPN deployment and mobile computing options helped remote workers remained engaged and committed to ensuring TPA met its obligations to the City and its residents.



TPA services proved critical to essential service providers, particularly healthcare workers, during 2020. The engagement and collaboration amongst team members helped TPA meet the needs of Torontonians unlike ever before.

Staff demonstrated an unwavering commitment to our community, as well as their agility: COVID-19 proved that TPA can adapt to any circumstance without compromising delivering on its mission.

This winning combination of agility, collaboration and engagement will continue to guide TPA through 2021 on its path to becoming a more resilient organization, helping both manage future business challenges and seize opportunities.

If 2020 established a new normal that was anything but, 2021 will showcase how to transcend obstacles and provide world-class services thanks to an engaged and passionate workforce.

Designing Client-Centric Experiences



The past year has demonstrated the critical importance of delivering greater value to clients through technology-enabled service delivery.

The Green P mobile app allowed customers to safely and conveniently pay at on-street paid parking locations and off-street parking facilities, where mobile payment is available.

TPA's focus is on intermodal integration of Bike Share Toronto stations at selected Green P car park facilities or nearby TTC subway or Metrolinx stations providing integrated first and last mile solutions across the City.



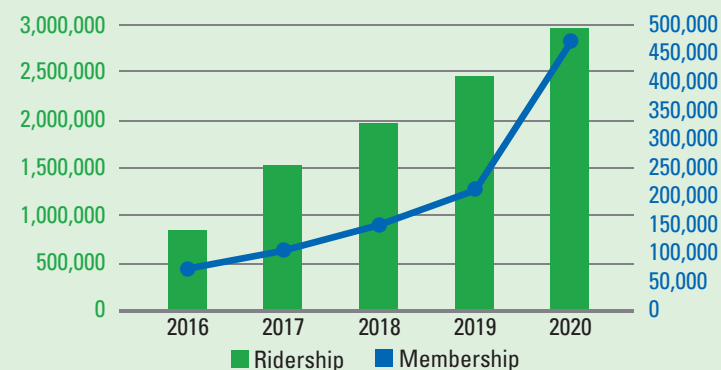
By keeping its focus client-centric, TPA experienced a year that would test any organization's resilience, at least in part by offering greater access to convenient, sustainable forms of travel.



TPA remains aligned with the City's vision of offering multimodal options. This was demonstrated with the expansion of Bike Share Toronto, growing the program to 625 docks and 6,850 bikes now across 200 square kilometres of the City. The Bike Share network grew by 26%, and its fleet expanded by 29% from 2019.

Bike Share expanded into the Scarborough and North York corridors and added 300 e-bikes with pedal assist in a new pilot program to make the fleet more accessible. And critically, to deliver more secure and faster payments kiosks were upgraded with "chip and pin" terminals.

BIKE SHARE TORONTO Ridership and Membership Performance



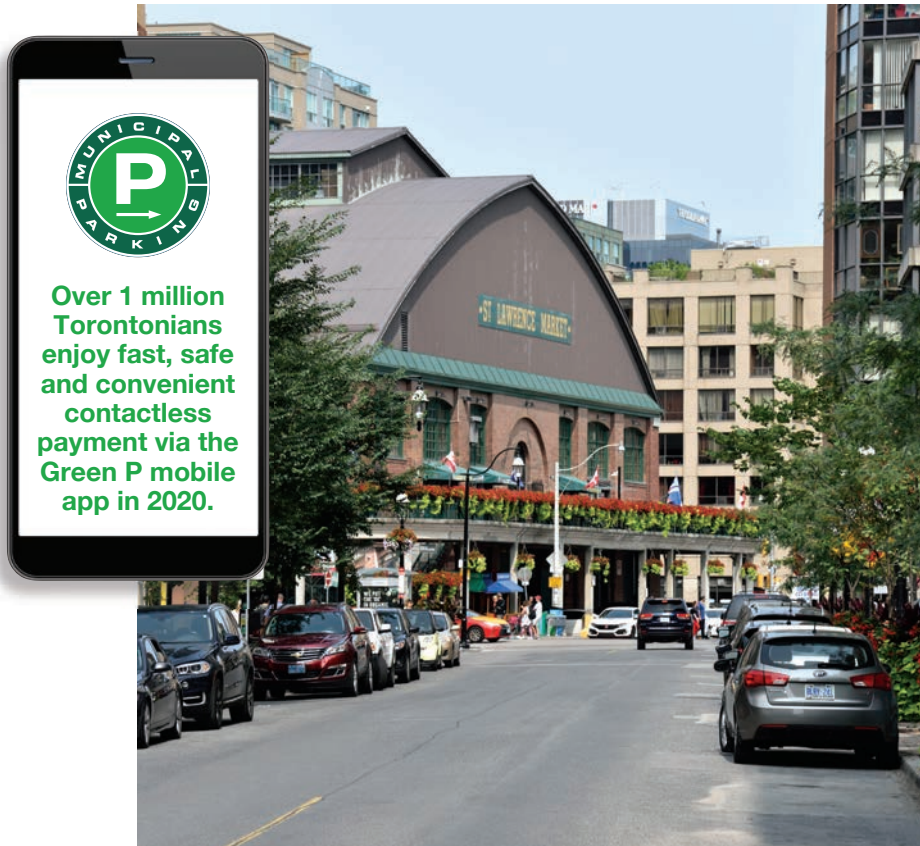


The success of the Green P app owes a great deal to its client-centric interface. Over 1.1 million GTA-based users have downloaded the application. In 2020, it represented 57% of all transactions where mobile payment was offered. With its capacity to allow retailers, merchants and partners to offer customers parking discounts, as Green P currently does for those impacted by construction of the Eglinton Crosstown Light Rail Transit Project, the app has garnered more than twenty-eight thousand endorsements and an average score of 4.8/5 on both the



This continued success would not have been possible without the diligent work from front-line teams to keep Green P facilities, Pay & Display and Pay By Foot machines safe and clean. Their success was in turn supported by the TPA Customer Service call centre, which provided our clients with solutions 24/7 by phone, with additional client support through email and social media on weekdays.

For years, TPA's priority of client-centric experiences has guided the organization to greater success. The entire team considers this priority a core foundational principle and one that will continue to lead the way in 2021 and beyond.



Pivoting Towards the Future



The goals of 2021 are built upon the achievements of 2020. The successful maintenance of existing facilities and partnerships, introduction of new technologies, and growth of Bike Share will all guide TPA through the year ahead.

Bike Share enjoyed a particularly successful year, continuing to fully operate through the pandemic, supporting our City and providing residents with a safe, healthy, green and sustainable transportation option.

As a result of our strategy to build awareness and drive trials, 2020 ridership and membership grew 19% and 122% respectively. Revenue reached \$5.7 million, an increase of 43% compared to 2019, and the network expanded with the addition of 175 stations and 1,850 bikes - including a pilot for 300 e-bikes.

In addition to the marketing partnership with CAA announced in 2020, Bike Share has now partnered with Bell/Astral Media, allocating over 400 advertising panel faces for out-of-home advertising.

Despite a drop in usage, all parking facilities remained open 24 hours a day, 7 days a week, while implementing new COVID-19 health and safety measures. Expansion of our parking facilities continued with the acquisition and opening of two new facilities at 10 Soho Street (Car Park No. 262) and 1445 Bathurst Street (Car Park No. 217).

2020 saw transformational investments in new technologies and systems to modernize TPA's operations, including an SAP ERP module launch to drive the adoption of business analytics for improved decision making. In addition, we enhanced our payment procedures and systems to meet Payment Card Industry Data Security Standards (PCI DSS) compliance.



TPA introduced new enforcement technologies, including G-Techna handheld devices, which will help increase compliance and optimize revenue.

TPA will continue to leverage the strength of the Green P brand to grow market share by offering its parking management services to more City of Toronto and government agencies, as well as hospitals, universities and residential and commercial land owners. In our continued pursuit of parking management opportunities, facilities at 54 Dalhousie Street (Car Park No. 306), 180 Spadina Avenue (Car Park No. 270), 689 King Street West (Car Park No. 308), 9 Wellesley Street (Car Park No. 304) will open in 2021.

TPA continues to work on improvements to the Green P App with the development of Version 2.0, including a new easy to use interface and the ability to pay using Apple Pay and Google Pay.

The approval received in 2020 to expand Electric Vehicle (EV) stations will become an area of priority for 2021 and beyond, TPA will be expanding its EV charging stations through collaboration with key partners like Toronto Hydro, Transportation Services and the Toronto Atmospheric Fund, pursuing grant funding and the necessary permits to enable infrastructure growth to support EV adoption throughout the GTA.



Enhancements are also coming to the Green P Website E-Commerce platform. The TPA team is exploring new ways for customers to purchase monthly passes, strengthening partnerships with transit providers and car share services, in a demonstration of continued commitment to supporting Toronto's diverse mobility ecosystem.



TPA is proud to be a strategic and value-oriented partner of the City of Toronto. Green P remains one of the most trusted brand for parking and transportation solutions in the GTA, serving residents, businesses, and visitors.

The team remains committed to further enriching the interconnectivity of transportation systems in Toronto, and grateful for the opportunity to continue to support Toronto's unique, diverse and growing communities by providing choice, convenience, and accessibility while prioritizing the client-centric experience.

Off-Street Parking Facilities

NO.	LOCATION	CAPACITY
DOWNTOWN		
26	37 Queen Street East	631
262	10 Soho Street	121
34	20 Dundas Square	262
36	110 Queen Street West	1,636
43	2 Church Street	1,972
52	40 York Street	311
125	323 Richmond Street East	252
216	205 McCaul Street	39
219	87 Richmond Street East	20
263	130 Elizabeth Street	28
TOTAL		5,272

DOWNTOWN FRINGE		
1	20 Charles Street East	646
3	13 Isabella Street	32
5	15 Wellesley Street East	126
51	365 Lippincott Street	136
58	9 Bedford Road	371
68	20 St. Andrew Street	417
71	35 Bellevue Avenue	86
79	405 Sherbourne Street	91
96	2 Portland Street	37
106	15 Denison Avenue	120
109	51 Aberdeen Avenue	35
150	40 Larch Street	332
205	465 Huron Street	15
209	300 Remembrance Drive	65
212	363 Adelaide Street West	22
215	74 Yorkville Avenue	175
227	105 Spadina Avenue	14
230	31A Parliament Street	210
233	44 Parliament Street	122
238	9 Madison Avenue	35
243	115 Unwin Avenue	123
259	4 Spadina Road	39
261	45 Abell Street	124
266	250 Fort York Boulevard	50
267	70 Distillery Lane	127
268	271 Front Street	83
271	800 Fleet Street	98
283	100 Cooperage Street	98
284	83 Tannery Road	26
285	40 Rolling Mills Road	24
286	51 Dockside Drive	301
288	292 Brunswick Avenue	19
300	185 Queens Quay East	84
302	545 Lake Shore Boulevard West	111
TOTAL		4,394

MIDTOWN		
11	21 Pleasant Boulevard	551
12	30 Alvin Avenue	179
13	20 Delisle Avenue	240
29	75 Holly Street	302
39	20 Castlefield Avenue	171
47	125 Burnaby Boulevard	155
49	30 Roehampton Avenue	187
55	23 Bedford Park Avenue	42
107	251 MacPherson Avenue	40
131	912 Eglinton Avenue West	26
139	6 Sherwood Avenue	45

NO.	LOCATION	CAPACITY
MIDTOWN		
152	25 Glenforest Road	26
155	995 Eglinton Avenue West	33
157	709 Millwood Road	20
161	30 St. Clair Avenue West	176
164	453 Spadina Road	55
171	730 Mount Pleasant Road	53
178	650 Mount Pleasant Road	68
195	15 Price Street	70
223	1501 Yonge Street	37
269	1010 Yonge Street	48
602	1503 Bayview Avenue	24
655	168 Chiltern Hill Road	68
TOTAL		2,616

CENTRAL EAST		
17	716 Pape Avenue	74
20	101 Cedarvale Avenue	35
21	72 Amroth Avenue	50
28	670 Pape Avenue	74
45	111 Broadview Avenue	92
48	85 Lee Avenue	68
78	35 Erindale Avenue	94
87	14 Arundel Avenue	37
88	25 Ferrier Avenue	46
89	20 Eaton Avenue	59
90	17 Eaton Avenue	30
110	1612 Danforth Avenue	22
137	77 Gough Avenue	17
142	31 Langford Avenue	27
146	573 Gerrard Street East	36
149	12 Woodycrest Avenue	35
156	18 Ferrier Avenue	23
170	117 Hammersmith Avenue	29
173	737 Rhodes Avenue	24
174	151 Hiawatha Road	50
179	653 Gerrard Street East	30
180	268 Rhodes Avenue	39
183	166 Woodbine Avenue	21
184	192 Boardwalk Drive	24
185	116 Joseph Duggan Road	24
186	118 Sarah Ashbridge Avenue	24
187	116 Winners Circle	10
200	1167 Eastern Avenue	66
202	1141 Eastern Avenue	18
244	1439 Danforth Avenue	18
248	136 Broadview Avenue	22
277	242 Danforth Avenue	19
282	838 Broadview Avenue	11
287	1091 Eastern Avenue	47
303	136 Wineva Avenue	28
600	540 Mortimer Avenue	18
TOTAL		1,341

CENTRAL WEST		
18	351 Keele Street	72
19	385 Pacific Avenue	67
41	7 Norton Avenue	62
42	91 Via Italia	169
44	14 Fuller Avenue	42
53	803 Richmond Street West	48
64	265 Durie Street	144

NO.	LOCATION	CAPACITY
CENTRAL WEST		
80	400 Keele Street	35
81	695 Lansdowne Avenue	16
82	9 Emerson Avenue	49
84	9 Salem Avenue	33
85	557 Palmerston Avenue	55
91	265 Armadale Avenue	144
93	675 Manning Avenue	49
104	745 Ossington Avenue	46
111	74 Clinton Street	78
116	255 Kennedy Avenue	56
130	7 Bartlett Avenue	37
133	20 Prescott Avenue	7
141	141 Greenlaw Avenue	54
143	265 Willard Avenue	90
144	376 Clinton Street	34
158	1325 Queen Street West	32
167	18 Ossington Avenue	20
168	146 Harrison Street	79
181	1155 King Street West	285
188	157 Beatrice Street	18
204	1117 Dundas Street West	37
217	1445 Bathurst Street	48
218	3354 Dundas Street West	11
220	789 St. Clair Avenue West	18
224	34 Hanna Avenue	184
225	80 Clinton Street	25
226	646 St. Clair Avenue West	15
228	11 Kenwood Avenue	24
229	110 Dovercourt Road	8
231	19 Spadina Road	60
235	2201 Dundas Street West	10
240	700 St. Clair Avenue West	18
241	9 Bonar Place	34
246	31 Blackthorne Avenue	37
251	201 Claremont Street	43
256	1624 Queen Street West	33
260	94 Northcliffe Boulevard	13
275	1030 King Street West	152
279	287 Rushston Road	17
651	1169 Weston Road	36
652	301 Scott Road	10
653	17 Riverview Gardens	95
654	16 Riverview Gardens	59
656	1A Mould Avenue	9
658	2054 Dufferin Street	48
659	341 Oakwood Avenue	23
660	406 Oakwood Avenue	19
661	433 Rogers Road	28
663	1 Shortt Street	138
667	1531 Eglinton Avenue West	20
670	2053 Dufferin Street	22
674	2623 Eglinton Avenue West	12
TOTAL		3,127

SUBURBAN NORTH		
400	10 Kingsdale Avenue	53
401	246 Brooke Avenue	94
402	10 Empress Avenue	67
403	10 Harlandale Avenue	116
404	95 Beecroft Road	386
410	180 Beecroft Road	176
411	1880 Avenue Road	32

NO.	LOCATION	CAPACITY
SUBURBAN NORTH		
412	11 Finch Ave West	62
414	3885 Yonge Street	139
418	68 Sheppard Avenue West	30
419	5667 Yonge Street	23
424	2170 Bayview Avenue	69
TOTAL		1,247

SUBURBAN EAST		
700	101 Grangeway Avenue	255
701	197 Blantyre Avenue	83
706	284 Milner Avenue	92
707	1530 Markham Road	20
709	1940 Lawrence Avenue East	24
710	100 Grangeway Avenue	215
711	158 Borough Drive	15
TOTAL		704

SUBURBAN WEST		
500	7 Jackson Avenue	40
501	11 Grenview Boulevard North	83
502	342 Prince Edward Drive North	43
503	12 Willingdon Boulevard	64
504	9 Willingdon Boulevard	116
505	934 Royal York Road	11
506	140 Fifth Street	52
507	66 Third Street	24
508	128 Eighth Street	58
509	105 Fourth Street	34
510	3239 Lake Shore Boulevard	24
511	120 Sixth Street	58
512	3220 Bloor Street West	68
513	575 Royal York Road	28
514	139 Islington Avenue	11
516	Woolgar Laneway Rear of 1124 The Queensway	11
517	15 Primrose Avenue	23
519	5 Dayton Avenue	16
520	20 Royalavon Crescent	59
521	7 Monkton Avenue	25
528	5 Colonel Samuel Smith Park Drive	53
529	65 Colonel Samuel Smith Park Drive	149
532	14 Barkwin Drive	23
533	2300 Lake Shore Boulevard West	24
534	15 Marine Parade Drive	15
650	16 John Street	76
657	271A Scarlett Road	11
668	2700 Eglinton Avenue West	99
669	2700 Eglinton Avenue West	34
TOTAL		1,332

TOTAL 20,033

SPECIAL FACILITIES		
Seasonal		2,287
TCHC Toronto Community Housing		1,245
TTC Commuter car parks		11,464
Exhibition Place		6,042
GRAND TOTAL		41,053



Toronto Parking Authority exists to provide our customers with safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services as integral components of Toronto's transportation system.





Toronto Parking Authority

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For more information, please visit:
greenp.com **bikesharetoronto.com**