

# DRIVEN BY CUSTOMERS. POWERED BY PEOPLE.

Toronto Parking Authority  
2024 Annual Report



Choice. Ease. Speed.



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# PEOPLE ARE AT THE CENTRE OF EVERYTHING WE DO

We are working hard to help our customers go further and do more, by providing choice, ease, and speed through our network of integrated services. Mobility is changing, and the challenges of moving in a complex city are growing. We have to think differently about how to solve big problems and deliver real value to our customers and our City, because when people move better, our City thrives.



# TPA AT-A-GLANCE

We are leaders in modern mobility, and one of the largest and most successful parking, EV charging, and bike share operators in North America.



## THE TPA

**\$163.3M** Revenue

**\$44.8M** Net income

**\$1.6B** Returned to the City since 2000

**\$57.1M** Invested in capital projects

**259** Union and non-union employees

**30** Point increase in employee engagement since 2022

## GREEN P PARKING

**25.6M** Parking transactions

**2.4M** Green P app users

**17M** Green P app transactions

**750** New on-street spaces

**450** New on-street occupancy sensors installed

**393** Pay-by-Plate meters installed city-wide

## EV CHARGING

**+102K** EV charging sessions

**+26.9K** EV Charging Customers

**\$1.1M** In new revenue

**461** Chargers now installed city-wide

**99%** Uptime across the network

**2.5M** Kg of GHG emissions saved

## BIKE SHARE TORONTO

**6.9M** Bike Share rides of which 1.1M were e-bike rides

**40.5K** Annual members

**165K** New Bike Share customers

**22.2M** Km travelled

**90%** Customer satisfaction

**4.5M** Kg of GHG emissions saved

**1952**  
Toronto Parking Authority established

**1960's**  
Expansion of parking lots throughout Toronto

**1970's**  
Introduction of multi-level municipal car parks

**1990's**  
Implementation of digital parking meters and pay-and-display systems

**2001**  
Rebranding under the "Green P" logo

**2014**  
Assumed Bike Share Toronto Program

**2015**  
TPA launches Green P app

**2020**  
Introduction of EV charging stations in Green P lots

**2022**  
TPA modernizes mission and vision

**2023**  
Bike Share Toronto partnered with Tangerine Bank

**2024**  
Launched Bike Share app and enabled Green P app at gated facilities

# WHO WE ARE AND HOW WE WORK

The Toronto Parking Authority is North America's largest municipally owned operator of commercial parking and manages Bike Share Toronto, North America's third largest bike share program. We also own and operate Canada's largest municipal EV charging network.

## Our mission

To re-imagine how Toronto moves by creating a seamless mobility experience that delivers on choice, ease, and speed.

## 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.

## Our core values

- Safety always
- Respect and value differences
- Act with integrity

## Rules of the Road

- ✓ We will win and celebrate as a team
- ✓ We are passionate about our customers and stakeholders
- ✓ We will set targets, keep score, and win
- ✓ We will act with a sense of urgency
- ✓ We will be respectful, courteous, and accountable

## BOARD MEMBERS

-  **Hartley Lefton**  
Board Chair
-  **Namby Vithiananthan**  
Vice Chair
-  **Brad Bradford**  
Councillor
-  **Maureen Farrow**  
Board Member
-  **Paula Fletcher**  
Councillor
-  **Zeshan Khan**  
Board Member
-  **Ruth Uy**  
Board Member

## EXECUTIVE TEAM

- W. Scott Collier**  
President
- Arlene Yam Fritz**  
Vice President of Human Resources
- Jeffrey Dea**  
Vice President of Growth and Strategy
- Jarrett McDonald**  
Vice President of Operations
- Rose-Ann Lee**  
Chief Financial Officer and Vice President of Finance



# 2024 SCORECARD



In 2024, we over-delivered on key financial and operating targets. Our performance reflects our team’s focus on delivering results consistently.

	2022 Actual	2023 Actual	2024 Plan	2024 Actual
Revenue	\$124.2M	\$143.6M	\$157.7M	\$163.3M
Operating Expenses	\$92.6M	\$105.6M	\$125.8M	\$118.5M
Net Income	\$31.6M	\$38M	\$31.9M	\$44.8M
Dividends to City	\$26.5M	\$32M	\$27.1M	\$32.8M
Capital Investment	\$16.8M	\$59.1M	\$71.3M	\$57.1M
Green P App Users	1.4M	1.8M	2M	2.4M
Green P App Transactions	13M	16M	17M	17.4M
Bike Share App Transactions	3.8M	4.9M	5.6M	6.3M
EV Charging Stations	116	407	445	461
Bike Share Stations	680	785	862	862
E-bike Fleet	525	1,917	1,917	2,019
Bike Trips	4.6M	5.7M	6.2M	6.9M



# INVESTING IN OUR CUSTOMERS, OUR PEOPLE, AND THE FUTURE OF MOBILITY



## Team TPA delivered outstanding results in 2024.

Financially, revenues grew to \$163.3 million, more than \$5.6 million above plan and now exceed 2019 pre-pandemic levels. Net income was \$44.8 million, over \$12.8 million above plan, while dividends to the City were \$32.8 million, over \$8.9 million above plan. Our strong financial foundation enabled accelerated investments in the modernization of our Green P parking portfolio, EV charger expansion, and incremental fleet and station investments to support our wildly popular Bike Share system. Total capital expenditures in 2024 were \$57.1 million.

“TPA continues to lead in Toronto – from expanding and electrifying the Bike Share system to investing in mobility across communities – TPA’s good work helps keep Toronto moving.”



Olivia Chow  
Mayor of Toronto



Toronto is the fourth largest urban market in North America. It is our responsibility as North America’s largest municipally owned parking operator to take a leadership role in co-creating integrated multi-modal mobility solutions that meet both current and future needs of our customers, our residents, and visitors alike. We are proud to collaborate with our community partners, the City, and industry at large to develop sustainable solutions to the big challenge of urban congestion.

Team TPA has emerged from the pandemic bigger, faster, stronger. We have a renewed sense of purpose and are committed to delivering great customer experiences for our tens of millions

of annual customers. It is our teams’ creativity, resilience, and devotion to Toronto that will allow us to realize our vision to be recognized as one of the world’s best providers of sustainable parking, bike share and last-mile mobility experiences.

**Hartley Lefton**  
Board Chair
 **W. Scott Collier**  
President

## OUR OPERATIONAL IMPERATIVES

Build a great place to work

1

Strengthen the core, execute with excellence

2

Drive sustainable growth

3

Connect with our customers

4

Innovate with our stakeholders and partners

5

# 2024 REVIEW OF OPERATIONS

In 2024, TPA further enhanced our Green P, EV Charging, and Bike Share Toronto networks. The investments in our mobility solutions were powered by innovation, informed by behavioural and data analysis, and made in consultation with our customers, City partners, and other stakeholders.



## GREEN P PARKING

**2024 saw the continued deployment of industry-leading technologies across the Green P network.**

We delivered more pay-by-plate meters at both on-street and off-street locations, 51% above our target for 2024. We also delivered 450 on-street occupancy sensors and upgraded 14 surface lots with these same sensors. The information these sensors collect feeds into the Green P app, giving our customers real-time parking availability information and decreasing the need to 'circle the block' when parking.

At the end of the year, TPA launched a new camera-based system designed to monitor on-street parking conditions. The car-mounted cameras record parking inventories and closures.

**With this information, we can better monitor our on-street inventory, equipment, and signage to improve operations support.**

TPA added to its off-street parking inventory with two new underground parking garages at 121 St. Patrick Street and St. Lawrence Market North. These new facilities feature industry-leading parking solutions, including new digital wayfinding, controlled access through overhead and pedestrian doors for enhanced security, license plate recognition technology that enables ease and speed when entering and exiting the facility, and exterior digital signage that displays parking availability.

**TPA invested \$20 million in the strategic acquisition and fit-out of garages at St. Lawrence Market North and 121 St. Patrick Street.**

We also converted nine of our car parks to LED lighting, saving 3.5 million kilowatt hours of electricity.



## EV CHARGING

In 2024, our EV customers completed over 102,000 charging sessions. Our customer base grew by more than 11,000 new EV drivers, and charging transactions added \$1 million in new revenue to the balance sheet.

**We also recorded 99% uptime, making us both the largest and most reliable municipally owned and operated charging network in Canada.**

We are making the EV charging experience even better for our customers. In 2024, we developed a test version integrating EV charging into the Green P app. This includes the function to initiate a charging session and merging parking and charging payment into one app.

**We tested the prototypes with customers to ensure we're delivering the best public EV charging experience.**

The growth of our EV charging network supports the City's ambitious TransformTO Net Zero Strategy goals. The strategy identifies the need for public charging to accommodate growth in EV ownership and anticipates that by 2030, 30% of registered personal vehicles will be electric.

**This growth demands a robust, convenient, and reliable public EV charging network, and we are building it today to meet our customers' mobility needs of the future.**



## BIKE SHARE TORONTO

In 2024, almost 7 million rides were taken on the Bike Share Toronto network. There was a 144% increase in e-bike rides, annual membership grew by 14%, and its customer base grew by 165,000 new riders.

**Bike Share Toronto is now one of the fastest growing bike share programs in North America.**

And we accomplished this exceptional growth while maintaining a 90% customer satisfaction rating.

The exponential growth of Bike Share Toronto is evidence of a fundamental paradigm shift.

**It has evolved to become a true first- and last-mile mobility solution and an integral part of many people's commute.**

That's why we have realigned our network capacity to ensure our customers can get the right bikes, in the right place, at the right time.

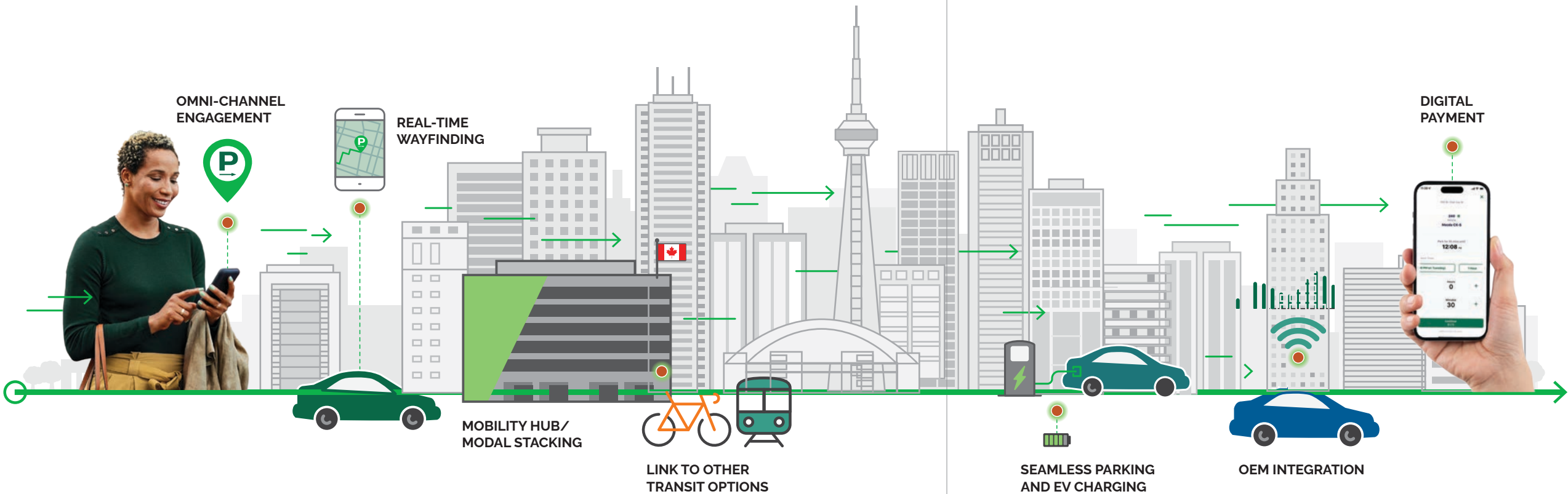
Bike Share Toronto launched its re-imagined app, and since its launch it's been downloaded 400,000 times. The new app features advanced trip planning that includes City bike lane navigation and real-time bike availability. Personalized profiles let riders track trips and monitor CO2 emission saved. And we've created a convenient and streamlined payment experience.

**Since its launch, 96% of all transactions were completed through the app.**



# DRIVEN BY CUSTOMERS

Our mission is to create a customer experience that delivers on choice, ease and speed. As mobility evolves, we are developing integrated services that align with our customers' needs and expectations.



The development of our next-generation Green P and Bike Share apps is an example of our customer-first approach. We began by conducting focus group sessions to learn what features and functionality our customers need, then put the apps in the hands of our customers for them to test and provide feedback in real-time.

The same collaborative approach was taken to understand how best to expand the Bike Share network into more communities outside of the downtown core. The goals of our community engagement initiative were to ensure bike share stations in new communities are in the right locations, that the

system was accessible, to share information about bike safety, and build long-term relationships with community members. The input we received will help us expand the Bike Share network in the most effective and equitable way. Bike Share Toronto also partnered with Toronto Community Housing Corporation to support residents with a reduced fare program and new bike share stations.

We began the process of modernizing our off-street facilities to make parking faster and easier. We digitized entry, exit, and payment processes, and introduced new digital

signage solutions that give our customers real-time information about availability. At the same time, we made parking safer for customers by introducing controlled access with overhead and pedestrian doors.

Our goal is to help keep our customers and the City moving. We are doing it today by seamlessly integrating all of our products and services. We are building out mobility hubs that bring parking, EV charging, bike share, public transit, and other services like ride share and parcel pick-up together in one place. And it's only just the beginning.

“I love the convenience of the Green P lot just up the street. It lets me charge without having to buy a home charging station. It's a great service that helps a lot now that I've made the switch to EV. Great work Green P in combining the services and bringing the power to your lots.

John Le Blanc,  
Green P EV Customer



# POWERED BY PEOPLE



Our colleagues are the cornerstone of TPA's success. Every day, our people strive to deliver seamless parking, EV charging, and bike share solutions for our customers, the City, and its residents.

We know that our future success depends on our people. That's why "building a great place to work" is a key strategic imperative. Bringing the strategy to life requires unwavering focus on our cultural transformation, and in 2024, we made significant advancements towards building a strong, performance-driven culture.

The development and launch of our Rules of the Road in 2023 was the catalyst for changing the attitudes, behaviours, and expectations of the team. Building on the momentum they created, our next step was to listen and learn from staff. In a series of townhall meetings and roundtable sessions, we heard first-hand their ideas about our business. Their contributions were constructive, pragmatic, and compelling, and these sessions bolstered the confidence of our team members to actively engage in our success.

Great organizations consistently recognize and celebrate their people for delivering great results. Since we launched our Rules of the Road, TPA has recognized over 110 colleagues for their outstanding individual or team achievements. Award recipients have included not only TPA colleagues, but also partners from the City of Toronto and external vendors

and suppliers. This recognition has gone a long way towards breaking down barriers and creating a culture of collaboration, teamwork, and engagement across our organization.

We are passionate about helping make the City better, through the work we do and the communities we support. For the past three years, we have delivered record-setting financial contributions to the United Way of Toronto.

These results are a demonstration of the passion of the team. We thank not only our colleagues for their generosity, but also the leadership of TCEU Local 416 for their support and collaboration. We are pleased to report that because of these efforts, we raised \$32,000 and were recognized by the City with the United Way Innovation Award in 2024.

Our cultural transformation has just begun, and the results are encouraging. In just two years, our employee engagement scores rose by 30 percentage points, and are a testament of the talent and commitment of the TPA team to delivering mobility services that help our customers move through the City.

**"Being part of Team TPA is truly amazing. I am surrounded by passionate individuals who are committed to excellence and community service. What I am most proud of is the role I play in creating seamless, positive experiences for our customers by staying attentive, approachable, and solutions focused. It's an honour to contribute to Toronto's vibrant and accessible city life."**

Zainab Mohammed Ali  
Green P Customer Service



# ADVANCING THE MOBILITY AGENDA

“The TPA’s advancements, such as enhancements to the Green P app and the expansion of Bike Share Toronto, reflect its commitment to innovation and service excellence. These initiatives are a strong foundation for addressing congestion and enhancing economic productivity. As North America’s largest municipally owned operator of commercial parking, the Toronto Parking Authority is a major strategic asset for the City. Its scale and expertise are invaluable in supporting Toronto’s mobility goals.”

- Roselle Martino, Executive Vice President, Policy, Advocacy, & Stakeholder Engagement,  
Toronto Region Board of Trade



TPA is doing its part to help solve the congestion problem in our City. We are sharing our knowledge in mobility to help inform policies and strategies based on our understanding of the way people move – understanding we’ve gained from the analysis of behavioural and transactional data collected over the past four years. Our role is to execute on those strategies, ultimately making sure customer needs and City priorities are met.

Our partnership with the City extends beyond strategy to collaborations on projects where thoughtful mobility solutions add real value for Torontonians. For example, we worked closely with Parks and Recreation on the development of the Ethennonnhawahstihnen’ Community Recreation Centre and Library to ensure parking and EV charging are available at this community hub. Our partnership with Corporate Real Estate was essential in the development of our upcoming off-street parking, EV charging and nearby Bike Share Toronto facilities at St. Lawrence Market North. We engage regularly with Environment, Climate and Forestry in their work on the City’s EV strategy, and CreateTO on the repurposing initiatives that address the City’s and communities’ many and varied needs.



“As Toronto continues to grow, so does the complexity of mobility across our City. With the demands of a rising population, ongoing construction, and limited street space, strong collaboration between TPA and Transportation Services is essential to developing sustainable, people-centered solutions that prioritize safety, accessibility, and the efficient movement of all road users.”

Barbara Gray, General Manager,  
Transportation Services, City of Toronto



“Our collaboration with the Toronto Parking Authority exemplifies what’s achievable when a city agency embraces vision and challenges the status quo. Throughout the years, TPA has demonstrated what it means to integrate technology and to influence how it serves the public – balancing operational excellence with a profound commitment to the community experience.”

Khristian Gutierrez  
CEO, Passport (Green P app development partner)



Another important collaboration is with Toronto’s Business Improvement Areas (BIAs). We actively engage with these important community groups to work together on neighbourhood-specific issues – everything from graffiti mitigation and snow removal to rate review analysis and changes. We also share our data with BIAs to help them understand how mobility affects local businesses. And we partner to support community events like farmers’ markets and festivals. By working closely with BIAs, we are helping to build community and support local economic development.

A testament of the value that we are bringing into the mobility agenda is the new income share agreement negotiated with the City in 2024. Under the new agreement, TPA is able to retain a greater percentage of the income we generate. This additional income will allow us to contribute even more to breaking gridlock by expanding TPA-led capital projects that support mobility priorities.

We will be able to deploy more innovative technology solutions to get people where they need to be faster, more safely, and more efficiently. We can grow our infrastructure to expand the footprint of our integrated mobility network and we will have the ability to invest in developing next-generation solutions that address the changing mobility demands of our customers and the City. Growing our parking, EV charging, and bike share networks will support congestion management in the City, and the ongoing modernization and digitization of our infrastructure will keep people moving with even greater choice, ease, and speed.

In the evolving mobility landscape, TPA has established itself as a thought leader and doer. The City has demonstrated confidence in our ability to advance and accelerate the mobility agenda and we are responding with customer-first, future-ready solutions that will keep people moving into, out of, and through Toronto.

# THE FUTURE IS CONNECTED

Cities are changing, and the way we move in them is too.

Smart Cities are becoming a reality. Cars are turning into connected, moving IT systems and artificial intelligence is at every corner. The future of mobility will rely on leveraging technology and advancing digitization to meet evolving customer expectations in an ever evolving world.

What does the future of mobility look like? It’s more connected, smarter, and more responsive to the way people move. Imagine real-time parking availability accessible through your in-car navigation system, payment options that include smart phones, watches, and even facial recognition, and more robust customer experiences made possible through partnerships with leading software and technology innovators. We are listening to our customers, our people, our industry peers and leaders to anticipate what the future of mobility will demand, and what we need to do to be ready for it.

Net zero imperatives are also shaping the evolution of mobility. The City’s TransformTO strategy has set ambitious targets:

- 75% of all work and school trips under five kilometres should be made by walking, cycling, and taking transit
- Develop seamless and accessible transportation solutions that are universally recognizable, efficient, and hassle-free
- Integrate first-and-last-mile connectivity by enhancing connections to major transit hubs and bridging the gaps between transit options
- Leverage data and insights to drive mobility optimization.

Our vision for the future of mobility will help address Toronto’s congestion issue and the City’s net zero agenda. Most importantly, it will help get people where they need to be with even more choice, ease, and speed.





[greenp.com](http://greenp.com)  
[ev.greenp.com](http://ev.greenp.com)  
[bikesharetoronto.com](http://bikesharetoronto.com)

**Choice. Ease. Speed.**