REPORT FOR ACTION

Toronto Parking Authority People Update

Date: February 24, 2026
To: Board of Directors, Toronto Parking Authority
From: President, Toronto Parking Authority
Wards: All

SUMMARY

As TPA begins its' 74th year, we celebrate the success of the generations of staff who have built North America's largest municipally owned Parking, Bike Share and EV charging operations on behalf of Torontonians. This report provides an update to the Board on the TPA's people and culture journey as we embark on our winning aspiration to become Toronto's preferred choice for parking and last-mile mobility experiences.

For historical context, post the 2017 Board defenestration and departure of key executives, the TPA faced four years of insufficient investments into its infrastructure, operating systems, processes, and talent which compromised its capacity to win in the marketplace. This situation was exacerbated by the devastating impact of the pandemic in 2020. Customer trips and revenues were halved, profitability collapsed, a significant number of unionized staff were laid off for up 16 months, and approximately 50% percent of non-union staff exited the organization in 2021-2022.

In 2021, the Board endorsed a new "Repair and Restore" strategy that was grounded in executing five key operating imperatives: Build a Great Place to Work; Strengthen the Core, Execute with Excellence; Accelerate Sustainable Growth; Connect with Customers; and Innovate with our City Stakeholders and Partners.

In recognition that our future success hinged on our people, our first step was to listen and learn from staff. Their insights generated alignment against three non-negotiable core values: Safety Always, Respect and Value Differences, Act with Integrity.

Concurrently, we agreed on five aspirational "Rules of the Road" behaviours that would, over time, define how we would work: We will Win and Celebrate as a Team; We are Passionate about our Customers; We will set Targets, Keep Score and Win; We will Act with a Sense of Urgency; We will be Respectful, Courteous and Accountable. This became our road map to "Build a Great Place to Work" and was the inspiration behind our new corporate vision to be recognized as one of the world's premiere Parking, Bike Share and EV Charging Operators.

Bringing the aspirational "Build a Great Place to Work" imperative to fruition required unwavering focus in three critical areas- Talent, Engagement, and Succession Management. In particular, the organization was bereft of talent exiting 2021. Management was seized with rebuilding the team with talent that had proven track records of leading people and delivering sustainable results. In particular, we focused on critical talent gaps in areas including engineering, project management, IT, finance, operations, safety, business development, and data analytics. Concurrently, and with the express purpose of creating a customer centric, high-performance culture, we designed and launched our new "Rules of the Road" which integrated our new corporate Mission and Vision with the values and behaviours that define Brand TPA. These "Rules of the Road" are now the rallying cry for the organization and the standards we aspire to every day.

This transformation has been in flight since 2022. Despite industry headwinds, Team TPA has delivered outstanding financial results, grown revenues exceeding pre-pandemic levels, transformed our digital payments capabilities, modernized much of our legacy parking assets, built Canada's largest municipally owned EV operation and successfully scaled one of North America's premiere Bike Share systems. These results would not have happened without the professional, high performing staff of Team TPA.

RECOMMENDATIONS

The President, Toronto Parking Authority recommends that:

1. The Board of Directors, Toronto Parking Authority, receive this report for information.

FINANCIAL IMPACT

There is no financial impact resulting from the adoption of the recommendation in this report.

DECISION HISTORY

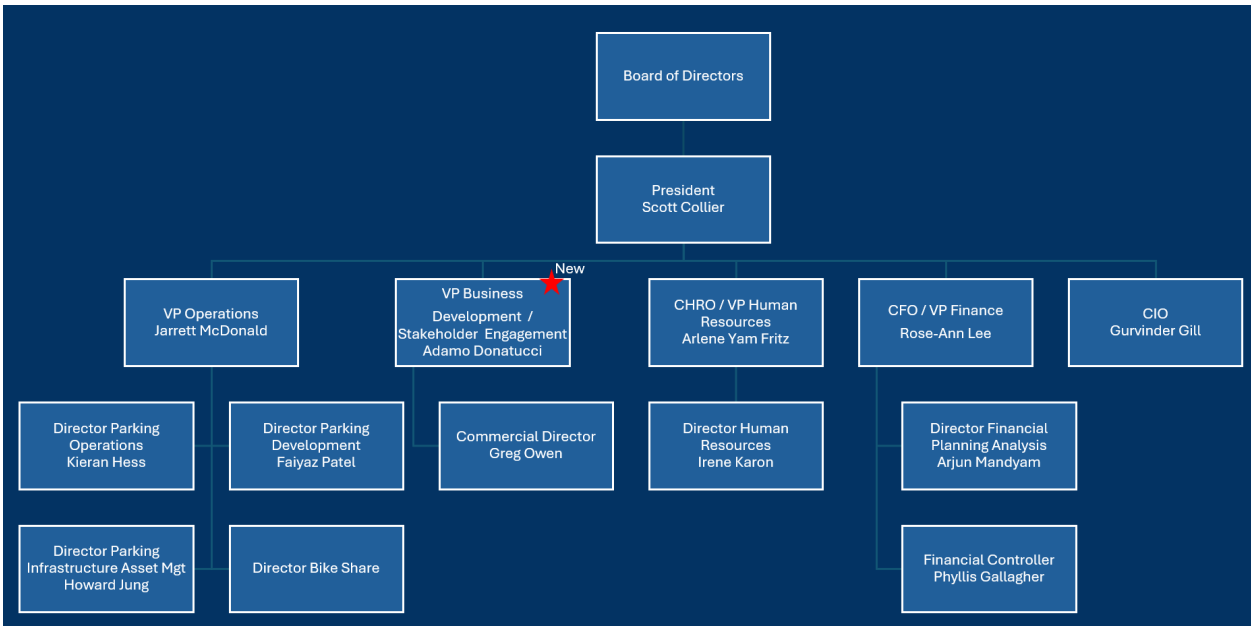
N/A

COMMENTS

Since 2021, the TPA has been on an accelerated journey towards our vision of becoming recognized as one of the world's premier providers of sustainable parking, bike share and last mile mobility experiences. In our 2022 Board update, Management shared our efforts in building a new leadership team and organization structure designed to support the delivery of our corporate strategy. Since then, progress has been made upskilling management capabilities and actively engaging the front-line staff to remove barriers and improve in-market execution. These efforts have driven a 28-point (+67 percent versus 2022) improvement in staff engagement.

Leadership: Senior Leadership Team

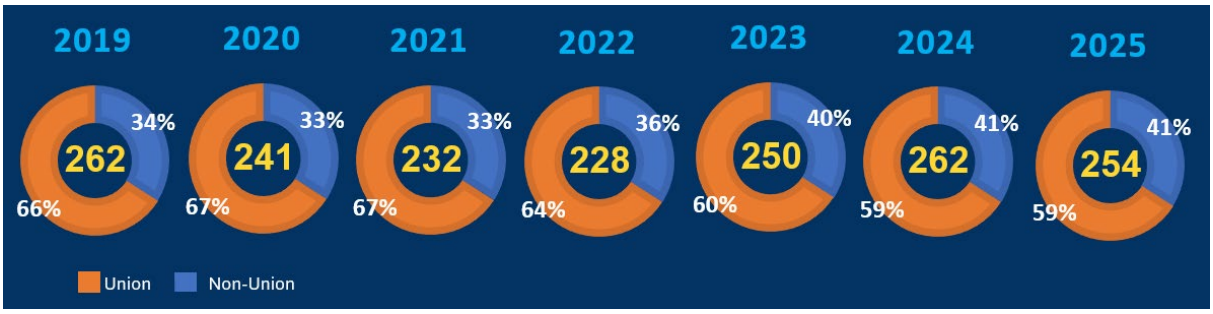
It was vital to establish a collaborative, results oriented senior leadership team to lead the organization through our transformation journey. This team represents a diverse set of skills and industry experiences, recently expanded to include commercial parking expertise. Averaging 13+ years of executive and/or senior leadership tenure, they have broad exposure in both the private and public sectors, including parking, transportation, telecom, logistics, mobility, aviation, retail, packaged goods, healthcare, customer service, government, infrastructure and the military.



People

As at December 2025, TPA headcount was 254 people (see figure 1). Fifty-nine percent of the workforce is unionized (TCEU Local 416), while forty-one percent of staff are non-union.

Figure 1: *Staff levels from 2019 to 2025*



Entering 2026, approximately 72 percent of staff have less than twenty years of tenure, and these people will be instrumental in building the TPA of tomorrow (see figure 2). As per figure 3 below, 31 percent of TPA employees are eligible for retirement over the next 5 years. This cohort represents an invaluable source of institutional memory that we must transfer to the next generation as we prepare for the workforce of tomorrow.

Figure 2: *Tenure*

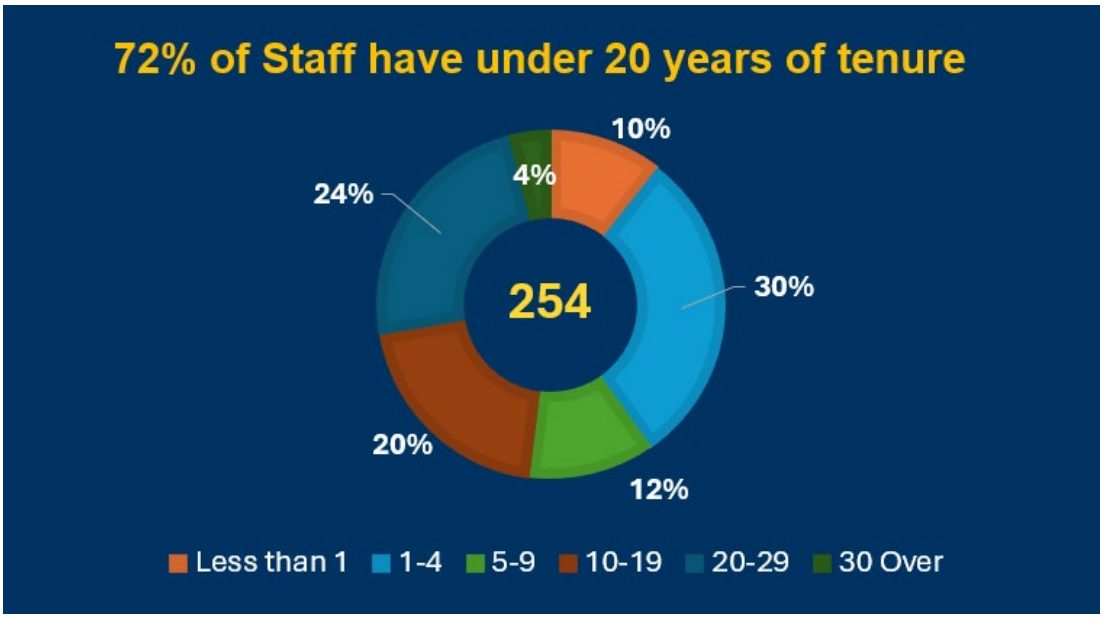
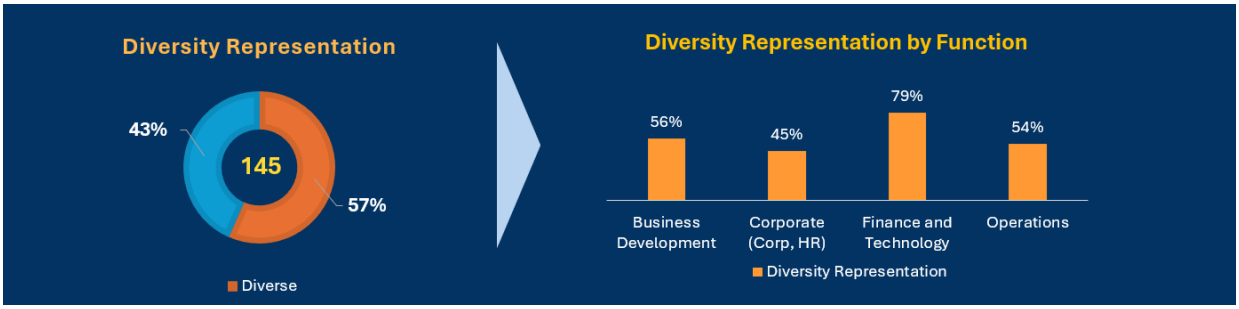


Figure 3: *Retirement eligibility*

Diversity as a Performance Accelerator

The TPA recruits, develops, and promotes people based on the strength of their character, experiences, and abilities. One of our core values is respecting and valuing differences which underscores our commitment to create an organization that reflects the communities in which we live and operate. Today, 57 percent of staff (+4 percent versus prior year and +26 percent versus 2022) are represented by minority groups with strong representation across all departments (see figure 4).

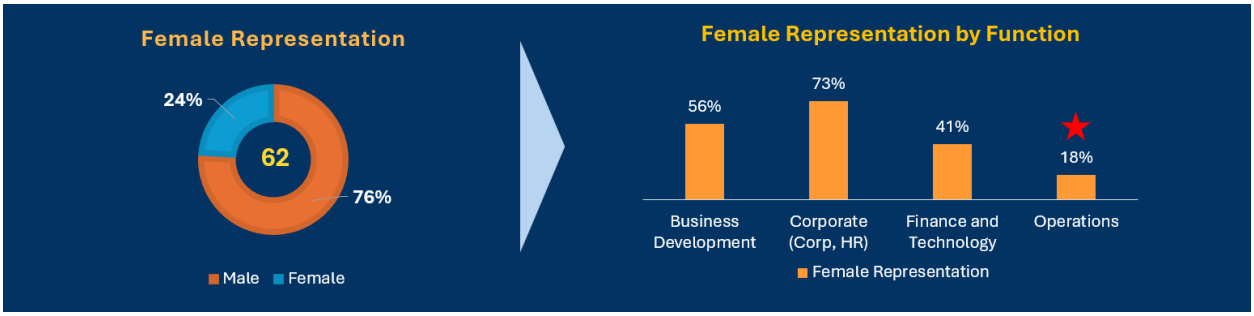
Figure 4: *Diversity representation*



As illustrated in figure 5, women represent 24 percent of TPA staff; -3 percent from prior year and +8 percent versus 2022. We have renewed focus on our recruitment efforts to

ensure qualified female candidates are included in our selection process. Currently, our female representation opportunity lies primarily in front-line unionized roles where the work is mostly maintenance and custodial shift work - long a male dominated field. We are encouraged that women account for 50 percent of the Vice-Presidents and 40 percent of the broader leadership team. In support of women in STEM (science, technology, engineering and mathematics) fields, and with a representation of over 30%, we are proud to have recruited 4 women to our engineering team.

Figure 5: *Female representation*



Diversity of Experience

We continue to be proud of the diverse set of professional experiences at Team TPA. We have a broader range of skills and abilities which has created better conversations, challenged "group think", and improved resiliency and speed of decision-making (see figure 6).

Figure 6: *TPA Staff Industry Experience*

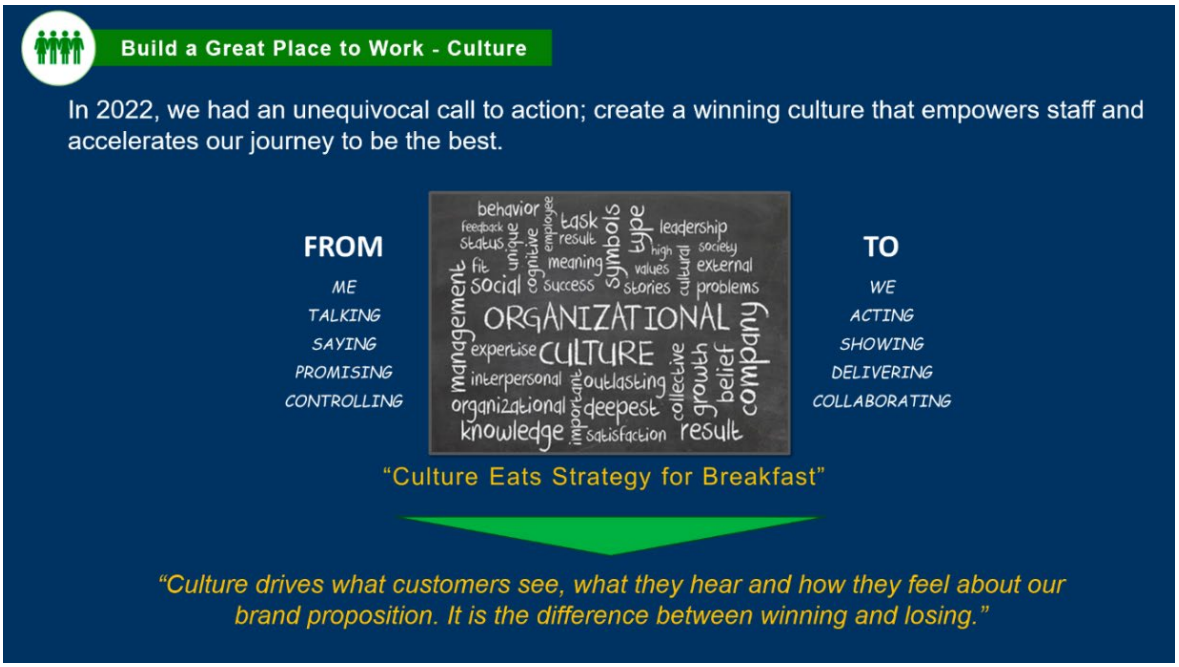
TPA Cultural Transformation: Employee Engagement

We have made material gains in employee engagement over the past four years. TPA staff were clear in 2021 about their frustrations with our lack of progress as an organization (see figure 7).

Figure 7: *Staff Insights 2022*

TPA's call to action in 2022 was unambiguous… we needed to create a winning culture in order to succeed as an organization (see figure 8 below).

Figure 8: *TPA 2022 Call to Action*



TPA's Rules of the Road

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. The journey has just begun, and the results are not only encouraging, but give the team the confidence to build a better TPA for the future. That is the difference between winning and losing.

Figure 9: *TPA Rules of the Road*

Staff Recognition and Appreciation

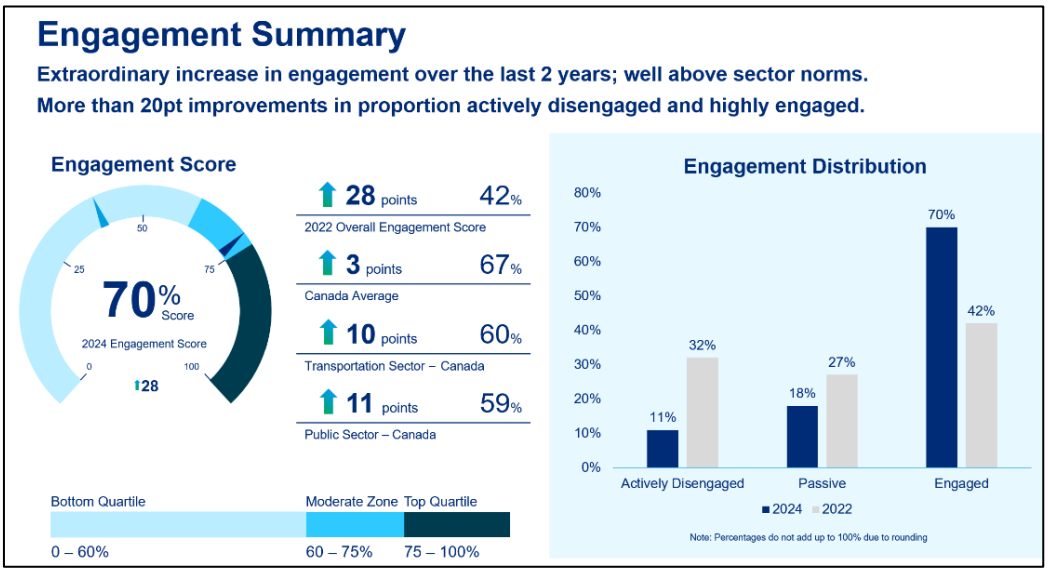
Great organizations consistently recognize and celebrate their staff for delivering great results. Over the course of the past three years, the TPA has recognized over 120 colleagues for achieving outstanding individual and/or team achievements. Award recipients have included not only TPA colleagues, but also staff 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 eco-system.

Figure 10: *Staff recognition and appreciation*

Engagement Results

After several years of hard work, the organization is well on its way to realizing 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 materially improved engagement scores (28-point improvement) are a strong proxy for a team that is driven to deliver better outcomes for the City of Toronto.

Figure 11: *2024 Engagement Results*



TPA - 2025 Best Place to Work

Our employees have shared unsolicited feedback through our Townhalls and Executive Round Tables. TPA's success is driven by its dedicated employees, whose commitment to excellence fuels the organization's achievements. Guided by its Rules of the Road and Core Values, TPA fosters a culture of inclusion, accountability, and continuous improvement.

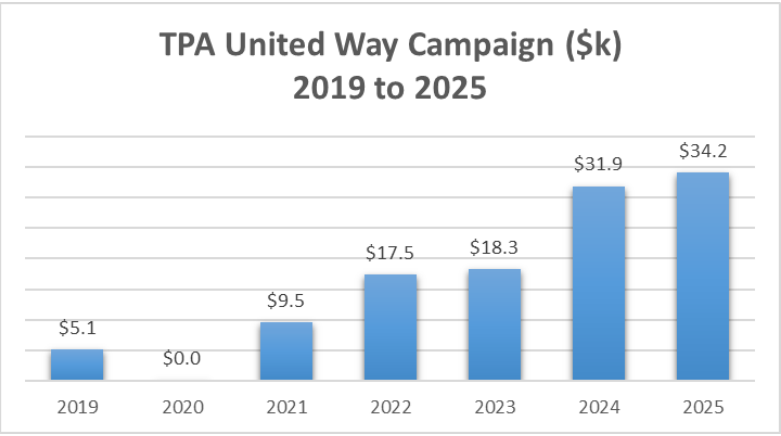
In addition to our 2024 engagement results, TPA received recognition from HRD as one of the 2025 Best Places to Work. Through our strategic imperative of Building A Great Place to Work, its focus on employee engagement has ensured that TPA continues to attract and retain the top talent.

TPA Gives Back - 2025 United Way Campaign

For 74 years, the TPA has been a proud agency of the City of Toronto. We are passionate about making the city better and remain committed to building on our strong legacy for generations to come. For the fourth consecutive year, we have delivered record-setting financial contributions to the United Way of Toronto (see figure 12).

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. Because of these efforts, we were recognized by the city with the United Way Ambassador of the Year award in 2023, and the Innovation Award in 2024.

Figure 12: *United Way Campaign 2019 to 2025*



Leadership: Management Development

With its commitment to develop leadership talent internally and align managers with the organization's expectations and TPA's leadership model, TPA partnered with the Toronto Metropolitan University's (TMU) Chang School of Continuing Education to develop and deploy a cost-effective management development training program "Leadership in Action" to TPA managers. The program focused on key management skills of collaboration, communication, project management, financial acumen and people management. Well received, this was attended by 30% of management staff in 2025, to continue into 2026.

Leadership: Succession Planning

In our 2025 Board update on Enterprise Risk Management, talent attraction, retention and succession was identified as a key enterprise risk that is critical to TPA's growth and ambitions. To mitigate the enterprise leadership risk, TPA has developed in collaboration with Korn Ferry, a succession plan to ensure continuity of critical decision-making and operations; and maintain organizational resilience in mission-critical Director and VP roles.

In establishing the succession plan, critical roles were identified, a success profile for each role was developed, candidates were identified and assessed, succession development plans were created, and executed with Executive Team oversight.

The succession plan achieves the following:

- Protect business continuity and reduce operational risk in the event of foreseen events
- Build a sustainable leadership pipeline, not just replacements
- Align leadership capability with future organizational needs
- Strengthen TPA's internal talent development and retention

CONTACT

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SIGNATURE

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