



# *Re-imagining Toronto's Mobility Landscape*

PRESENTED BY:

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TORONTO PARKING AUTHORITY



CPA+ACS  
**HALIFAX 2024**  
OCTOBER 6-9

# One Team, One Vision, One City

## Who we are?

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 now own and operate Canada's largest municipally owned EV charging network.

## Our Mission:

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

## 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.



Choice. Ease. Speed.

## Our Approach:



# Fast Facts and History

## THE TPA

North America's largest municipally owned operator of commercial parking

**\$166.4M**  
Total revenue

**\$1.4B**

In dividends returned to the City to fund services since 2002



**26.6M**

Transactions for 2024

**16.6M**

On-street at **21K** stalls

**10M**

Off-street **40K** stalls

**2.1M**

Green P app customers



**+100K**

Sessions

**407**

EV charging stations

**8.2M**

Tonnes of GHG emissions reduced



**6.4M**

Rides

**3<sup>RD</sup>** Largest bike share in North America

Bike Share rides



50's

60's

70's

80's

90's

2000's

2010's

2020's

**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

**2017**  
TPA ACQUIRES AND EXPANDS BIKE SHARE TORONTO

**2020**  
INTRODUCTION OF EV CHARGING STATIONS IN GREEN P LOTS






**Resistant to Change**  
**Untrustworthy**  
**Risk Adverse**  
**Don't Listen**  
**Unresponsive**  
**No Accountability**  
**Unustainable**  
**They Don't Care**  
**Unustainable**  
**Blame Others**  
**Complicators**  
**Old Fashioned**  
**Command and Control**  
**Vandalism**  
**Unsafe**  
**Narrow Minded**  
**Unresponsive**  
**Uncollaborative**  
**Parking Tickets**  
**Sloppy**  
**Vandalism**  
**Mediocrity**  
**Transactional**  
**Inefficiency**  
**Hierarchical**  
**Lazy**  
**Unustainable**



# We have learned and been inspired by the best



**CHICAGO**  
On-Street Replacement of Legacy Pay & Display to Next Generation Pay by Plate Machines



**LONDON**  
The rollout of ticketless license plate recognition (LPR)



**VANCOUVER**  
Advanced Analytics and Insights for Pricing and Operational Planning



**NEW YORK**  
"Electrifying New York" is an ambitious EV Expansion plan to Support Carbon Neutrality



**MONTREAL**  
Bikes Share Operations and E-bike Deployment

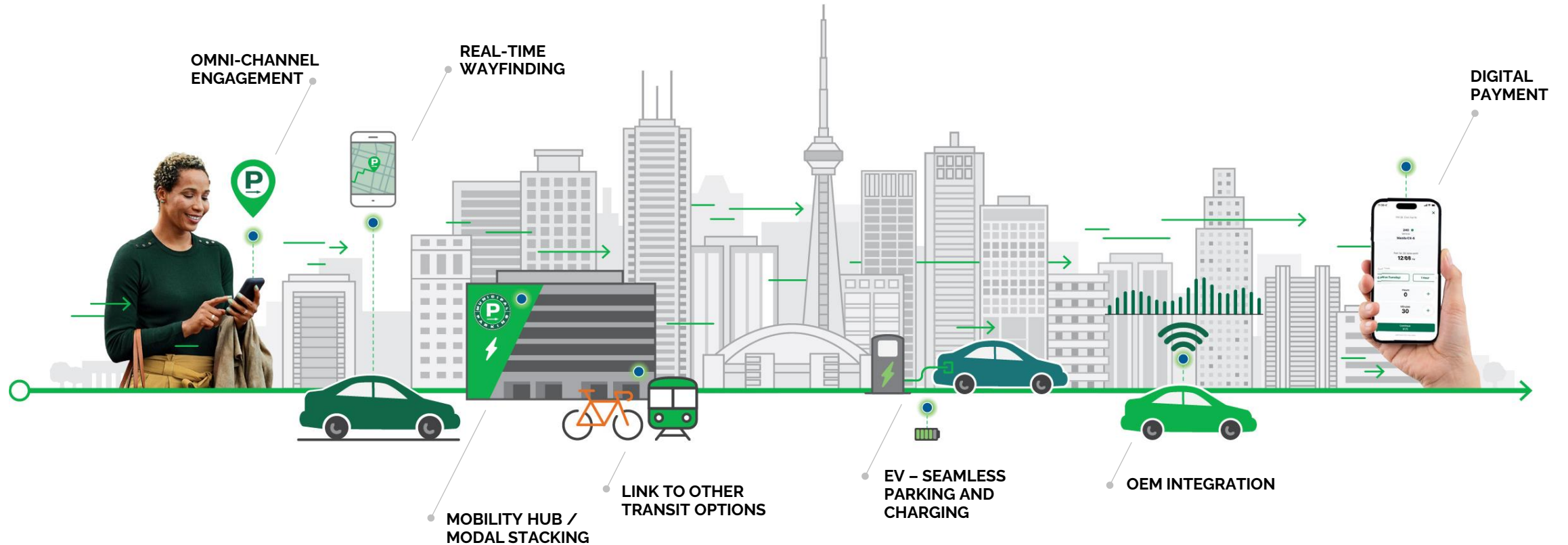
VENDORS and PARTNERS



*In 2022 we recognized the need for a new customer-centric mindset.*



Choice. Ease. Speed.





# CUSTOMERS WILL NEVER LOVE A COMPANY UNTIL THE EMPLOYEES LOVE IT FIRST

*Simon Sinek*





*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.

*rules*  
**OF THE ROAD**

*core*  
**VALUES**

- Safety Always.
- Respect and Value Differences.
- Act with Integrity.

- 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



# TRANSFORMING TO BECOME A MODERN MOBILITY PROVIDER

*We see the future clearly,  
and we have a solid  
plan to get there.*

## **Smart Investments**

\$200 million over 10 years to build an integrated, sustainable mobility network.

## **Customer Focused**

Enhancing choice, ease, and speed, in mobility services.

## **Connected Journeys**

Creating a seamless experience with people at the center.

# Reimagining our Business Model for a Sustainable Future - Mobility Hub



Our future success hinges on embracing technology and digitization

## Our current parking experience is rooted in the past.

- Limited Guidance
- Entry
- Pay at device only
- Limited services
- Exit



## Our ability to thrive in the future rests on leveraging technology and advancing digital..

- Changed Customer Expectations
- Smart Cities becoming a reality
- Cars are turning into connected, moving IT Systems
- Artificial Intelligence at every corner
- EV adoption headed to Mass Market



## Off-Street Initiatives and Results



## Milestones

1. Prototype:
  - LPR Enforcement Car
  - Pedestrian Access Control linked to PARCs
  - LPR linked to Permits
  - Reselling with Honk
  - Frictionless Green P App Lane
  - Camera-based Payment Integration
  - Real-time parking occupancy (Clever City)
2. Launch new PARC system in 2025
3. Launch a new e-commerce platform in 2025 connected to our PARC system
4. New entry and exit hardware at all 30+ gated locations by 2028



*Our momentum continues... we are building Canada's premiere EV Charging Network.*



## Milestones

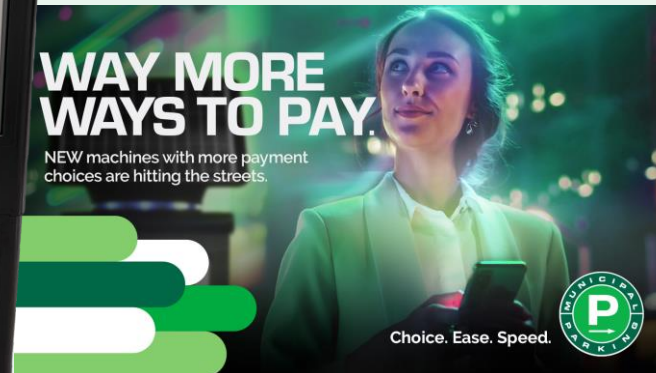
- Over 407 EV chargers (+288) with 550 additional planned (+145)
- 42 Off-street locations (+12)
- 68 On-street locations (+15)
- Forecasting +100K charging sessions
- Investment in the EV Sales & Marketing Plan
- Announcement of new EV partnership

*Our focus on innovation and execution has delivered new On-Street parking and payment technology*



## Milestones

- Deployed Pay by Plate meters
- Added 4 new payment options (Debit, digital wallet (apple or google pay), scan QR code, text-to-pay pay)
- Launched Mobile Only Parking Zones Prototype
- Prototype occupancy sensors for real time wayfinding, occupancy, and enforcement
- Integrated occupancy data into Green P app and TPA website
- Integrating Green P app and EV charging to single payment
- Digitized on-street inventory to capture real time data including inventory, signage and closures



*Bike Share has become a critical component of Toronto's public transit system; it is sustainable, accessible, affordable... and fun!*

### Milestones

- Customer satisfaction at 90%
- 5.5M rides, +23% VYA: 8K annual member +12% VYA.
- Project 6.2M rides in 2024
- Deployed +1,300 E-bikes
- Deployed +110 solar stations and +15 E stations
- Strategic Bike Share partnership with Tangerine Bank
- Upgrade Mobile App CX



# Connection with Our Customers




TPA is boosting customer engagement with omni-channel interactions and expanded payment options, including cash, credit, debit, Apple Pay, Google Pay, and resellers like Honk.

The new Systems Operations Centre will boost efficiency and service, while upgrades to the Green P app and a new Bike Share app will enhance user convenience.





A nighttime photograph of a city street. In the foreground, two large white signs are mounted on a structure. The left sign reads "PARKING WHERE YOU NEED IT." with a green 'P' logo and the tagline "Choice. Ease. Speed." below it. The right sign reads "CHARGING WHEN YOU NEED IT." with a green lightning bolt logo and the tagline "Choice. Ease. Speed." below it. In the background, a building with a sign that says "ELEPHANT & CASTLE" is visible. A street sign for "Berrard" is also present. The scene is lit with warm streetlights and city lights, creating a bokeh effect in the background. A large green diagonal graphic element is on the right side of the image.

REIMAGINE HOW TORONTO MOVES BY PROVIDING SEAMLESS, SUSTAINABLE PARKING, BIKE SHARE, AND LAST-MILE MOBILITY EXPERIENCES THAT DELIVER ON *CHOICE, EASE,* AND *SPEED* FOR OUR CUSTOMERS, PARTNERS, AND THE CITY.



Choice. Ease.  
Speed.

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# THANK YOU