



For Action with Confidential Attachment

Fare Compliance Action Plan - Update

Date: December 1, 2025

To: Audit & Risk Management Committee

From: Chief Strategy and Customer Experience Officer

Reason for Confidential Information

This report contains information related to the security of the property of the municipality or local board.

Recommendations

It is recommended that the Audit & Risk Management Committee:

1. Receive the Confidential Attachment and authorize that the information contained in the Confidential Attachment remain confidential as it relates to the security of the property of the municipality or local board.

Summary

The Audit & Risk Management Committee will receive an in-camera presentation, providing an update on the Fare Compliance Action Plan.

Background and Analysis

At a Special meeting in July 2024, the Audit & Risk Management Committee (ARMC) endorsed the Fare Compliance Action Plan. This is the third plan update to the ARMC since endorsement.

Diversity, Equity and Inclusion Matters

The TTC is committed to promoting and supporting diversity and inclusion in all corporate policies, procedures, processes, programs and services in order to reflect and respond to the needs of its employees, contractors and customers.

The Fare Compliance Action Plan offers the TTC an opportunity to strengthen the guiding principles of its fare inspection and collection program. These principles focus on reducing fare evasion across all modes of transit, while maintaining a fair and equitable system that considers the needs of all riders, including those facing financial hardship

The TTC partners with the City of Toronto to provide accessible and affordable transit by supporting low-income Torontonians who need help paying transit fares through the Fair Pass Program.

The TTC also embeds equity principles in Fare Enforcement principles as noted below.

The Fare Compliance Action Plan considers the Culture Change Program within Fare Inspection and Special Constable functions including the separation of responsibilities and the important work of new policies including Use of Discretion.

The Revenue Protection Department, responsible for managing the fare inspection program, has taken a holistic approach by examining and addressing people, processes, training and technology. [The Revenue Protection Culture Change Program](#) (RPCCP) pillars provide a framework to guide all work within the department.

The RPCCP has been the foundation for all work carried out by fare enforcement staff, with the objective of ensuring that the TTC delivers safety, security and revenue protection services that are customer-focused and founded in respect and dignity for customers and employees.

Innovation and Sustainability Considerations

The initiatives outlined in the Fare Compliance Action Plan demonstrate innovation by leveraging data and analytics to optimize staffing deployment and target fare compliance effectively, utilizing Provincial Offence Officers, Customer Service Agents, Mobile Supervisors, and Special Constables. Beyond enforcement, the approach incorporates environmental, equity and educational strategies to influence rider behaviour, reducing reliance on enforcement alone. By integrating environment, equity, and enforcement, the plan establishes a balanced and sustainable model for fare compliance.

Corporate Plan Alignment

The Fare Compliance Action Plan aligns with Section 5 of the Corporate Strategic Plan - Addressing the Structural Fiscal Imbalance; and specifically supports Objective 5.2.2: Protect Revenue by Building a Culture of Fare Payment Compliance.

The initiatives outlined, including enhanced hiring and deployment of Provincial Offence Officers, closing fare gates, and phasing out legacy fare systems, are designed to strengthen revenue protection and promote consistent fare payment behaviour across the network.

Financial Impact

There are no immediate financial impacts.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Contact

David Metcalfe, Head, Head, Business Management & Performance
David.metcalfe@ttc.ca

Attachments

Confidential Attachment 1 – Presentation: Fare Compliance Action Plan - Update