



VICTORIA LE
Human
Resources
Assistant



**ROCCO
ALTOBELLO**
Enforcement
Officer



TORONTO PARKING AUTHORITY

2021 Annual Report



2021 THEME

Our Customer-Centric Journey Towards Sustainable Mobility

KEVIN GAUTHIER
M2 Maintenance

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Who are we?

The Toronto Parking Authority is North America's largest municipally-owned operator of commercial parking and manages Bike Share Toronto, North America's fourth largest bike share program. Toronto Parking Authority has a crystal-clear mission and vision.

Our Mission

Create a seamless customer experience that delivers on choice, ease, and speed through the city.

Our Vision

To become the world's best provider of sustainable parking, bike share and last mile mobility experiences for our customers, our partners, and our city.

Board Members

Hartley Lefton
Board Chair

Namby Vithiananthan
Vice Chair

Brad Bradford
City Councillor (Ward 19)

Mike Layton
City Councillor (Ward 11)

Maureen Farrow
Member

Zeshan Khan
Member

Jeffrey Steiner
Member

Executive Team

W. Scott Collier
President

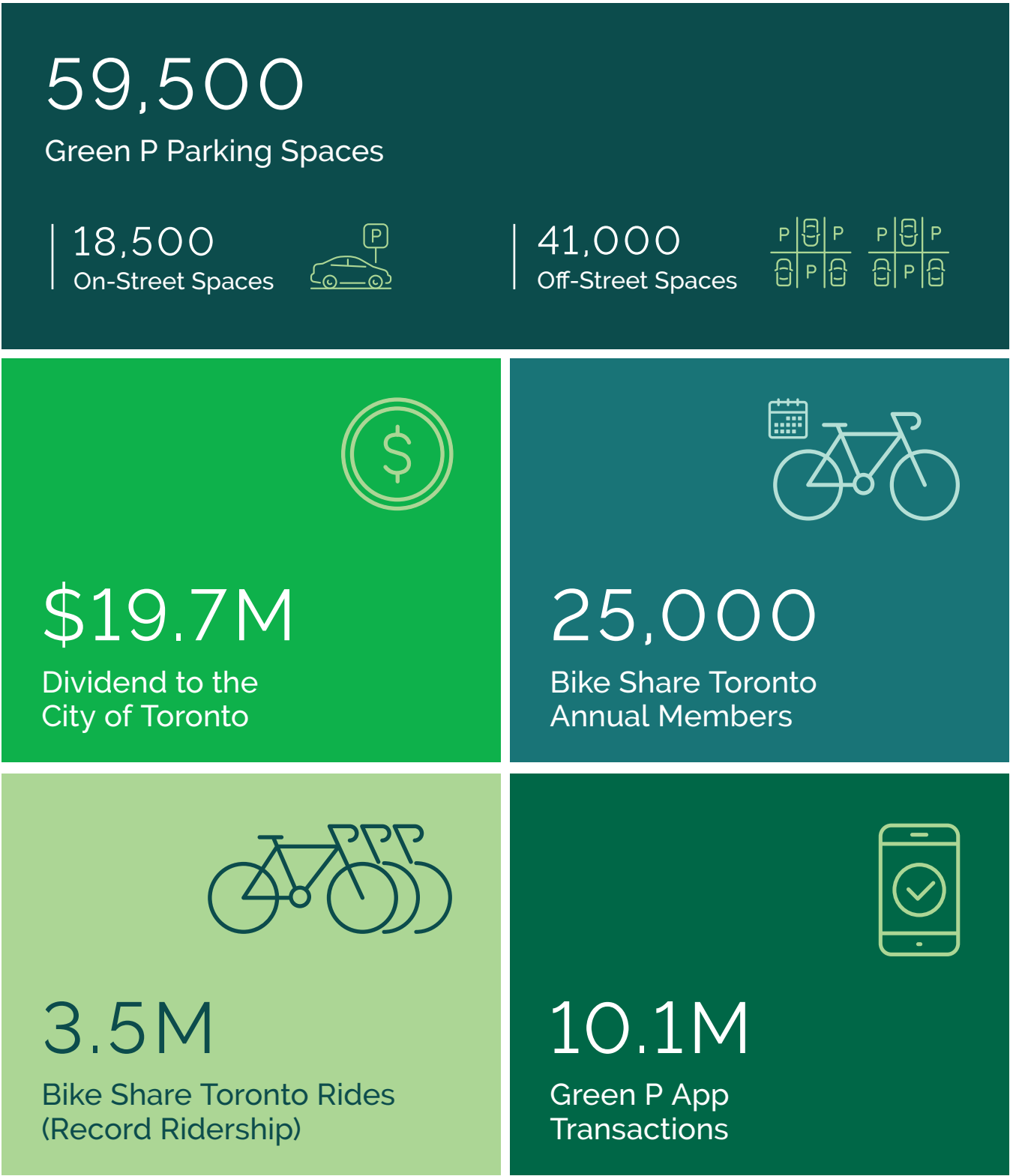
Bindesh Rach
Chief Financial Officer &
Vice President of Finance

Arlene Yam Fritz
Vice President of
Human Resources

Jeffrey Dea
Vice President of
Business Development

Jarrett McDonald
Vice President of
Operations

2021 highlights.



Message from the Chair.

ESTABLISHING THE FOUNDATION TO ACCELERATE GROWTH

On behalf of the Board of Directors of the Toronto Parking Authority, I am pleased to report on the achievements of the Toronto Parking Authority in 2021.

As Chair, I remain incredibly proud of the entire team at the Toronto Parking Authority. Despite the continuing challenges of the pandemic, our team once again proved incredibly resilient in support of our customers. Thank you all for your continued commitment.

Financially, we are pleased to report that despite the impact of public health restrictions throughout 2021, the Toronto Parking Authority delivered net income of \$9.5 million on revenues of \$93.0 million. For 2021, revenues remained soft, recovering to only 59% of pre-pandemic levels. Reflecting these financial pressures, management remained focused on cost management and cash preservation to ensure that the organization is well positioned to exit the pandemic with sufficient resources to fund our ambitious growth agenda.

In 2021, the Toronto Parking Authority developed and launched our new Vision and Mission statements centred around our people, our customers, and our City. We embraced a new strategic framework that is anchored by five key pillars: Build a Great Place to Work; Strengthen the Core, Execute with Excellence; Accelerate Growth and Financial Sustainability; Connect with our Customers; and Innovate with our City Partners and Strategic Vendors. This framework will continue to guide us on our ambitious journey of becoming the world's best provider of parking, bike share and last mile mobility experiences.

Despite the pandemic's continued drag on parking operations in 2021, Bike Share continues to be a great success story for Toronto. We enjoyed record setting ridership, as bike trips exceeded 3.5 million over the course of the year. To meet the ever-increasing demand for Bike Share, the Toronto Parking Authority kicked off the development of a 4-year growth plan, laying the groundwork for accelerated expansion including increased electric bike deployment and expanding our footprint to all 25 wards across Toronto.

Concurrently, the Toronto Parking Authority launched a multi-year EV Charging initiative to support emerging customer demands and the City's sustainability agenda with ambitious placement goals exceeding 500+ chargers over the next three years and 1000+ by 2026.

We are optimistic about the Toronto Parking Authority's future as we look to put the worst of the pandemic behind us. Our staff are excited about welcoming customers back to our facilities and remain committed to our new and improved offerings as we embark upon our journey of change and innovation on behalf of the City and its residents.

Sincerely,

Hartley Lefton
Board Chair

**HARTLEY
LEFTON**

Board Chair



Financial highlights.

2021

| | |
|-----------------------------------|---|
| \$93.0 million revenue generated. | \$19.7 million dividend to the City of Toronto. |
|-----------------------------------|---|

2022

| | |
|--------------------------------------|---|
| \$14.4 million projected net income. | \$12.2 million projected dividend to the City of Toronto. |
|--------------------------------------|---|

In 2021, a special dividend of \$12 million was required by Toronto City Council, in addition to the 85% of net income that TPA contributes.

The strategic framework established in 2021, will guide us in 2022.



Build a Great Place to Work



Accelerate Growth & Financial Sustainability



Connect with Our Customers



Innovate with our City Stakeholders/ Partners



Strengthen the Core, Execute with Excellence

THE ROAD TRAVELLED IN 2021

JAY MENA

Customer Service Clerk

Creating opportunities for our people.

Toronto Parking Authority understands that our team members are the driving force of our organization which is why we are focused on recruiting and retaining the best talent possible. We want to be a place where great ideas are shared and our people are excited about where we are headed. To achieve this, we know that “culture” has to be so much more than a buzzword.

Driving greater focus on health and safety, investing in our people, and attracting and developing talent, requires leadership, engaged staff and a culture of collaboration where people can truly thrive.

We negotiated a new five year Collective Bargaining Agreement with our partners at Local 416 and are excited about our commitment to build on our rich legacy of winning together for the betterment of our staff and the city.

“I am incredibly proud of the resilience that our staff has showcased throughout the pandemic. We are investing back into our team by placing a large emphasis on our people through numerous staff engagements, talent development and a true commitment to respect and inclusion, valuing our differences and diversity. This is something we can all be proud of.”

- Arlene Yam Fritz, Vice President of Human Resources



CHRISTINE HO
Marketing Analyst

BUILDING A GREAT PLACE TO WORK

Last year saw great progress on our number one strategic priority – to build a great place to work. We delivered actions and outcomes across our core objectives:



Structure for Success

- Restructured the organization to enable collaboration and empower staff.
- Established core business channel teams that focus on the customer experience.



Attract & Develop Talent

- Introduced a hybrid workplace to offer greater flexibility and enhance productivity.
- Strengthened leadership capability by attracting diverse talent.
- Invested in an engineer-in-training program to attract new graduates.



Engage with our Staff

- Hosted staff round tables to encourage open communication.
- Increased leadership site visits to gain insights into the customer and staff experience.



Enhance our Safety Culture

- Implemented COVID protocols and safety measures, including a mandatory vaccination policy.
- Provided enhanced mental health benefits coverage for staff and eligible family members.
- Hosted safety first training sessions.



CYPRIAN MATHLIN
M2 Technical Maintenance

IONUT VORNICU
M1 Technical Maintenance

Unlocking operational excellence through a customer-centric model.

Every single day, thousands of Torontonians interact with some element of the Toronto Parking Authority. They park their car with us, use our Green P app, interact with our team members, or take a Bike Share Toronto ride to move through the city.

On average, there are approximately 55,000 total transactions taking place each day, but these are not simply transactions. **These are customer touchpoints filled with insights and data, such as frequency and type of usage, to inform operational improvements and propel our business forward.** By placing the customer at the center of everything we do, we are addressing pain points through thoughtful design and optimization.

"When we execute on a customer-centric model, the rewards are immediate and lead to satisfied customers, engaged staff, and a more dynamic and sustainable business."

- Jarrett McDonald, VP of Operations

CAPITAL DELIVERY

As we continuously strive to provide an enhanced customer experience at our parking facilities, a plan to deliver on operational enhancements was established in 2021. This included the application of cost control measures throughout the pandemic to limit capital spending only to the areas in critical need of attention. We initiated the development of an asset management strategy by carrying out condition assessments of Toronto Parking Authority's Green P Parking garages towards the end of 2021. Work in this area will carry on in 2022.

Highlights

\$85M

Developed high level estimate of State of Good Repair (SOGR) backlogs estimated at **\$85 million**, to be validated by condition assessment.

\$5M

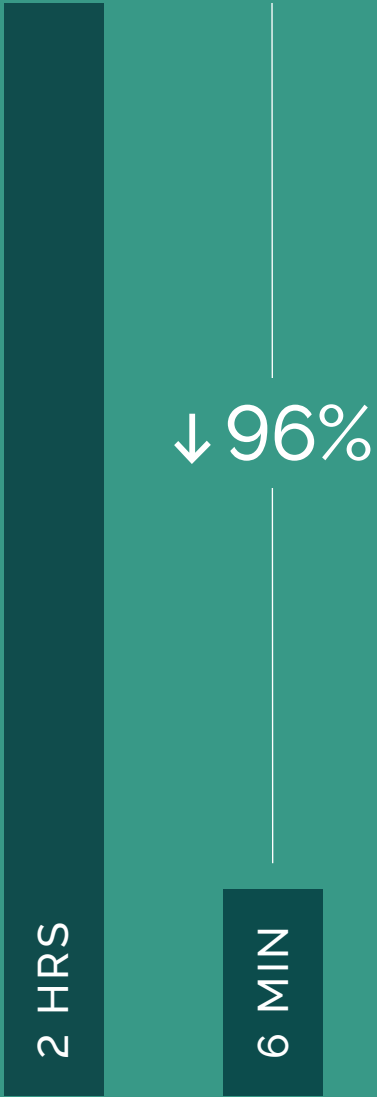
Prioritized SOGR projects to be delivered starting in 2022, with an estimated \$5 million in construction value.

3

Condition assessment for 3 garages completed in Q4 2021, and remaining 11 parking garages to be completed in 2022.

CASE STUDY

The Green P parking garage located at 2 Church Street (Car Park 43) experiences extremely high customer traffic during sporting events. Toronto Parking Authority reviewed flows of traffic, and customer pain points and optimized the payment window so that customers could pay on the way into the garage, instead of on the way out. **This small switch led to a 96% reduction in wait time from (2) hours to under (6) minutes.**



TORONTO FELL IN LOVE WITH BIKING AGAIN



WESLEY DA SILVA

Bike Share Toronto Planning Representative

Bike Share Toronto.

It was an incredible year for Bike Share Toronto with a record 3.5 million rides being taken in 2021 alone. Together, people discovered that bike sharing

could be a part of their everyday routines and clocked in more than 12 million kilometres along the way.

29%

Rides by Casual Riders

3,575,148

Total Number of Rides

71%

Rides by Annual Members

12.3M

Kilometres Travelled

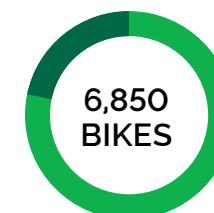
11%

Were Annual 45 Memberships
(New Customer Offering)

24,665

Annual Memberships Sold
(Up 31% YOY from 2020)

Network Station Growth



1,850 bikes were added to the system, totaling 6,850 bikes (300 of which are e-bikes).

Toronto Parking Authority's partnership with the **Canadian Automobile Association South Central Ontario**, once again provided free Bike Share Toronto rides every Wednesday in July, which drove new customer acquisition throughout

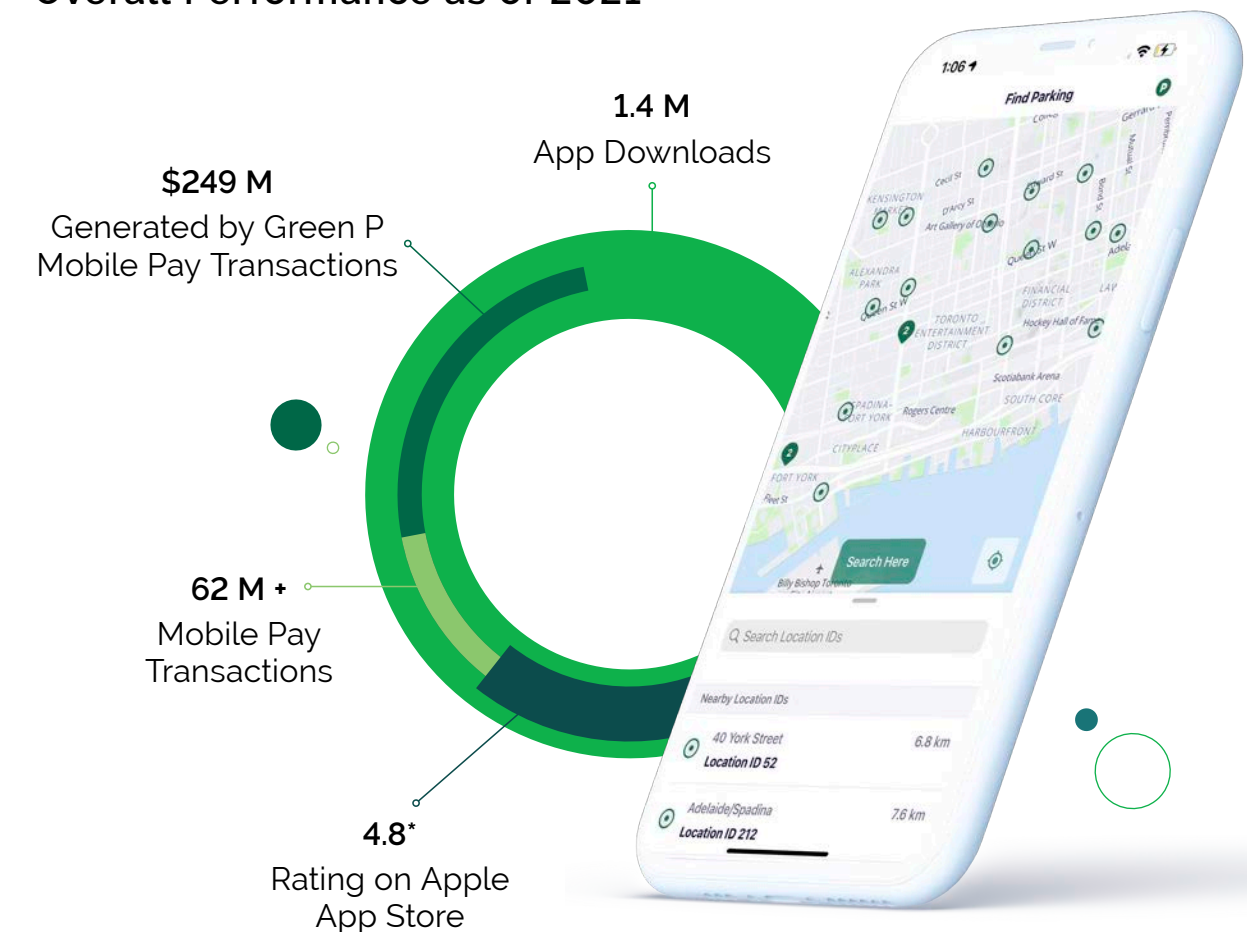
the year. The program has been proudly sponsored by CAA SCO since 2017, and is now an anticipated annual feature of Bike Share Toronto and has seen year over year ridership growth since its inception.

MEETING
CUSTOMERS
WHERE
THEY ARE

SASHA RANA
Director, Customer
Experience & Marketing

The Green P app.

Overall Performance as of 2021



Torontonians are M-O-V-I-N-G and the Toronto Parking Authority is there each step of the way. The Green P app has transformed our business since launching in 2015, by enabling contactless payments and improving the customer experience with each tap.

"The app is transforming the way that we interact with our customers every day. It has provided us with a tool that propels us digitally and has allowed us to utilize data to make more informed strategic decisions, and ultimately drive a more seamless customer experience."

- **Sasha Rana**, Director of Customer Experience & Marketing

By the numbers.

Toronto Parking Authority achieved strong financial results that we are proud to stand behind.

In 2021, the Toronto Parking Authority generated revenue of \$93.0 million and contributed \$19.7 million through its dividend payments to the City of Toronto. We are poised to see this growth trend in 2022 through the continued collaboration with our strategic partnerships, our city stakeholders, Toronto's business organizations, and by listening to our customers.

"There is incredible potential for Toronto Parking Authority to become the global standard in sustainable mobility. By reimagining our relationships with strategic partners, we can build resilient infrastructure and operate a range of services to meet growing customer needs for generations to come."

- Phil Safos, Director of Business Development & Partnerships

Work with the city...

To develop a governance structure and mandate needed to position Toronto Parking Authority for success.

Unlock value & innovate...

Across Toronto Parking Authority's property footprint.

Co-create a city-wide parking strategy...

That recognizes Toronto Parking Authority's role in delivering mobility services for the city and its customers.

Expand & diversify...

Toronto Parking Authority's portfolio of managed parking services including a stronger presence of commercial properties made up of office, hospitality and institutional sectors.

Community first: Where do the Green P dollars go?

Since 2002, Toronto Parking Authority has contributed more than \$1.3 billion to the City of Toronto to fund important municipal services and programs, including affordable housing, transit and parks development. In

addition to our financial contribution to the city, Toronto Parking Authority supports the City of Toronto and its communities. In **2021, Toronto Parking Authority provided the following direct support:**



Connecting the Community with Local Farmers

Green P parking lot access was provided to Business Improvement Areas (BIAs) for farmers markets, in an effort to encourage customers to shop local for food and other products.



Free Parking in Support of Large-Scale Vaccination Clinics

2 Church St. (CP43), 40 York St. (CP52)

Offering free parking at Green P parking lots on June 27, 2021, during a mass vaccination clinic initiative at the Scotiabank Arena.



Supporting Toronto Transit Commission (TTC) Construction

31 Langford Ave. (CP142), 695 Lansdowne Ave. (CP81), 14 Arundel Ave. (CP87)

Accommodating the use of Green P parking spaces to support the Toronto Transit Commission's construction at Donlands, Lansdowne, and Chester Subway Stations removes construction staging areas from the City's roads and supports Toronto Parking Authority's mobility agenda.



Stable On-Street & Off-Street Parking Rates

In an effort to support the economic recovery post-pandemic, there were no increases to parking rates at both on-street and off-street locations.



Green P App Discount to Support Local Businesses

Toronto Parking Authority supported local businesses impacted by the construction of the Eglinton Crosstown Light Rail Transit Project by providing discounts through the Green P App that totaled \$836,000 in 2021.

Toronto Parking Authority worked closely with Transportation Services to support the City's CaféTO program, which helped restaurants and bars during the pandemic by allowing for expanded outdoor dining areas during the summer and fall months. The program also installed lane closures to provide access to the public right-of-

way and curb lanes to restaurant and bar operators in support of expanding outdoor seating capacity, while maintaining physical distancing requirements. In 2021, the CaféTO program supported over 1,100 restaurants with curb lanes and new or expanded sidewalk cafés.

2022 TRANSFORMATION OBJECTIVES

ELECTRIFICATION & THE GROWTH OF BIKE SHARE TORONTO

DARCY WATT

Planning & Partnerships Specialist

Transformation

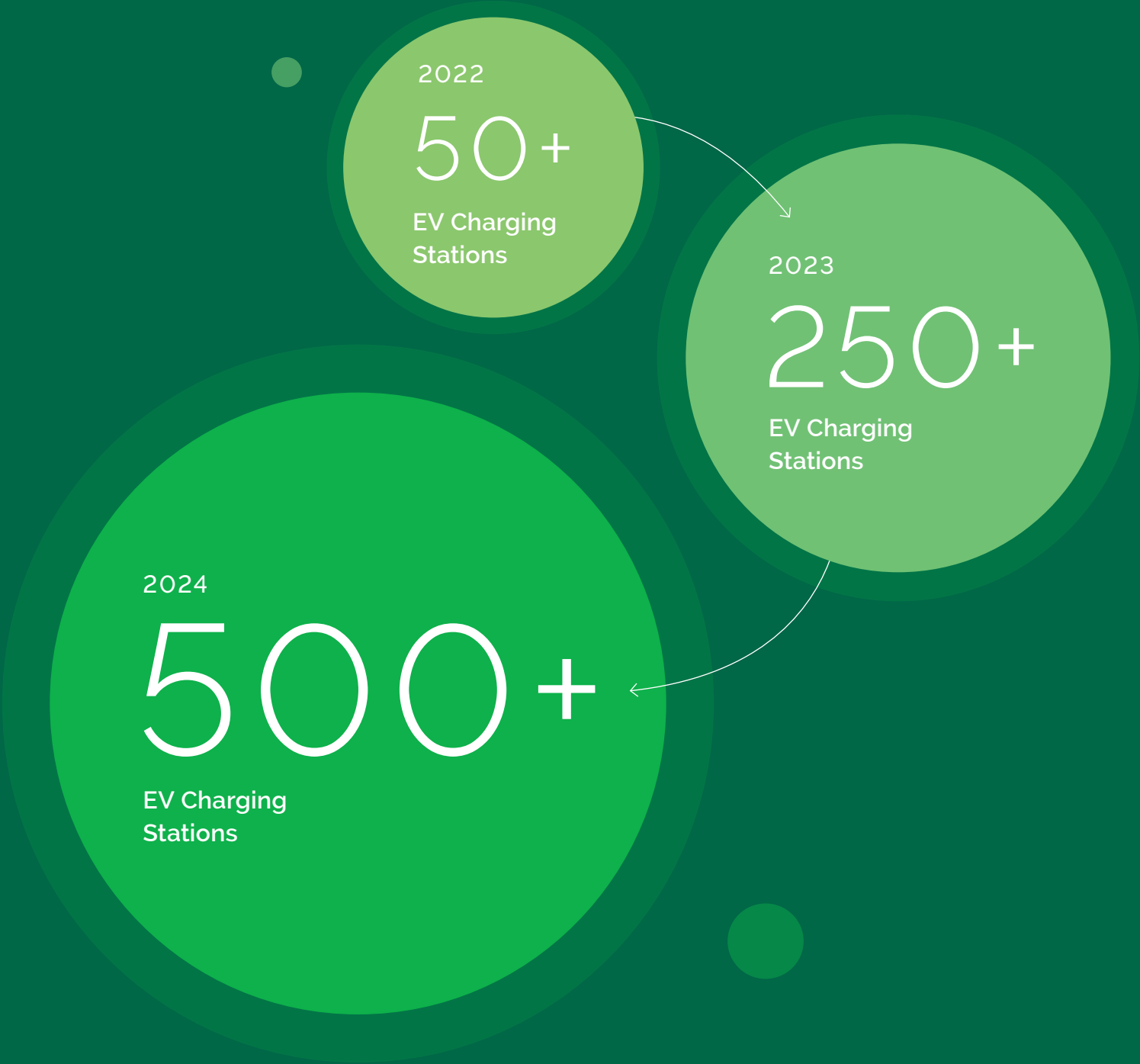
Objective #1:

The shift toward electrification - propelling us toward sustainable mobility.

It is expected that 30% of all cars sold in Toronto (Source: City of Toronto Electrical Vehicle Strategy) will be electric by 2030, and therefore customer demand for EV charging will increase considerably. In order to meet our future customer needs, our investments in EV charging are starting today.

Toronto Parking Authority is going to be a catalyst for electrification for the City of Toronto by creating a charging network that will begin with the installation of 50 EV charging stations in 2022 and grow to over 500+ by 2024.

- In 2021, we took the following steps to deliver on our commitments:**
- Developed and advanced an EV Charging Infrastructure Program, including site readiness assessments, a deployment strategy and detailed design to support the rollout of **50+ chargers in 2022 and 500 by 2024.**
 - Developed a pilot with Toronto Hydro to deliver 9 upgraded and 23 new EV chargers in 2022 at Toronto Parking Authority off-street facilities.
 - Submitted \$2+ million funding grant application from Natural Resources Canada for Phase 1 of Toronto Parking Authority's deployment strategy largely focused on off-street garage facilities.



Toronto Parking Authority is currently mobilizing its EV Charging Infrastructure Program to deliver 50+ stations at off-street garage and surface lot locations.

In partnership with Toronto Hydro, deployment of an incremental 32 EV charging stations at Toronto Parking Authority-operated parking facilities, including both Level 2 and DC fast chargers.

Toronto Parking Authority, Toronto Hydro and Transportation Services to install 17 or more on-street EV charging stations. This is in addition to 17 on-street charging stations installed in 2020 as part of a pilot initiative.

“As the automotive industry continues its shift in focus to electric vehicles, it is critical that we lean into electrification now. Toronto Parking Authority will continue to show leadership in this area and invest in the infrastructure needed to accelerate EV adoption by B2C and B2B customers.”

- Jeffrey Dea, VP of
Business Development

A rendering of future EV
charging stations at
365 Lippincott St.



Transformation

Objective #2:

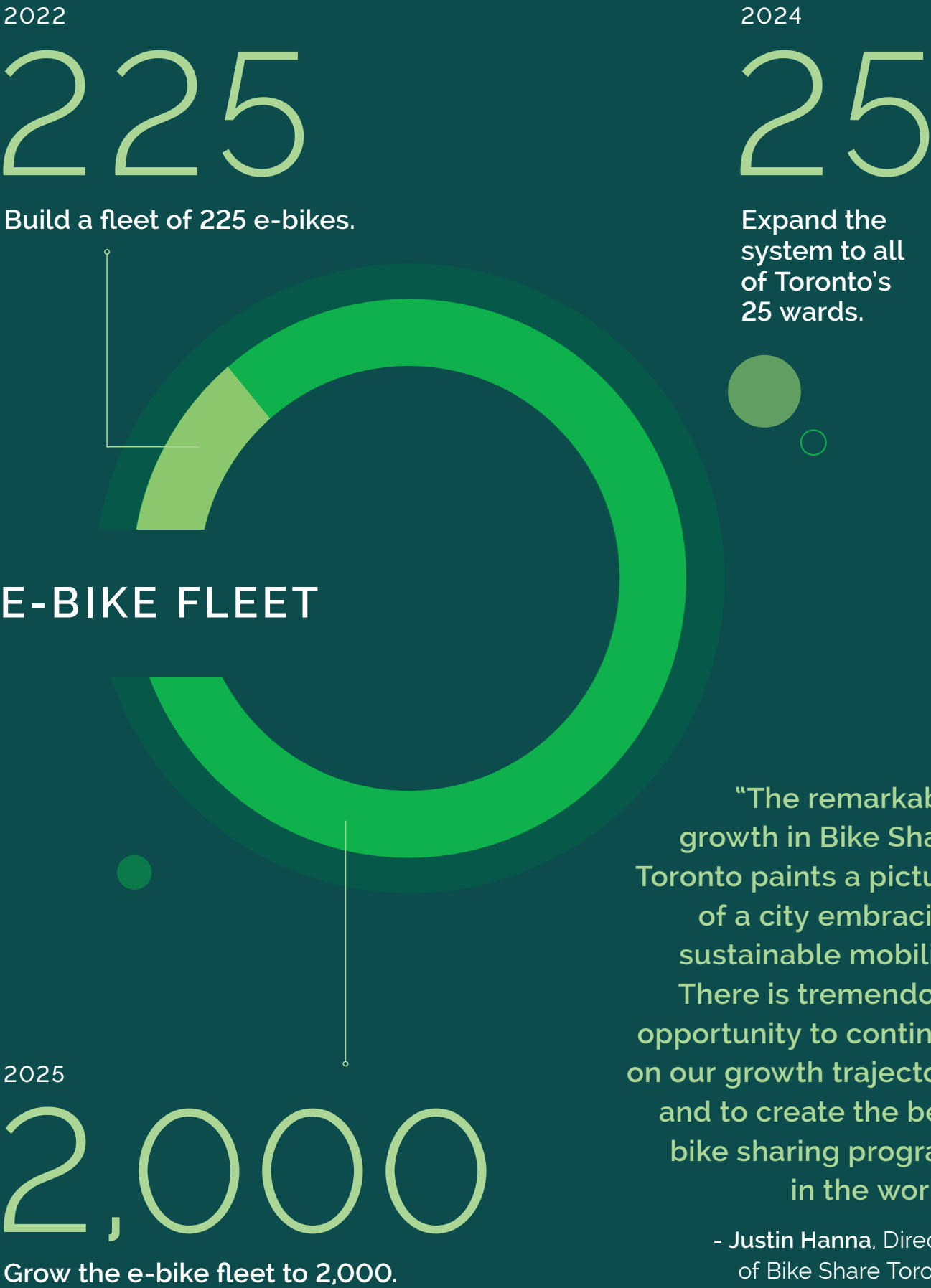
Build the world's best bike share program.

Bike Share Toronto is a sustainable, healthy, affordable, and convenient program that has become an integral component of Toronto's transportation network.

Designed to improve mobility options for Torontonians, the program saw numerous successes in 2021, including record ridership of over 3.5 million rides, growth in annual memberships, new and popular pilot programs, and increased demand for new stations and bicycle availability.

Toronto Parking Authority heard from its customers loud and clear that we needed to think about what comes next for this very popular program. As a result, in 2021 Toronto Parking Authority launched the Bike Share Toronto Four-Year Growth Plan that will ultimately expand the system to all of Toronto's 25 wards by 2024.

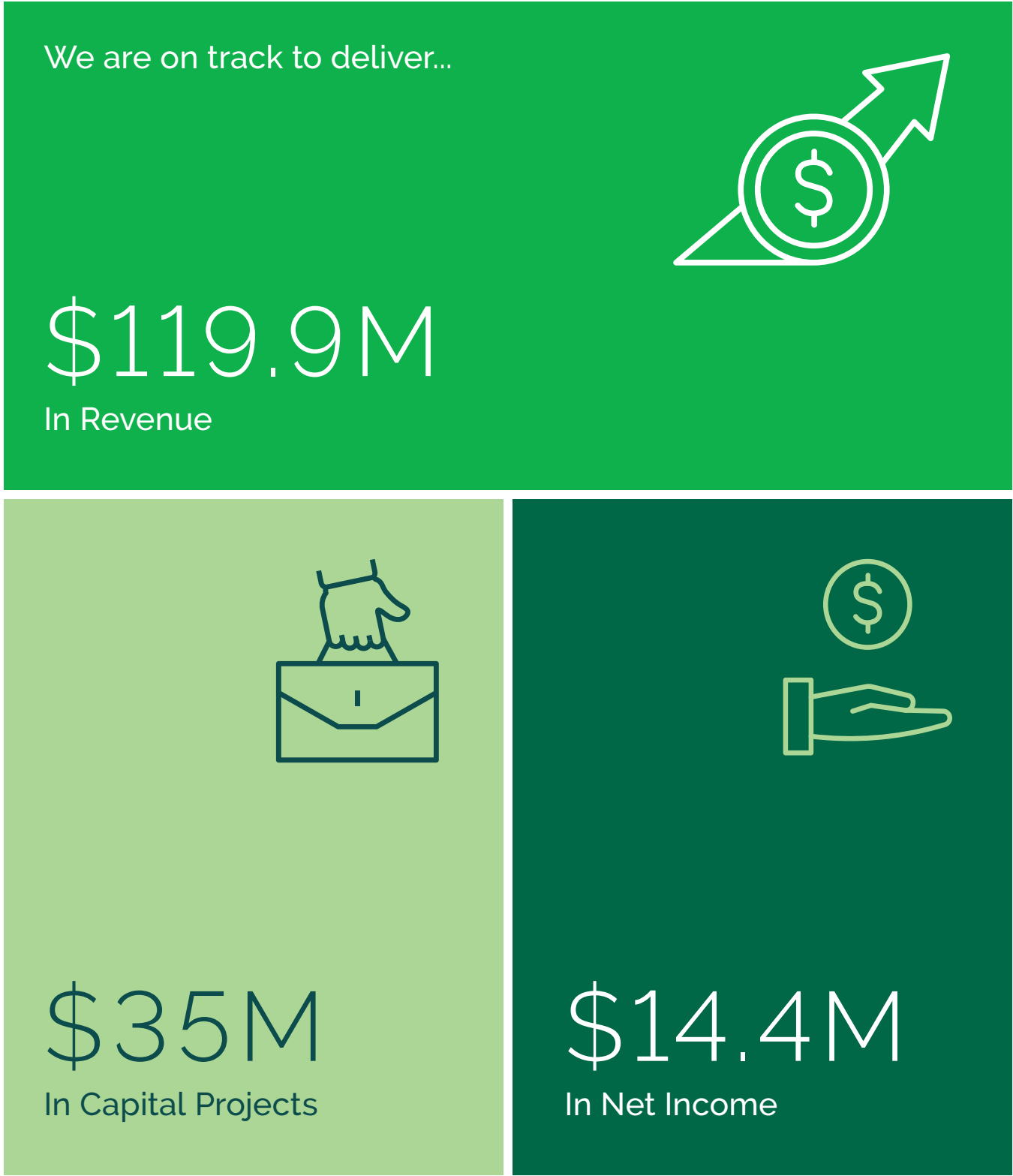
In 2021, Toronto Parking Authority also assessed its e-bike pilot program. On average, Bike Share Toronto users travelled 50% further (distance) on an e-bike vs. a conventional bike, and on average an e-bike will get three times more ridership per day as compared to a regular bike. Customer feedback in 2021, also indicated that 60% would be more likely to choose an e-bike over a regular bike. For these reasons, Toronto Parking Authority will be implementing e-bikes as a permanent component of the Bike Share Toronto program and over the next four years will be making large investments to rapidly increase our fleet of e-bikes to 2,000 by 2025, starting with an additional 225 e-bikes in 2022.

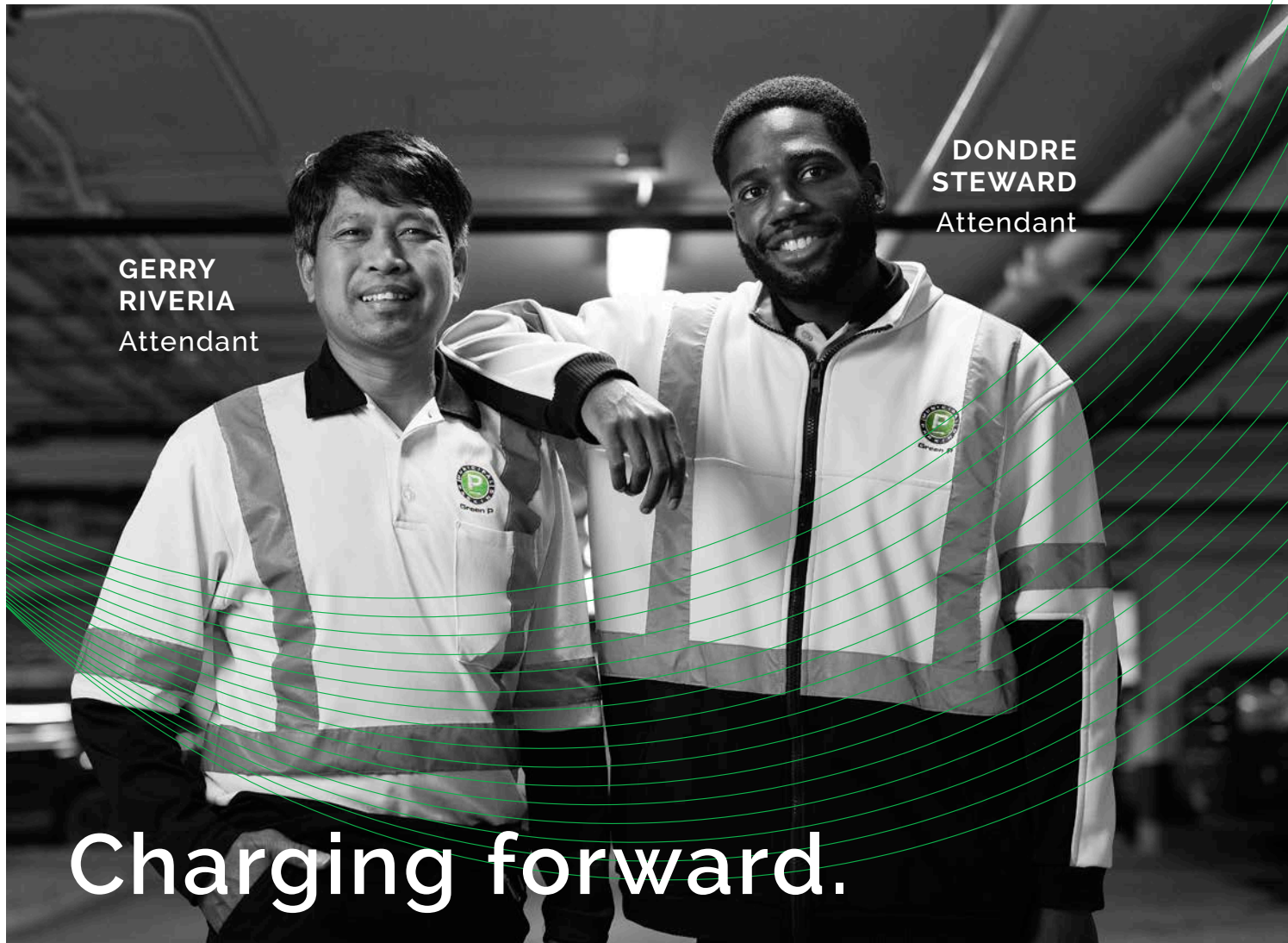




TRANG PHAM
Operations Support Coordinator

A glimpse into 2022.





GERRY
RIVERIA
Attendant

DONDRE
STEWART
Attendant

Charging forward.

People are on the move. Whether driving a car or taking a Bike Share Toronto ride, the focus is on mobility.

The growth of the electric vehicle market and the City's adoption of net zero targets means they will need a customer centric electric charging network. Bike Share Toronto's growth in popularity as a sustainable, healthy, affordable, and convenient option to get around means we need to solidify the program as an integral part of Toronto's mobility network.

"We are optimistic about our capacity to deliver against our EV charging and Bike Share Toronto commitments. We will charge forward with a renewed sense of purpose and will be relentless in pursuit of our vision to become the world's best provider of sustainable parking, bike share, and last mile mobility experiences for our customers, our partners, and our city."

- W. Scott Collier, President



Better together.

Toronto Parking Authority has trusted partnerships that keep the wheels moving on our business. We are proud of this network because it enables us to move

closer to our vision to becoming the world's best provider of sustainable parking, bike share and last-mile mobility experiences.

REIMAGINING HOW TORONTO MOVES

[GREENP.COM](https://greenp.com)

[BIKESHARETORONTO.COM](https://bikesharetoronto.com)

