

# CONNECTING COMMUNITIES. DELIVERING SUSTAINABLY.

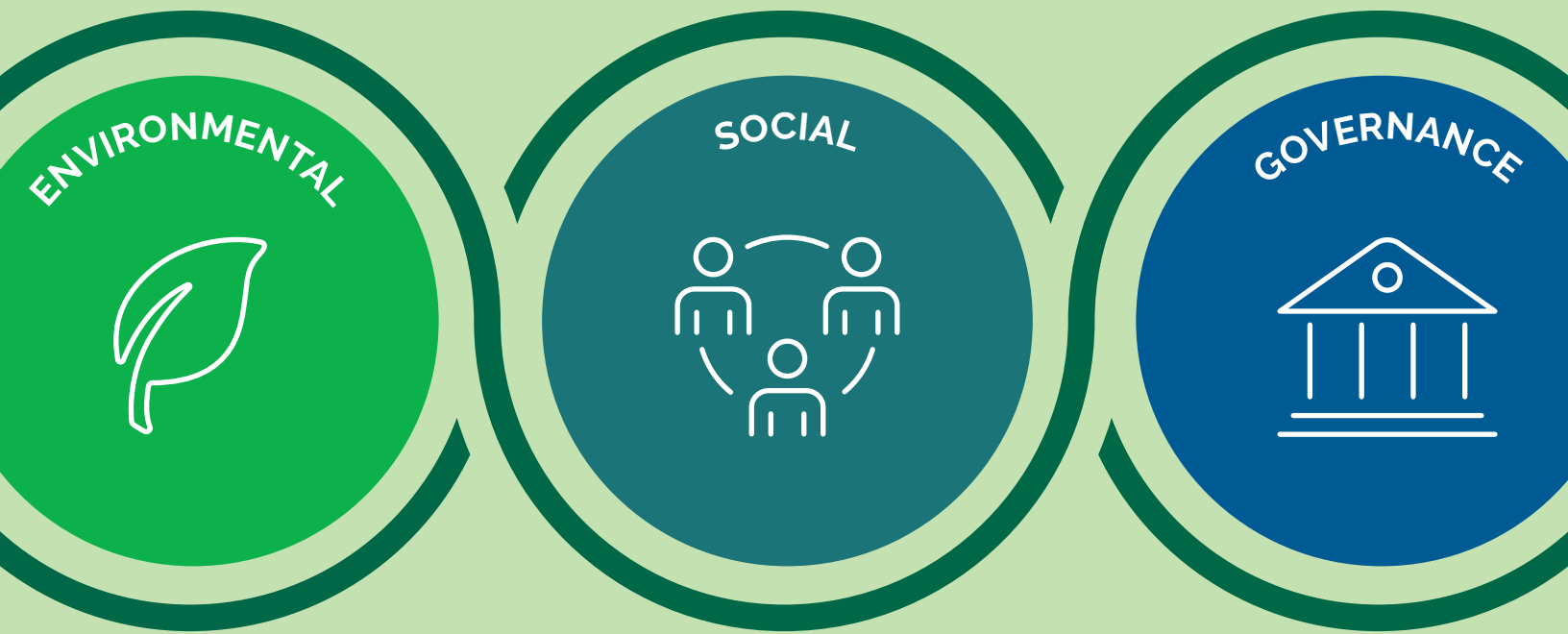
Toronto Parking Authority  
2024 Environmental, Social, and Governance Report



Choice. Ease. Speed.



As an agency of the City of Toronto, we acknowledge that we are on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.



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## ABOUT THIS REPORT

**This report is our first Environmental, Social, and Governance (ESG) Report.** We have prepared it for our stakeholders – our customers, employees, partners, and the City of Toronto – to share our progress in delivering sustainable parking, bike share, and last-mile mobility experiences through Toronto. In the report, you will learn about how we are modernizing our services to reduce environmental impact, connecting communities through accessible and integrated mobility solutions, and ensuring good governance.

# WHO WE ARE

Toronto Parking Authority (TPA) was founded in 1952 by the Toronto City Council with the goal of becoming a self-financing agency through parking revenue instead of municipal taxes. Today, 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.

## The TPA Board of Directors

TPA is governed by a Board of Directors that is responsible for the management of the enterprise including good governance, strategic direction and ensuring the accountability of management in delivering results in the best interests of the organization.

The TPA's Board of Directors is comprised of five public members and two Council members, with all members appointed by Toronto City Council. The Board appoints the President and delegates responsibility to the President for the day-to-day leadership and management of the organization.

The TPA's Board of Directors also has a standing Audit and Risk Management Committee. The Audit and Risk Management Committee is responsible for assisting the Board in overseeing and objectively assessing the integrity of TPA's financial statements, internal controls, accounting standards, annual budget, capital management plan, enterprise risk, legal and regulatory compliance, and independence of the external auditor of the TPA.

### In 2024, our Board of Directors consisted of:



**Hartley Lefton**  
Board Chair



**Namby Vithiananthan**  
Vice Chair



**Brad Bradford**  
Councillor



**Maureen Farrow**  
Board Member



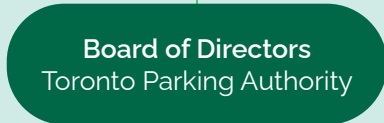
**Paula Fletcher**  
Councillor



**Zeshan Khan**  
Board Member

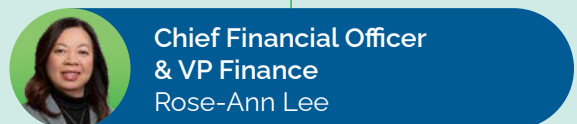
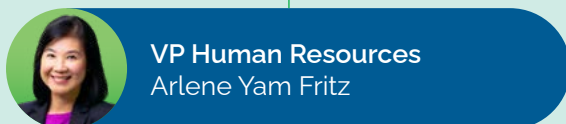
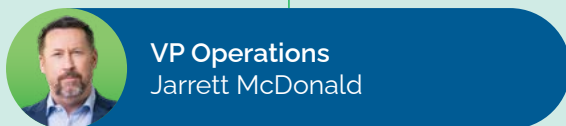
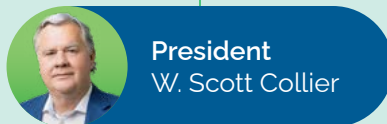


**Ruth Uy**  
Board Member



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## Our Executive Team



# A MESSAGE FROM OUR PRESIDENT



**We are on a mission to transform our business to become an agile provider of integrated mobility solutions for our customers and our city.**

Toronto is the fourth largest city in North America. Developing sustainable mobility solutions that meet ever changing customer needs is daunting yet inspiring. It requires hyper-collaboration with our stakeholders coupled with an unwavering focus on delivering sustainable value and growth. We are proud to engage with our City colleagues, staff, and industry partners to challenge the status quo; to reimagine, prototype, and deploy new and better ways to keep people, businesses, and industry moving.

The modernization of our integrated network of Parking, EV Charging and Bike Share portfolio is in flight. Our customers took over 32 million trips across our network in 2024. Our services are available 365 days a year across the city. In support of our

TransformTO Net Zero commitments, we delivered a reduction of 7.0 million Kg of GHG emissions in 2024. We are just getting started.

We are proud to share our progress in this, our inaugural Environmental, Social, and Governance Report. We are committed to building on our momentum and look forward to sharing our progress with our team, our customers, and our stakeholders.

A handwritten signature in black ink, appearing to read 'W. Scott Collier'.

**W. Scott Collier**  
President

Delivering on our operational imperatives will advance our vision of becoming the world's best provider of sustainable parking, bike share, and last-mile mobility experiences for our customers, our partners, and our city.

# OPERATIONAL IMPERATIVES

## 1. Build a great place to work

Our people are key to our success. We are relentlessly focused on safety, team engagement, personal accountability, and creating an environment that respects and values differences.

## 2. Strengthen the core, execute with excellence

We are committed to doing the fundamentals well by investing in our business and providing a great customer experience.

## 3. Drive sustainable growth

We have reimagedined our business model to become a nimble provider of multi-modal mobility solutions for consumers and businesses.

## 4. Connect with our customers

We are leveraging the power of technology and digitalization to connect with our customers and make their travel experience seamless.

## 5. Innovate with our stakeholders and partners

We partner with like-minded organizations in the private and public sectors to co-create innovative approaches to developing mobility solutions.

# STRATEGIC ENABLERS

-  Growth mind-set
-  Culture
-  Talent
-  Innovation
-  Technology
-  Analytics
-  TransformTO



# WHAT GUIDES US

## 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





# ENVIRONMENTAL RESPONSIBILITY

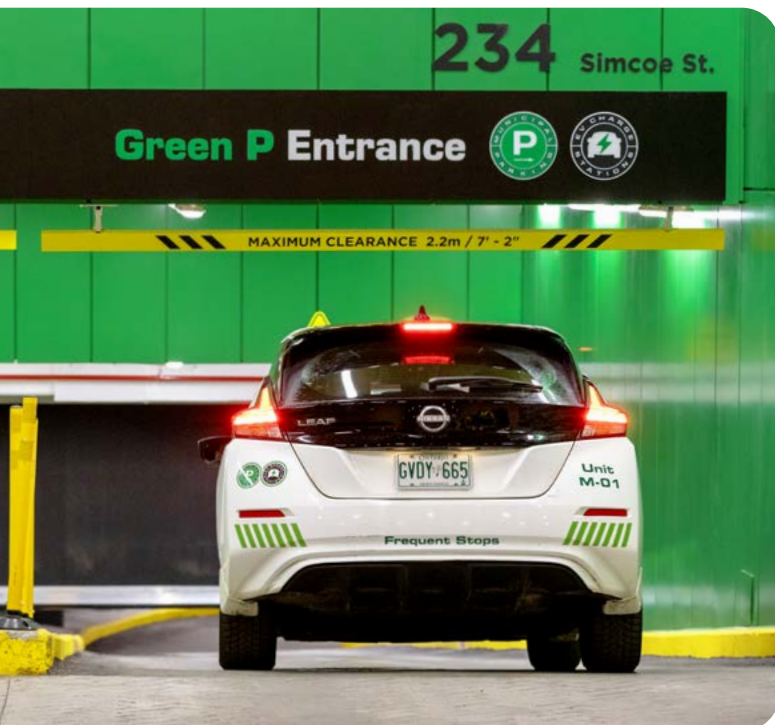
TPA is playing a leading role in shaping the conversation about how Toronto moves. Parking, EV charging, and Bike Share are key elements within the City's mobility ecosystem, and our vision for the future of mobility will be an enabler for accelerating the City's net zero agenda.

TransformTO Net Zero strategy has set ambitious targets. Ultimately, it calls for net-zero greenhouse gas (GHG) emissions by 2040. One of the ways the City can advance this goal is to increase access to low-carbon transportation options, including walking, biking, public transit and electric vehicles.

As it pertains to mobility, the TransformTO Net Zero strategy sets out these goals:

- > 75% of all work and school trips under five kilometres should be made by walking, cycling, and taking transit
- > By 2030, 30% of all registered vehicles in Toronto should be electric
- > 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

The investments in our mobility solutions were driven by innovation, informed by thoughtful behavioural and data analysis, and made in consultation with our City partners, customers, and other stakeholders. Here are some of the initiatives completed in 2024 that furthered the City's net zero agenda:





## GREEN P PARKING

TPA expanded and enhanced our on-street and off-street Green P parking facilities to give our customers even more choice, ease, and speed as they move around the City.

1. We delivered 450 in-ground occupancy sensors at on-street locations and across 14 surface lots. 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.
2. Introduced industry-leading parking solutions at a new off-street facility, including new digital wayfinding, controlled access through overhead and pedestrian doors for enhanced security, license plate recognition technology that enables more ease and speed when entering and exiting the facility, and exterior digital signage that displays parking availability. All these features help reduce queuing, idling and circling, ultimately reducing emissions.
3. These enhanced features were also incorporated into upgrades to our facilities at 323 Richmond, 9 Wellesley, and 234 Simcoe Streets.
4. We converted nine of our car parks to LED lighting, saving 3.5 million kilowatt hours of electricity.
5. Off-street parking facilities are being resurfaced with an innovative new asphalt that is thinner, more resilient, and more sustainably produced.



## EV CHARGING

The growth of our EV charging network supports the City's 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.

1. Our customers completed over 102,000 charging sessions, up from 35,000 in 2023.
2. We added 54 new chargers, bringing the total number of chargers in-network to 461.
3. We recorded 99% uptime across our EV charging network, making us both the largest and most reliable municipally owned and operated charging network in Canada.
4. In 2024, charging sessions reduced greenhouse gas emissions by 2.8 million kg and saved 1.3 million litres of fuel.



## BIKE SHARE TORONTO

The exponential growth of Bike Share Toronto is evidence of a fundamental first- and last-mile solution customers can count on.

1. In 2024, nearly 7 million riders used the Bike Share network, making Bike Share Toronto one of the fastest growing bike share programs in North America.
2. In 2024, Bike Share Toronto recorded a 21% increase in annual rides and 1.1 million e-bike rides, an increase of 144% over 2023.
3. The number of riders using bike share increased by 165,000 customers.
4. We added an additional 70 solar stations and 335 e-docks, growing the Bike Share network to 862 stations.
5. Riders traveled a total of 25 million kilometers, which saved 4.5 million kilograms of greenhouse gas emissions.





## Mobility Hubs

We are transforming the way we think and the way we work to build an integrated mobility network that brings social, economic and environmental value to our customers and all Torontonians. One of the ways we are doing it is by seamlessly integrating all our products and services by creating next-generation 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.

## Urban Quick Stops

The Purolator Urban Quick Stop was developed in partnership with TPA, Purolator, and the City of Toronto. The innovative solution is a sustainable approach to shipping and introduces environmentally friendly e-bikes to reduce truck deliveries in the community. This exciting new initiative replaces fossil fuel-consuming courier trucks with a fully electric sustainable option, contributing to the City's GHG emissions-reduction goals. It also advances TPA's mission to create a seamless customer experience that delivers on choice, ease and speed through the city, while acting as a catalyst for electrification and growth in Toronto's mobility network. We are expanding our partnership with Purolator to create more Urban Quick Stops as well as new parcel pick-up and drop-off opportunities.



## TPA Sustainable Fleet Vehicle Plan

To support TPA's fleet vehicle strategy and focus on decarbonizing its emissions from fleet vehicles, an extensive feasibility study has been conducted. The study has assessed current fleet and weigh-in options for buying EV or zero emission vehicles (ZEV) to support the City of Toronto's net zero goals and help TPA reduce operating and maintenance costs for our fleet in the long-term. The study looked at cost of ownership between Battery-Electric Vehicles (BEVs) and Internal Combustion Engines (ICEs) across key vehicle segments such as sedans, SUVs, cargo vans and the recommended replacement timelines for each of these vehicles for the next 25 years (2025-2050).

The analysis was based on three hypothetical scenarios to determine the financial, environmental, electrical, and infrastructure implications of each:

1. "Business-as-Usual" Scenario: In this scenario, existing operations continue where TPA continues to purchase ICEs to replace any aging fleets with some BEVs in the mix
2. "TransformTO Target" Scenario: This was considered as the best-case scenario and one that TPA should prioritize to help them meet the TransformTO targets of having net-zero GHG emissions by 2040
3. "Government of Ontario Target" Scenario: This scenario involves a more gradual replacement of ICEs to BEVs, emphasizing the longevity of existing vehicles due to the less stringent emissions target set by the Government of Ontario (80% reduction in emissions from 1990 levels before 2050)



# 2024 ENVIRONMENTAL RESPONSIBILITY AT-A-GLANCE

|   | Net Zero by 2040 | Walk, bike or transit for 75% of trips under 5k | Seamless, accessible, efficient, hassle-free transportation | 30% of cars EV by 2030 | Integrate first-and-last mile connectivity | Leverage data to optimize mobility |
|---|------------------|---|---|------------------------|--|------------------------------------|
| <b>TPA</b>  |                  |   |   |                        |  |                                    |
| Sustainable Fleet Vehicle Plan  | ✓                |   | ✓   |                        |  |                                    |
| Urban Quick Stops   | ✓                |   |   |                        | ✓  |                                    |
| Mobility Hubs   | ✓                | ✓   | ✓   | ✓                      | ✓  |                                    |
| Business-wide digitization  |                  |   |   |                        |  | ✓                                  |
| <b>Green P</b>  |                  |   |   |                        |  |                                    |
| 450 in-ground occupancy sensors at on-street locations and across 14 surface lot                          |                  |   |   | ✓                      |  | ✓                                  |
| Digital wayfinding, controlled access, license plate recognition technology, digital signage              |                  |   |   | ✓                      |  | ✓                                  |
| \$20 million in upgrades to facilities at 323 Richmond, 9 Wellesley, and 234 Simcoe Street                |                  |   |   | ✓                      |  |                                    |
| LED lighting saved 3.5 million kilowatt hours of electricity  | ✓                |   |   |                        |  |                                    |
| Off-street parking facilities are being resurfaced with an innovative new asphalt                         | ✓                |   |   |                        |  |                                    |
| <b>EV Charging</b>  |                  |   |   |                        |  |                                    |
| 102,000 charging sessions, up from 35,000 in 2023   | ✓                |   | ✓   |                        |  |                                    |
| 54 new chargers, bringing the total number of chargers in-network to 461                                  | ✓                |   | ✓   |                        |  |                                    |
| 99% uptime across our EV charging network   | ✓                |   | ✓   |                        |  |                                    |
| Charging stations emit are from green sources   | ✓                |   | ✓   |                        |  |                                    |
| Charging sessions reduced greenhouse gas emissions by 2.8 million kg and saved 1.3 million litres of fuel | ✓                |   |   |                        |  |                                    |
| <b>Bike Share Toronto</b>   |                  |   |   |                        |  |                                    |
| 7 million riders used the Bike Share network  |                  | ✓   |   | ✓                      | ✓  |                                    |
| 11 million e-bike rides, an increase of 144% over 2023  |                  | ✓   |   | ✓                      | ✓  |                                    |
| 165,000 new customers   |                  | ✓   |   | ✓                      | ✓  |                                    |
| Added 70 solar stations and 335 e-docks, growing the Bike Share network to 862 stations                   | ✓                | ✓   |   | ✓                      | ✓  |                                    |
| 25 million kilometers traveled, saving 4.5 million kilograms of greenhouse gas emissions                  | ✓                | ✓   |   | ✓                      | ✓  |                                    |



# SOCIAL RESPONSIBILITY



**Our customers and the communities they live in drive everything we do. TPA is connecting community through the accessible design of our integrated mobility network, our support of community events, and through charitable giving.**

## Community Involvement

We engage with our communities to support Toronto neighbourhoods and the people who call them home. We regularly work with community organizations like CycleTO, Women's Cycling Network, Gateway Bike Hub, Toronto's Business Improvement Associations (BIAs) and members of City Council to ensure robust stakeholder engagement and the inclusion of equity-deserving communities.

In the community, our facilities are regularly the sites of events like Salsa on St. Clair, Caribana, Pride, the Santa Claus Parade, the Ukrainian Cultural Festival, and weekly farmers' markets. We are proud to be such an integral part of life in this dynamic and diverse city.

## Supporting the City's Social Agenda

TPA works in partnership with the City to support its housing initiatives. Real estate that TPA acquired is leveraged by the City to build affordable housing. We collaborate with our City partners to identify those properties that are most suitable for redevelopment.

## Community Engagement

Toronto's communities outside the downtown core, originally designed for the car and historically lacking public infrastructure investments, face active transportation challenges with limited access to public transportation and dedicated cycling infrastructure.

Affordable and accessible programs are needed to bridge the mobility gap, especially for equity-deserving communities that face financial constraints or lack personal vehicles. Bike share systems can provide cost-effective and convenient alternatives for these residents to navigate their communities and reach key destinations.



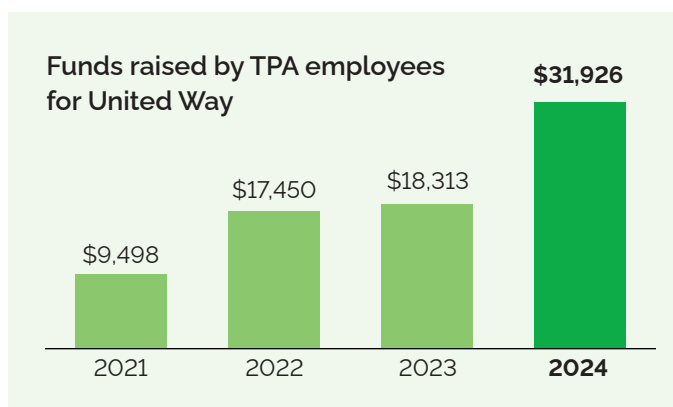


To support expansion efforts, Bike Share Toronto embarked on a three-year community engagement process to better engage areas and neighborhoods where Bike Share Toronto expansion is taking place. The input we received will help us expand the Bike Share network in the most effective and equitable way.

Bike Share Toronto also partnered with Toronto Community Housing Corporation to establish stations at their properties and further supported residents with a reduced fare program.

## United Way Campaign

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, supporting programs and services that address the issues faced in our diverse community such as deepening poverty, growing neighbourhood inequality, and systemic inequity.



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.

## Diverse and Inclusive Workplace

TPA is an inclusive workplace that reflects the communities in which we live and work. Today, our overall diversity rate - the percentage of visible minorities in our workforce - is 53%.

In 2024, we supported our Diversity and Inclusion goals with the initiation of the Women of Influence resource group. Our gender diversity in management, executive, and board positions in 2024 was as follows:

- > 50% executives (Vice President or higher) are women
- > Almost 40% of management positions (Directors and Associate Directors) are held by women
- > At the Board level, 43% of board members are women



## Employee Reward and Recognition

### Rewards

TPA takes a merit-based approach to compensation, recognizing employees for achieving performance. Beyond salary, TPA offers benefits to support employee well-being that include a pension plan, parental leave, employee parking and bike share membership, and paid time off days. Options are available to support the integration of work and personal lives, such as employee assistance program and hybrid work for some roles. A tuition reimbursement program and online self-directed learning is offered to all employees in support of career growth and professional development. Development opportunities are provided through expanded or new responsibilities, training and coaching.

### Recognition

TPA's recognition program recognizes employees beyond merit pay-for-performance. In addition to informal employee recognition, milestones for tenure, individual, and team achievements are formally recognized through awards, celebration events and public recognition. Over the past two years, our Rules of the Road awards have been presented to over 100 colleagues.

## Employee Engagement

Our priority of "building a great place to work" requires unwavering focus on our cultural transformation, and in 2024, we made significant advancements toward building a strong, performance-driven culture. In just two years, our employee engagement scores rose by 30 percentage points.

TPA is committed to communicating with all employees across the organization to actively inform, involve, and engage them in our business. We hold all-staff Town Halls, executive roundtables with employees, leadership forums, and celebrate employees through TPA appreciation events. We share our business learnings, report on our progress, challenges and successes, and receive feedback from our employees. We build community through employee announcements, newsletters, and employee social gatherings.

Employee  
engagement  
scores increased  
30 percentage  
points since 2022





## Employee, Contractor, and Customer Health & Safety

On an annual basis, TPA logs "Workplace Incidents (YTD)" and "Frequency & Severity Rates (Rolling 12-month)", where incidents type, treatment, lost-time days are tracked on an annual basis.

Health & Safety incidents and metrics are discussed with the on-site work team monthly to provide visibility over the incidents and to emphasize the importance of conducting regular safety talks, sharing lessons learned, training opportunities, and safety reviews.

Additionally, we track customer injury, property claims, and security incidents at our properties on an annual basis. To aid in this data collection and to provide a safe and secure workplace for employees and a safe experience for customers, we have upgraded our CCTV networks throughout our parking garages and strengthened security enforcements (both static and patrol). As a result, TPA has seen a reduction of 12% in its security incident rate compared to the previous year.

As part of our Driver & Fleet Safety Program, select staff have undergone a defensive driving course and a vendor selection process in ongoing for developing TPA's Safety Management System process.







# GOVERNANCE

TPA is an agency of the City of Toronto. Each agency has a different mandate, and they are each governed by a Board with delegated decision-making authority from City Council. Council approves service agencies' budgets, sets certain policies, and generally owns their assets.



## Ethics and Compliance

As part of the *Toronto Municipal Code: Chapter 179*, members of the TPA shall act honestly and in good faith with a view to the best interest of the City of Toronto and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances when exercising powers and duties. As such, TPA has developed specific policies to support in acting ethically and with integrity.

## AODA Policy

TPA is committed to providing all customer and members of the public with safe, convenient and accessible parking facilities and services. TPA strives to ensure that the dignity and independence of all customers is respected and that people with disabilities can use TPAs services in a similar manner as other customers. Please refer to the [AODA Policy](#) for further details. TPA also includes an [Accessibility Compliance Report](#) with additional information on how accessibility of customers is prioritized.

## Privacy Policy

TPA strives to ensure that customer privacy and personal information is managed and protected in accordance with the Ontario Municipal Freedom of Information and Protection of Privacy Act. The Privacy Policy discloses publicly the type of information TPA collects, how that information may be used, and how it may be disclosed to others. Please refer to the [Privacy Policy](#) for more information.

## Enterprise Risk Management

The Toronto Parking Authority is committed to managing risk to achieve our strategic priorities. We have implemented an Enterprise Risk Management (ERM) process that is focused on systematically identifying,



assessing, prioritizing, managing and monitoring risks that can affect the achievement of the organization's strategic priorities. TPA's ERM program also includes a comprehensive risk universe that supports a consistent understanding of risks across the organization. The ERM program is key to enhancing the governance and management activities of TPA by enabling more risk-informed decision-making.

TPA's ERM process is defined within an ERM Policy that sets the directional tone for individuals across all levels of the organization, including by defining roles and responsibilities to help ensure the enterprise risk management process is well understood. On an annual basis, the Executive Management Team identifies and prioritizes enterprise level risks for Board oversight. Appointed key risk owners prepare treatment plans for periodic monitoring and reporting to the Board Audit & Risk Management Committee.

Through its ERM process, TPA is focused on identifying and assessing applicable environment, social, and governance risk factors. These include both physical climate risks that relate to the extreme effects of climate change related events (e.g., heat, flooding) that negatively affect TPA's facilities, infrastructure, and operational continuity, as well as staff and/or customer health and safety and transition related risks that focus on TPA's efforts to support the achievement of regional environmental objectives.

## Continuous Improvement & ESG Integration

TPA continues to aspire and work towards integrating ESG strategy into the organization's overall strategic plan, including any environmental metrics to formally measure ESG progress.

We are provisioning continuous ESG education both within the organization and at the Board level so that they can exercise their fiduciary responsibilities to the

overall strategy. This may also include a review of ESG initiatives and progress with the Board on an annual basis. In addition, we will create a new role responsible for ESG within the organization to inform strategic implementation and education across the organization.

## Income Sharing Agreement with the City of Toronto

In 2024, TPA and the City's Financial Planning Division collaborated to develop the principles of a new net income sharing agreement that will ensure that TPA has access to sufficient resources to both fund its Capital Program, and continue to make annual contributions to the City of Toronto that build upon the \$1.6 billion, including dividends, property taxes, and rents, that TPA has contributed to the City since 2000. This money is used by the City to fund its other important services for Torontonians.

Under the new framework, the net income sharing formula will be changed to increase the percentage of net income that TPA retains from its operations from 15 percent to 25 percent which results in the City dividend dropping from 85 percent to 75 percent from the current Agreement. This enhanced income share ratio will provide TPA with incremental net income over the next three years to address state of good repair (SOGR) in TPA's parking garages. In addition, the City will directly fund the continued capital expansion of TPA's Bike Share Toronto and EV Charging programs over the term of the Agreement.

The change to the income sharing formula reflects the conditions that were in place prior to the 2017 agreement where a 75/25 income sharing formula was used to support TPA's capital requirements at a time that pre-dated the extension of TPA's mandate to include Bike Share Toronto and EV Charging. A reversion to this model is required given the TPA's relative cash reserve position after the pandemic and current capital program requirements of TPA's 10-Year Capital Budget and Plan.




# LOOKING AHEAD

Our vision for the future of mobility  
will help advance the City's  
TransformTO Net Zero agenda.







In the coming year, we will undertake several initiatives to advance our ESG priorities:

- ✓ Incorporate processes, systems, and controls for the accurate measuring and monitoring of activity data (natural gas, diesel, electricity and other fuels) and related GHG emissions from owned and controlled assets

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- ✓ Expand the Bike Share Toronto network and e-bike docking stations to 10,000 bikes and 1,000 stations respectively

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- ✓ Expand the Bike Share Toronto network to all 25 wards within Toronto

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- ✓ Integrate the Green P app with other transit apps to provide fast and reliable information to customers

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- ✓ Launch license plate recognition technology at off-street parking facilities to enhance efficiency and improve traffic flow into and out of the lots.

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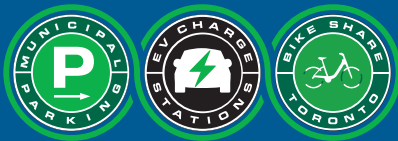
- ✓ Incorporate technology that will power EV charging, e-bike charging, and pay-by-plate meters with one renewable energy source

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- ✓ Continue to modernize parking, fleet, and charging infrastructure and deploy new analytic tools to drive operational productivity



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



**Choice. Ease. Speed.**