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# CEO's Report

Toronto Transit Commission  
April 2025





## Our Vision

Moving Toronto towards a more equitable, sustainable and prosperous future.

## Our Mission

To serve the needs of transit riders by providing a safe, reliable, efficient and accessible mass public transit service through a seamless integrated network to create access to opportunity for everyone.

## Our Values

Safety, Service and Courtesy.

# Toronto Transit Commission

## TTC by the numbers

The TTC is a City of Toronto agency that provides public transit services for Toronto that extend into surrounding municipalities. The TTC's mandate is to establish, operate and maintain the local transportation system in the city of Toronto. The TTC is the largest public transit system in Canada and the third-largest in North America. It is also integrated with other nearby transit systems, such as YRT in York Region, MiWay in Mississauga, and Ontario's regional GO Transit lines.



**1.3 million**  
Linked trips per  
weekday



**1.2 million**  
Customer  
boardings per  
weekday on bus



**244K**  
Customer boardings  
per weekday on  
streetcar



**1.1 million**  
Customer boardings  
per weekday on  
subway

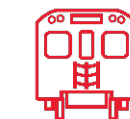
**2.5 million**  
Customer boardings  
per weekday



**2,044**  
buses



**239**  
streetcars



**143**  
trains



**192K**  
weekly  
service hours



**87**  
battery-electric  
buses — the  
largest fleet in  
North America



**16,000+**  
employees



**6,400+ km**  
of routes



## Did you know?

34 billion riders and counting! In April, the TTC will achieve a major milestone when it welcomes its 34 billionth rider on the system since the start of operations in 1921. The TTC surpassed 33 billion riders in October 2022.

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# CEO's commentary



I would like to formally welcome Joe Mihevc, former City Councillor and TTC Vice-Chair, as the newest citizen Commissioner to the TTC Board. Toronto City Council named Mr. Mihevc to the Board on March 26 to replace citizen Commissioner Joanne De Laurentiis (Vice-Chair). His term of office runs until March 29, 2029.

Mr. Mihevc served on the TTC Board for many years and was Vice-Chair from 2006 to 2010. His expertise is in municipal governance and public policy, public health, community development and engagement, housing policy, economic development, urban planning, redevelopment, sustainability, poverty reduction, transit governance and planning, and newcomer resettlement.

## **34 billion riders and counting!**

In April, the TTC will achieve a major milestone when it welcomes its 34 billionth rider since beginning operations in 1921.

The TTC continues to move millions of customers daily around the city. Surpassing 34 billion riders is an amazing accomplishment; it couldn't be possible without the skill and professionalism of our workforce, who work tirelessly to get our customers from A to B safely.

The TTC has experienced annual ridership increases for the last three years, having reached nearly 420 million trips in 2024. With tremendous support from Mayor Chow, Chair Myers and the TTC Board, we are working harder than ever to improve service levels thanks to the historic investments being made across the bus, subway, and streetcar network.

The TTC surpassed 33 billion riders in October 2022.

## **Ridership update**

For the week ending March 22, the overall weekday boardings stood at 2.6 million per day and increased by five per cent from the same week last year. Weekday boardings by mode continue to be highest on the bus network at 1.2 million, followed by subway at 1.1 million, and streetcar at 256,000. Compared to a year ago, subway and streetcar demand increased respectively by nine per cent and seven per cent mainly due to an increase in downtown office commutes, while bus saw less increase at two per cent.

## **People and Culture Group**

### **March celebrated International Women's Day**

I want to thank everyone at the TTC for participating in International Women's Day events last month.



# CEO's commentary

At two events in particular – the WTS International Women's Day Breakfast on March 7 and the Toronto Railway Club International Women's Day Luncheon on March 10 – transit industry leaders shared their experiences and explored actionable steps toward achieving gender equality in transportation. Claire Patrigeon, the TTC's first woman Manager in vehicle maintenance, was a guest speaker at the luncheon. These engaging events provided valuable opportunities for attendees to connect, learn, and contribute to building a more inclusive future.

International Women's Day reminds us of our commitment to a more equitable and inclusive company. At the TTC, we strive for a workplace that's free of bias, stereotypes, and discrimination, and where difference is valued and celebrated.

I am incredibly proud of what we are doing to achieve these goals.

## **Strategy and Customer Experience Group**

### **Fare inspections expanded to bus network**

In March, our Fare Inspectors began asking TTC bus riders to show proof of payment as the crackdown on fare evasion expanded to all transit modes.

Fare inspections on the bus network is another step in our enhanced efforts to protect approximately \$140 million lost to fare evasion annually.

I'm pleased to share that the first two weeks, starting from March 17, have gone very well. During this initial educational period aimed at addressing non-payment and engaging with intending customers, early results show that more than 37,000 inspections were conducted through this initiative, with more than 480 tickets issued for illegal entries and the misuse of fare media concessions.

As of March 31, we began full enforcement of off-board bus inspections. We're optimistic that this next phase will continue to promote fare compliance across the network.

When people don't pay, that impacts our ability to increase service and keep fares down. We must let those who intentionally cheat the system know we're serious. Fare evasion is fraud and it's illegal.

Our Fare Inspectors are trained professionals committed to accountability, transparency, and building public trust. Similar to Transit Special Constables, all Fare Inspectors are now equipped with body-worn cameras to record customer interactions. I'm proud of this team's dedication and diligence as we continue to innovate and introduce new technologies and procedures to deter fare evasion.

# CEO's commentary

## Transportation and Vehicles Group

### **Service improvements strengthen connections, improving reliability**

On Sunday, March 30, the TTC introduced more service increases, resulting in more frequent and reliable trips, shorter wait times, and more room for customers on board our vehicles.

Last month, I was pleased to be with Mayor Chow, TTC Chair Myers, and Councillor Perruzza for an official announcement at the corner of Steeles Avenue and Weston Road.

We added thousands of hours of service across the city at all times of day, with added capacity and higher frequency on bus, subway, and streetcar service – especially on weekends where demand is outgrowing capacity.

At Steeles and Weston, for example, we increased the 165 Weston Rd North bus service on Saturdays between noon and 7 p.m. An additional 21 trips will increase frequency to every six minutes, shaving two-and-a-half minutes off wait times and giving riders more room on board.

The TTC also returned service on Line 4 Sheppard to every five-and-a-half minutes, all day, every day, and made travel on Saturdays easier for customers on popular streetcar routes.

Safe, reliable, and frequent public transit is vitally important to the success of our vibrant city. It's considered in every decision we make and every discussion we have.

### **Vehicle maintenance checks start in spring**

At this time of year, thousands of vehicles in our fleets undergo an extensive spring maintenance checklist involving critical components ranging from air filters to wiper blades to bicycle racks on buses. TTC crews will also perform a complete inspection of HVAC systems so that onboard air conditioning is at optimal performance. Service inspections include air filter changes, bike rack repairs, as well as overall cleaning of vehicle surfaces, windows, and seats. The spring checks will run until the end of May in advance of summer. All our vehicle modes have similar spring checklists.



*Above: Mayor Chow, TTC Chair Myers, Councillor Perruzza and TTC CEO Greg Percy.*

# CEO's commentary

## Operations and Engineering Group

### **TTC, police hear from subway riders**

On March 19, the TTC and Toronto Police Service (TPS) teamed up at Dundas Station for an event designed to engage directly with riders and address their safety concerns. The initiative focused on two key priorities: improving safety on the TTC and raising awareness about fraud prevention.

A diverse team of TTC Special Constables, Transit Fare Inspectors, TPS Neighbourhood Community Officers, TPS/TTC executives, TPS Auxiliaries, and Police Officers interacted with commuters to share valuable safety tips and discuss the various safety features available in the system. These features include surveillance cameras, emergency alarms, and panic buttons available on buses and subway cars to help riders feel more secure.

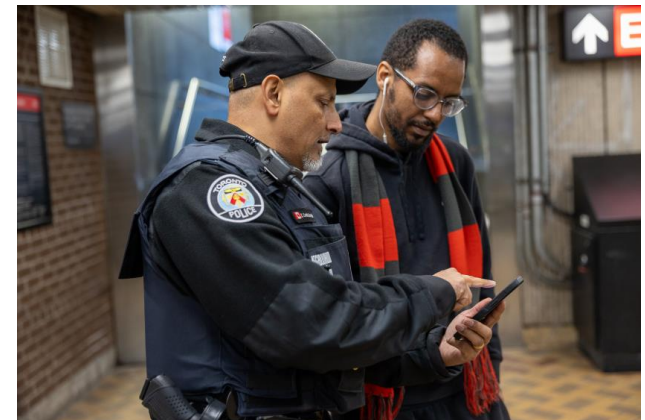
The group heard comments and concerns from a broad cross-section of customers, many of whom expressed a desire for a more visible presence on transit and a greater focus on addressing issues, such as persons experiencing homelessness and individuals with complex needs.

In response, TTC and TPS staff emphasized the importance of immediately reporting issues to uniformed staff or using the SafeTTC app.

This initiative helps strengthen relationships between the TTC, TPS, and the community, and ensures everyone's safety needs are heard and addressed in a meaningful way. More of these public sessions will be conducted at other stations in 2025.

### **Update on Reduced Speed Zones**

As of March 24, the TTC had 11 Reduced Speed Zones (RSZs) in place in the subway system. Trains are required to travel at a slower-than-normal speed to minimize rail wear and allow maintenance work to be completed in these zones. RSZs are installed as a safety precaution and do not indicate that the track is unsafe for operation. Regular inspections continue to identify new defects that require a restricted zone to be installed. A complete list of RSZ locations is available at [ttc.ca](http://ttc.ca).



*Above: TTC and Toronto Police Service teamed up at Dundas Station on March 19.*





# CEO's commentary

We have established a baseline target of 12 slow zones in the system at any time, but we know this number can and will fluctuate as we conduct more inspections. This spring, we will conduct another comprehensive audit of track geometry. That will undoubtedly result in more slow orders being put in place, and we apologize in advance for that. But with safety always at top of mind, we must stay on top of the state-of-good-repair even if it means temporary service impacts.

## Engineering, Construction and Expansion Group

### **Elevators in service at High Park Station**

High Park became the TTC's 58th accessible station and the 26th station with elevators on Line 2 Bloor-Danforth in March. High Park is the first station we made accessible this year. Four more stations are scheduled to have elevators in service in 2025. They are: Rosedale, Christie, Summerhill, and Warden.

Elevator construction continues at the other remaining stations: Greenwood, Old Mill, College, Lawrence, Spadina, Museum, Islington, and King.

I want to extend my appreciation to our community partners, our construction partners, and the numerous TTC departments that work extensively and collaboratively to make each accessible station a reality. All of us at the TTC take immense pride in the work being done to realize a system without barriers.

### **Revitalizing St Patrick and Queen's Park stations**

Critical state-of-good-repair work continues at St Patrick and Queen's Park stations on Line 1. Work at these locations has been carried out in phases, allowing us to keep subway service running and minimize disruption for our customers.

Work at these stations includes replacing platform side wall panels, asbestos removal, new ceiling and lighting installations, and a new wall panel system at both track and platform sides.

The schedule for these projects has been impacted by several factors, including the discovery of additional asbestos in the joints of the tunnel liners, issues with the size and quality of the panels, and the ability of subcontractors or the TTC to fully resource weekend closures.

TTC staff are in the process of completing a detailed review of the substantial completion schedule with the contractor to finish work at both stations in 2026. We are considering measures such as early platform access, full weekend closures, or stations being closed for a predetermined duration, with trains bypassing.

In 2021, the TTC took advantage of three 10-day closures between St George and St Andrew stations during the pandemic. Accelerating essential maintenance and state-of-good-repair work during a period of reduced ridership spared riders between 75 and 100 weekend closures over a few years.

All work will, of course, be completed safely and in accordance with all environmental regulations.

# CEO's commentary

## **TTC's vintage streetcars moved during Hillcrest construction**

As the TTC begins to ramp up construction activity at Hillcrest Complex to allow for the storage and maintenance of new accessible streetcars, staff have temporarily relocated our six legacy streetcars to Halton County Railway Museum for safekeeping.

The TTC's six legacy streetcars include one Peter Witt, two PCCs, two CLRVs, and one ALRV. With the TTC modernization of the overhead catenary system, the trolley pole on our legacy streetcars is no longer compatible with the new system. The TTC is exploring options to convert the trolley pole to a pantograph, with the aim to retrofit the vintage vehicles before returning home after Hillcrest upgrades are completed.

## **Innovation and Sustainability Group**

### **TTC celebrates Earth Day**

The TTC proudly celebrates Earth Day on Monday, April 22. The TTC recognizes that public transit plays a crucial choice in fighting climate change by shifting trips away from personal automobiles and toward low-carbon modes of transportation. By taking the TTC, Torontonians can choose an environmentally sustainable, affordable, and accessible way to get around the city.

In addition to helping lower community-wide emissions in Toronto, our organization is committed to minimizing its own environmental impacts. In September 2024, the TTC approved its first Innovation and Sustainability Strategy. This strategy will guide the TTC in meeting its commitment to reaching net zero greenhouse gas emissions by 2040 or sooner, as part of the City's TransformTO Climate Action Plan, and deliver on key actions in the TTC's Corporate Plan regarding minimizing environmental impacts. The strategy also lays out actions the TTC will take to reduce consumption, protect the natural ecosystem, and build climate resilience.

We look forward to bringing you updates on our progress as we continue to implement the strategy.

## **Safety and Environment Group**

### **National Day of Mourning**

The TTC will lower its flags to half-mast on National Day of Mourning, April 28, as a tribute to those in our workforce who died or suffered a serious injury or illness.

On National Day of Mourning, we encourage our employees to remember their colleagues and take a personal moment to reflect on the importance of safety at the TTC.

On behalf of the Executive Team, I want to thank the hundreds of dedicated employees volunteering on 54 joint management/union Health and Safety Committees. These groups serve to promote co-operation and collaboration that allow workers and managers to equally participate in resolving health and safety matters continually.

Removing barriers to safe work ensures that all employees return home in the same condition they arrived for work.

The next scheduled TTC Board meeting will be on Wednesday, April 16. The public meeting will be live-streamed on the Official TTC YouTube Channel, starting at 10 a.m.



**Greg Percy**

*Interim Chief Executive Officer  
April 2025*

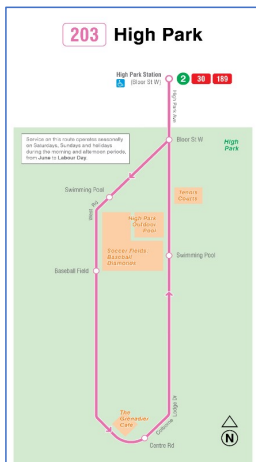
# High Park Improvements: Accessibility, Seasonal Bus Route

## Corporate Plan Alignment – Strategic Direction 2, Action 2.2.7

*Accessibility is a core principle of the TTC's 2024-2028 Corporate Plan, outlined in Strategic Direction 2, Action 2.2.7 "Publish the TTC's Next 5-Year Accessibility Plan." The TTC remains committed to removing barriers and fostering inclusive practices, ensuring all customers can travel independently, safely, and with dignity. High Park Station is now the 58th accessible station (out of 70), with elevators recently added. Additionally, the TTC will operate a fully accessible seasonal bus (Route 203) in summer 2025.*



Above: New elevator at High Park Station.



Above: Route map for 203 High Park seasonal bus route effective June 22, 2025.

Josh Colle

Chief Strategy and Customer Experience Officer

## Project Snapshot

### High Park Station Easier Access

The TTC's Easier Access Program is making subway stations accessible. Elevators went into service at High Park Station on March 14, 2025. After all work is completed, the project will create a barrier-free path from street to subway platform level, including installation of:

- Two elevators to access eastbound and westbound platforms;
- Improved signage;
- CCTV – Security cameras along the accessible pathway; and
- A new entrance structure on Quebec Avenue, including accessible sliding doors at the main entrance.

### High Park Seasonal Bus Service

The TTC will bring back the 203 High Park seasonal bus service, which will be operated on weekends and holidays from June 22, 2025 until Labour Day. With High Park Station having become accessible, the 203 will return to pre-2024 routing:

- The temporary extension to Keele Station will be removed; and
- Service will operate with a regular bus (not a Wheel-Trans Bus) and real-time service info will become available again.

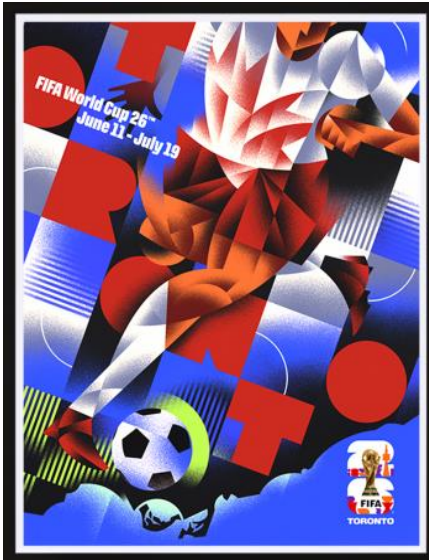
### Next Steps

Work continues on the architectural finishes and landscaping at High Park Station, which is expected to wrap up in the coming months.

# Transit for FIFA World Cup 2026™

## Corporate Plan Alignment – Strategic Direction 2, Action 2.3.1

*The City of Toronto is one of the 16 host cities across North America for FIFA World Cup 26™. The tournament runs from June 11 to July 19, 2026 with six matches planned in Toronto at Exhibition Place, alongside a FIFA Fan Festival™ that will be activated throughout the tournament period. The first-ever men's FIFA World Cup match on Canadian soil is on Friday, June 12, 2026.*



Above: Official Host City Poster.

The TTC is working closely with the City of Toronto and Metrolinx to deliver a seamless transit experience for spectators and visitors for FIFA World Cup 2026™, while ensuring TTC customers continue to have reliable day-to-day travel.

The TTC will operate match-specific services to support fan movement and increased service for celebrations and other events during the tournament period.

**Josh Colle**

*Chief Strategy and Customer Experience Officer*

### TTC's FIFA Planning to Date

- Developing transit service concepts to BMO Field (known as "Toronto Stadium" during the tournament) to support match days as well as to the FIFA Fan Festival™.
- Supporting the completion of the Mobility Concept in late 2024 to guide detailed planning through 2025 as more information is received on match times and match-ups (final draw takes place in late 2025) in addition to city-wide celebrations.
- Participating in inter-agency tables and committees related to transportation, transit, communications and emergency management in support of overall planning.
- Co-ordination with the City to ensure critical state-of-good-repair projects, such as streetcar track replacement at King and Dufferin, King and Church, and Bathurst and Fleet are completed in 2025 to support safe and reliable transit during the tournament.
- With the City, advancing the implementation of RapidTO on Dufferin Street and Bathurst Street to improve transit priority and reliability during the tournament and as a lasting legacy beyond 2026.

### Next Steps

- Engaging with Union and internal partners to ensure a "one-team" approach.
- By summer, detailed service and operational plans will inform costing as part of TTC's 2026

Operating Budget submission and support finalizing the Memorandum of Understanding (MOU) with the City of Toronto.

- Marketing Staff worked with City/FIFA Partners to embed iconic TTC Subway chimes into the Toronto-specific FIFA music. This music will be played on media surrounding games played at Toronto Stadium, promoting TTC brand to the world. TTC Marketing, Customer Communications, Corporate Communications and Community Relations are working with stakeholders to develop partnerships and outreach plans.
- Development of an integrated communications plan, aligning efforts across Corporate Communications, Community Relations and Customer Communications with internal and external stakeholder input.
- Regular deployment of Fare Inspectors, with additional shifts on overtime to account for increased customer and spectator flow.
- Our Inspectors are equipped with HHPOS devices, which can be reversed to accept payments, ensuring smoother transactions and efficient crowd management.
- Exploring the potential acquisition of portable PRESTO devices to further assist with fare compliance efforts, though this discussion will take place at a later stage.

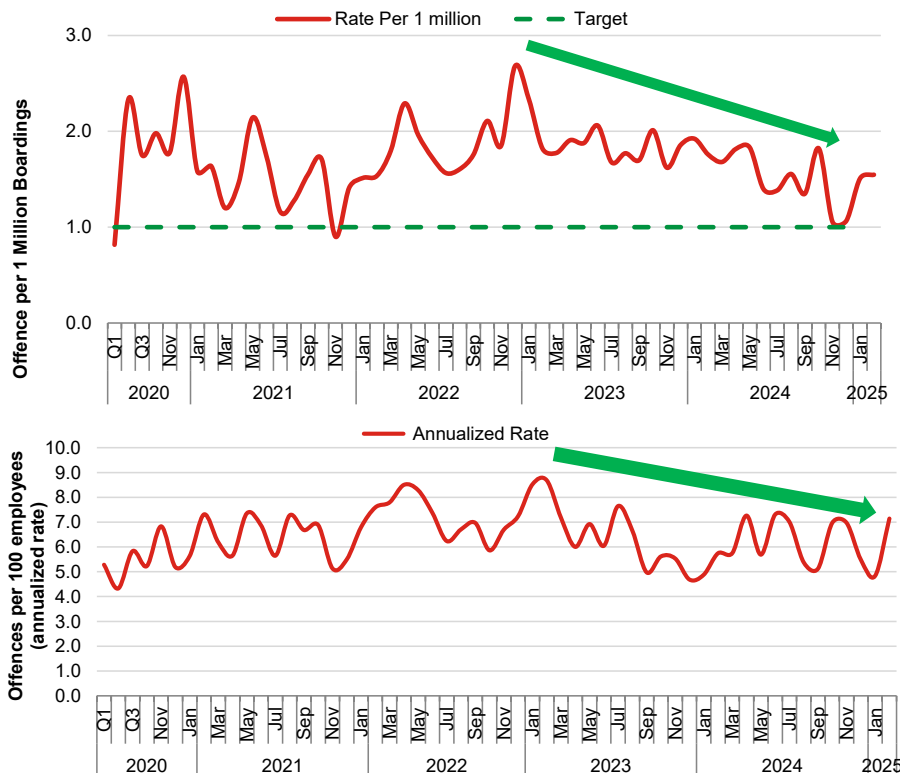




# Community Safety

## Corporate Plan Alignment – Safety and Security as a Cornerstone

*The key principle of Safety and Security drives the TTC to protect the well-being of employees, customers, and communities by providing a safe, secure, and trusted system for all.*



**Betty Hasserjian**

Chief Safety Officer

**Josh Colle**

Chief Strategy and Customer Experience Officer

### Overview

The TTC continues to work with the City and external vendors to further enhance our safety and security measures.

### Safety and Security Measures

Community safety issues have been on a downward trend over the past two years since peaking in December 2022 and January 2023. The TTC continues to implement a range of safety and security measures to enhance transit experience for both customers and employees, including:

- Increased high-visibility presence across the network, with an additional 160 customer-facing personnel hired at the end of 2023, maintaining the current number of security guards, and hiring 35 additional Special Constables.
- Providing de-escalation, including unconscious bias training to frontline staff, 9,731 staff trained by March 7, 2025.
- Community Safety Ambassadors, Streets to Homes staff, M-DOT continue to connect individuals with social supports. In 2025, Streets to Home outreach workers will increase by 10 individuals.
- Engaged with CUTA's Safety and Security Task Force, UITP's Homelessness Working Group, as well as union partners through the Joint Labour Management Committee.
- Increased promotion of SafeTTC App and *See Something Say Something* campaign through stations.
- Since January 2025, Community Engagement Unit (CEU) engaged in 19 Focus Tables, 10 school presentations, seven events, and engaged in four SPIDER Table meetings.
- Customer satisfaction has increased from 72% in January 2025 to 77% in February 2025. Satisfaction with level of personal safety has increased since January 2025 from 63% to 66% in February 2025.

**Note:** Starting from March 2025 reporting period for offences against customer and employees have changed to calendar months from Financial Period. Data has been updated to monthly from March 2023 and onwards.

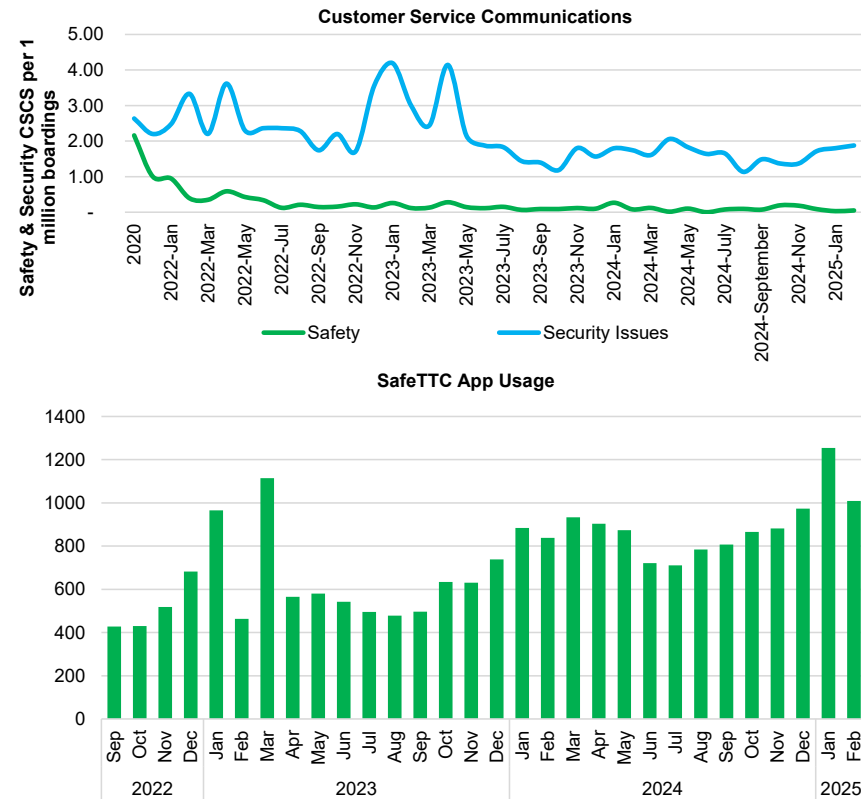


# Community Safety

Corporate Plan Alignment – Safety and Security as a Cornerstone

## Calls for Service, Communications and SafeTTC App Usage

(Continued from previous slide)



Betty Hasserjian

Chief Safety Officer

Josh Colle

Chief Strategy and Customer Experience Officer

- Customer Service Communications related to safety and security increased in February 2025 since January 2025 by 5%, and decreased by 57% since January 2023. Current CSCs related to safety are similar to pre-COVID levels. The TTC will continue to monitor customer satisfaction with personal safety, and the effect of Community Safety program. See chart on **top left**.
- Bottom left** shows SafeTTC App usage by customers, which has decreased by 20% since January 2025. Since January 2023, there has been an upward trend in SafeTTC app usage, indicating customer's awareness and familiarity with SafeTTC App.
- Calls to Special Constables related to safety initiatives - the proportion of calls related to safety initiatives have decreased in February 2025 by 8% since January 2025. Overall calls to service remained stable since January 2023.
- Results from Transit Intercept Survey launched on February 27, 2025, show that 79% of customers report feeling safe when waiting at the stop and 89% feel safe when on board the vehicle.

## Future Strategy

The TTC is committed to continuing our efforts to enhance safety and security for TTC customers

and employees. This includes the following actions:

- Assess all aspects of the TTC's community safety and security operating model to enhance understanding of resource needs for the long-term, including the TTC's response to providing social supports to individuals in need.
- Conduct consultation sessions with community groups, union partners and City leaders on the Community Safety, Security and Well-Being Plan, obtaining approval on the plan by the TTC Board.
- Update the response plan for the 2025/2026 winter season using key findings from last season's approach to providing transport to warming centres.
- Conduct additional customer research including in-depth TTC customer and non-transit users' Interviews and Safety and Security survey to obtain information on sense of safety and awareness of resources.
- Continue to monitor progress of the multi-disciplinary approach and to collaborate with partners to ensure the safety of everyone in our transit system through the public Community Safety & Wellbeing on Transit Dashboard (<https://www.toronto.ca/city-government/data-research-maps/transit-community-safety-data/>).

