



## **Framework for Ridership Growth**

**Date:** July 10, 2025  
**To:** TTC Strategic Planning Committee  
**From:** Chief Strategy & Customer Experience Officer

### **Summary**

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The Strategic Planning Committee will be presented with key ridership trends and an outline of a draft Ridership Growth Strategy, including guiding principles and considerations which will aim to increase ridership and support the TTC's long-term financial sustainability.

Supplementary information is included in the following attachments to inform the discussion:

- Attachment 1: Overview of TTC Service Standards
- Attachment 2: 2019-2025 TTC Service Consultation Brief

### **Recommendations**

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It is recommended that the Strategic Planning Committee:

1. Direct TTC staff to:
  - a. Leverage the TTC's Planning Advisory Group to review and receive feedback on ridership growth.
  - b. Conduct a comprehensive review of TTC Service Standards, with extensive consultation with TTC's Planning Advisory Group and customers to begin in 2026.
2. Endorse the draft ridership growth guiding principles.

### **Financial Summary**

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This report has no direct financial impacts.

## Equity/Accessibility Matters

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While this report has no direct equity and accessibility impacts, the TTC is making Toronto's transit system barrier-free by implementing changes to make all its services and facilities accessible to all customers. Customer consultation continues to be important for the TTC to achieve a barrier-free system for all.

The TTC's commitment to providing accessible transit is at the forefront of its 2024-2028 Corporate Plan as well as the 2024-2028 5-Year Service and Customer Experience Action Plan (5YSP), including the key principles of Equity, Diversity, Inclusion, and Accessibility.

## Decision History

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### **May 16, 2024 – 5-Year Service and Customer Experience Action Plan**

The TTC Board approved the 5-Year Service and Customer Experience Action Plan and directed staff to bring forward actions and initiatives every year through the TTC's Annual Service Plan and Budget process. The Board also approved updates to the TTC Service Standards to reflect current conditions and performance.

TTC Board Decision: [5-Year Service and Customer Experience Action Plan](#)

### **January 10, 2025 – Recommended 2025 Operating Budget: 2025-2034 Capital Budget and Plan, 15-Year Capital Investment Plan and Real Estate Investment Plan Update**

The TTC Board requested TTC to establish a Strategic Planning Committee to assist the TTC Board in managing strategic planning and priorities, including through a Ridership Growth Strategy and other existing strategic documents.

TTC Board Decision: [Recommended 2025 Operating Budget: 2025-2034 Capital Budget and Plan, 15-Year Capital Investment Plan and Real Estate Investment Plan Update](#)

### **January 27, 2025 – 2025 Annual Service Plan**

The TTC Board approved the 2025 Annual Service Plan (ASP) and its associated proposed route changes. The 2025 ASP provides a roadmap for service changes for the coming year, including recommendations for new and revised routes based on input and engagement with TTC customers, front-line staff, and the community. The 2025 ASP focuses on enhancing connections across the transit network and making the system more attractive to all customers including the three key priority groups (women, shift workers and lower income customers) in the coming years.

TTC Board Decision: [Agenda Item History - 2025.TTC1.3](#)

## Issue Background

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The Ridership Growth Strategy will build on the work completed as part of the 5-Year Service and Customer Experience Action Plan and the TTC Corporate Plan, both approved in 2024.

## Comments

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A presentation will accompany this report, presenting a framework for a Ridership Growth Strategy (RGS). The RGS will be a comprehensive cost-benefit analysis of service, fare, transit priority, and customer experience initiatives that, if funded, could achieve ridership growth between 2026 and 2028.

In 2024, customers made over 420 million trips using the TTC, representing an increase of nearly 25 million trips beyond 2023's ridership levels. Although TTC ridership continues to grow, it is still below 2019 levels (526 million trips), despite population growth and a restoration of service hours. This is compounded by a variety of issues including changing demographics, travel demand and commuting patterns. The slower than forecasted ridership demand negatively affects the TTC's operating revenue-cost ratio, impacting the TTC's financial sustainability.

There are several key factors that can be used to grow ridership, with internal (controllable) and external (uncontrollable) factors that have variable levels of influence on transit ridership. Components of the RGS will need to consider the needs of priority customer groups that represent the largest opportunities to grow ridership (Gen Z customers, shift workers, women, and low-income customers).

Additionally, consultation is a key component of TTC service planning. Most recently, the TTC has consulted customers on the 5-Year Service and Customer Experience Action Plan (2024-2028) and the 2025 Annual Service Plan, receiving thousands of responses that directly influence development of those plans. As part of the RGS, TTC staff will consult with its Planning Advisory Group.

## Contact

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**Signature**

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Josh Colle  
Chief Strategy & Customer Experience Officer

**Attachments**

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Attachment 1 - Overview of TTC Service Standards  
Attachment 2 - 2019-2025 TTC Service Consultation Brief