

# Attachment 3: Automated Vehicles Tactical Plan: Consultation Summary

October 2, 2019

# AV Tactical Plan Consultation Summary

- Stakeholder Consultation Round #1: Idea Generation
  - Round 1 Overview
  - March 2018: Stakeholder Workshops
  - April 2018: Harvard University Engagements
  - Fall 2018: Industry Meetings
- Stakeholder Consultation Round #2: Proposals
  - November 2018: Toronto Planning Review Panel
  - December 2018: GTHA Consumer Research Survey
  - December 2018: Online Surveys (All Groups)
  - January 2019: Listening Sessions
- Stakeholder Consultation Round #3: Plan Refinement
  - April 2019: Expert Review Panel
  - Spring 2019: Industry and Government Follow-up Meetings
  - June 2019: Toronto Accessibility Advisory Committee
  - June 2019: Public Posting
- Industry and Community Stakeholder Organization Contact List

# Round 1 Overview: Idea Generation

- March 2018 – Community Stakeholder Workshops
- April 2018 – Harvard Revenue Review
- May 2018 – Harvard Transit Policy Scrum
- June 2018 – Literature review and previous projects
  - Driving Changes (2015)
  - Ryerson Alternate Futures (2016)
  - Non-passenger AVs Workshop (2017)
  - NACTO Blueprint for Autonomous Urbanism (2017)
  - Don't Get Taken for a Ride [MIT Graduate Student] (2018)
  - Other cities: Boston, Dubai, Los Angeles, Portland, San Jose, Seattle
- Summer 2018 – Submissions from City Divisions and Agencies
- Fall 2018 – Industry meetings
- Fall 2018 – MTO & Metrolinx Pre-Consultation

720  
IDEAS

# Round 1: Stakeholder Workshops

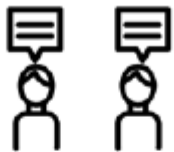


# Round 1: Stakeholder Workshops

## Daily Agenda

#	Start	End	Min.	Activity	Format	Objective
1	8:30 AM	9:15 AM	45	<b>Set-up</b>		Room and materials ready for all activities
2	9:15 AM	9:30 AM	15	<b>Registration</b>	name tags, coffee, silent slides	Participants have name tags, seated beverage, accessibility requirements sorted.
3	9:30 AM	9:45 AM	15	<b>Welcome (orientation, house keeping, go around)</b>	Remarks from podium	Participants feel respected, and confident in workshop. Minimize distraction and uncertainty.
4	9:45 AM	10:25 AM	40	<b>Introducing Automated Vehicles &amp; City Jurisdiction</b>	Presentation with slides / videos. Refer to primer.	Participants understand main kinds of AV types and how they could be used.
5	10:25 AM	10:45 AM	20	<b>Your questions about AV</b>	Individual brainstorm. Small group discussions. Idea rating frames.	Improve comprehension. Answer easy questions within table. Recognize most important questions among most participants.
6	10:45 AM	11:00 AM	15	<b>Break</b>	Staff and students prep answers.	
7	11:00 AM	11:30 AM	30	<b>Answers about AV</b>	Remarks from podium	Answer most important questions best as possible.
8	11:30 AM	12:05 PM	35	<b>Stories from 2035 (prep)</b>	List of story ideas. Pairs writing. Worksheet provided to guide story writing minimal elements.	Participants internalize future reality with AV. Start to explore issues.
9	12:05 PM	1:05 PM	60	<b>Catered Lunch</b>	Videos play in the background. Continue to work on stories.	
9	1:05 PM	1:25 PM	20	<b>Stories from 2035 (present)</b>	Volunteers read stories aloud 1-2 minutes each. Share brief reactions to story content.	Widen the range of considered scenarios. Further recognize potential issues.
	1:25 PM	1:55 PM	30	<b>AV Issues &amp; Opportunities - Card Game</b>	All participants have a deck cards of AV Issues. Each makes a 5 card hand of the most important (from your professional perspective). Optionally make your own. Groups of 3, decide on top 7 and #1. Place on chart.	Consider many issues and opportunities and how they could interact. Fun way to discuss and debate topics.
	1:55 PM	2:10 PM	15	<b>Break</b>	Top 10 winning hands tallied by card.	Recognize which topics could be most influential.
	2:10 PM	2:25 PM	15	<b>City of Toronto Tactical Plan</b>	Presentation focused on explaining jurisdiction and reasoning for tactical plan statement. Short Q&A for clarification.	Help participants understand City perspective and context.
	2:25 PM	3:15 PM	50	<b>Tactical Plan Feedback &amp; Suggestions</b>	Small group discussions. Two rounds. Tables organized by theme based on tactical plan and card game results. Write statements for rating.	Collaborate on 1. Feedback on existing Tactical Plan document. 2. Suggestions for additions to City tactical plan.
	3:15 PM	3:40 PM	25	<b>Prioritize Suggestions</b>	Vote-rate statements using Idea rating frames. Optionally write comments.	
10	3:40 PM	3:50 PM	10	<b>See Results</b>	Reveal results and feature sample of top suggestions	Participants witness their combined opinions. See immediate outcomes of workshop. Transparency. Feel of accomplishment and momentum.
11	3:50 PM	4:00 PM	10	<b>Closing Remarks</b>	Remarks from podium. Workshop evaluation forms completed	Thank participants and set expectations for next steps. Request completion of evaluation form paper
Total			7.50	<b>Total Time</b>	Total Time	

# Round 1: Stakeholder Workshops



73

Organizations  
represented



184

Tactical Plan  
recommendations  
generated



44

Total hours spent in  
workshops



Over 150 attendees





# Round 1: Harvard Revenue Review

The City of Toronto's Transportation Services Division was approached in the Spring of 2018 to participate in a policy exercise with Harvard Kennedy School's Masters in Public Policy students over a period of two weeks.

Students were tasked with studying a policy issue for a real client, and producing an oral presentation, accompanying memo and slide deck to provide a better understanding of a policy challenge, as well as potential policy actions for an area the City had not yet investigated.

Students looked at the potential impact on municipal revenues from AVs, with an Internal City Steering Committee of:

- Transportation Services
- Court Services
- Financial Planning
- Revenue Services
- Toronto Parking Authority
- Toronto Police Services

# Round 1: Harvard Revenue Review

How will the City of Toronto's revenue sources be impacted by the widespread of highly automated vehicles?

How does this  
relate to the City's  
draft Tactical Plan?  
[Public Good]

- Will automated vehicles impact <existing> source of revenue for the City?
- What are the new revenue opportunities that could arise from the adoption of AVs?

- Overall: What percent of revenue could be at risk if the City does not act?
- Overall goal: revenue neutrality (e.g. no loss, no additional revenue)



# Round 1: Harvard Revenue Review

- Objectives:
  - To determine potential municipal revenue streams that could be impacted (both positively and negatively) by the adoption and use of automated vehicles;
  - To assess policy options available to promote positive policy outcomes and mitigate negative outcomes
  - To identify considerations and recommendations that will shape future AV policy development
- Findings:
  - Revenue streams projected to increase: property tax, PTC per-ride fees, municipal land transfer taxes
  - Revenue streams projected to decrease: parking revenues, gas tax revenue-sharing from province, license and registration fees, traffic infringements, vehicle sales tax
  - Potential new revenue streams: vehicle kilometres travelled (VKT) tax, curbside pick-up/ drop-off fees, license fees for AV fleets, electric vehicle charging fees

# Round 1: Harvard Transit Policy Scrum

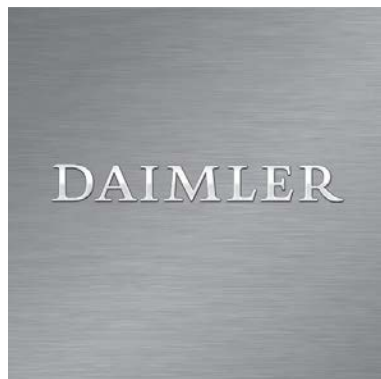
On May 22nd and 23rd 2018, a group of two dozen stakeholders came together for an 'automated vehicles (AV) policy scrum' hosted by the Harvard Kennedy School on behalf of the Toronto Transit Commission and the City of Toronto. Over the course of 24 hours, stakeholders generated a number of actionable items designed to help local government officials reflect on how best they can ensure a 'transit-first' orientation to AV development in Canada's largest city.

Stakeholders looked at three topics under the general theme of transit-oriented AV development.

- How to prevent TNCs from siphoning off mass transit ridership?
- How to discourage single-occupant or empty automated vehicles from circulating?
- What kinds of priorities automated transit vehicles should receive?

Transit-focused stakeholders were invited from the University of Toronto, Metrolinx, Toronto Transit Commission, City of Toronto, Harmonize Mobility, CUTRIC, City of Brampton, Ontario Public Transit Association and the Canadian Urban Transit Association.

# Round 1: Industry Meetings



# Round 2 Overview: Proposals

- Consultation Objectives
  - Test support for directions, goals, tactics, and initiatives
  - Refine directions, goals, tactics, and initiatives
  - Identify missing tactics and initiatives (new ideas)
  - Determine aggressiveness of timelines
- November 2018 – Toronto Planning Review Panel
- December 2018 – GTHA Consumer Research Survey
- December 2018 – Online Surveys
  - Industry
  - Stakeholders
  - City Staff
  - Public
- January 2018 – Listening Sessions

82  
PROPOSALS

# Round 2: Toronto Planning Review Panel

The Planning Review Panel is a representative group of 32 randomly selected Torontonians that help the City Planning Division guide growth and change in Toronto. They have been asked by the Chief Planner to work together over the course of two years to provide City Planning with informed public input on major planning initiatives. Members are tasked, in particular, with helping to ensure that these initiatives are aligned with the values and priorities of all Torontonians.

The Automated Vehicles team visited the Panel on November 3<sup>rd</sup>, 2018 to discuss the AV Tactical Plan Directions & Goals. The session began with a presentation from the team, followed by a question & answer period – leading into table deliberation on the directions & goals prior to a plenary deliberation to reach a consensus.



Toronto Planning Review Panel, 2018-2019

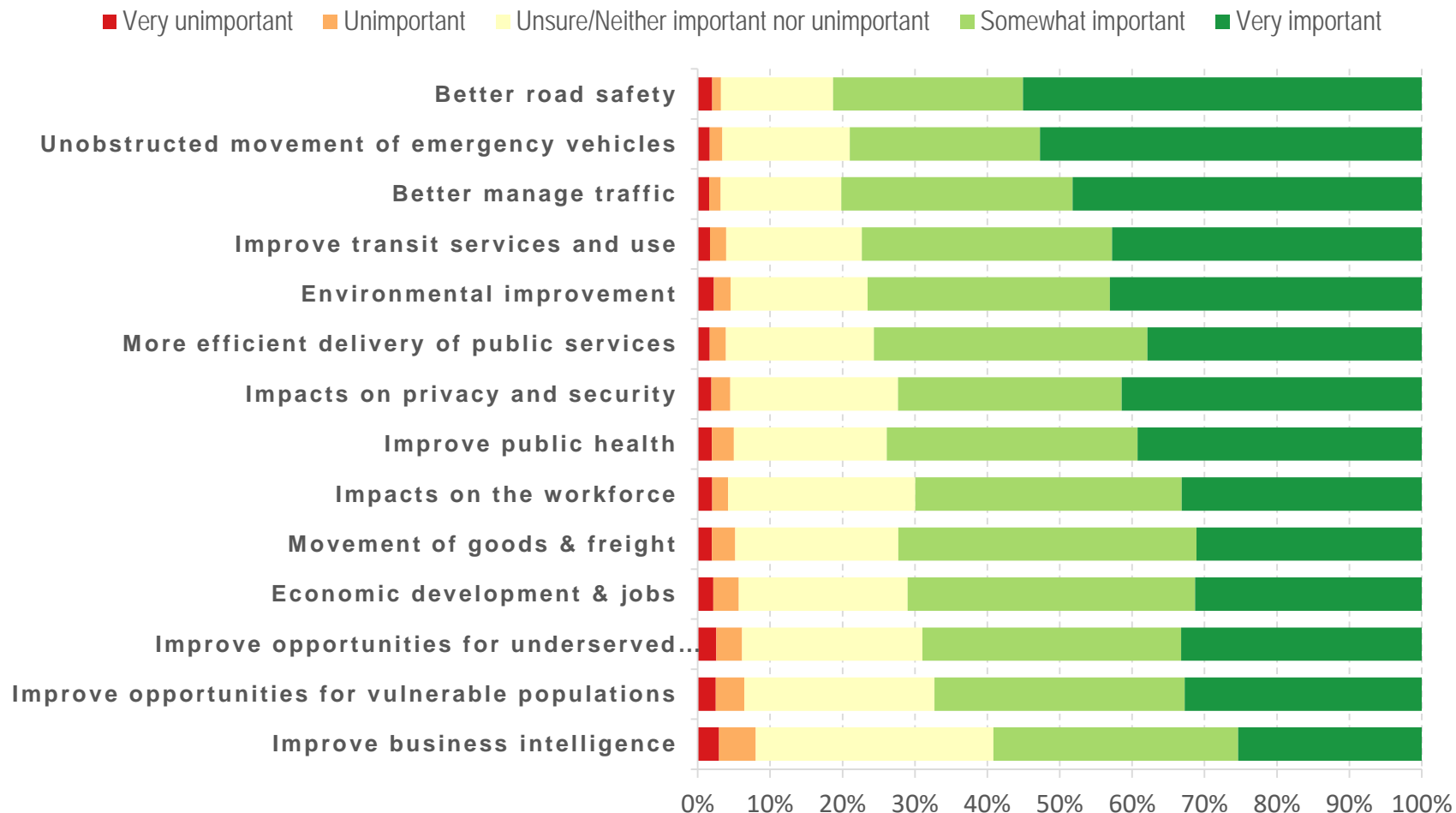
# Round 2: GTHA Consumer Research Survey

## TRANSFORM Key Takeaways

1. Most consumers are still learning about AV technology and planning initiatives
2. Largely due to an uncertain value proposition and evolving understanding about the technology, most consumers are reluctant to commit to using AVs
3. Respondents' 3 most emphasized potential AV policy objectives were:
  - Better road safety
  - Unobstructed movement of emergency vehicles
  - Better traffic management

# Round 2: GTHA Consumer Research Survey

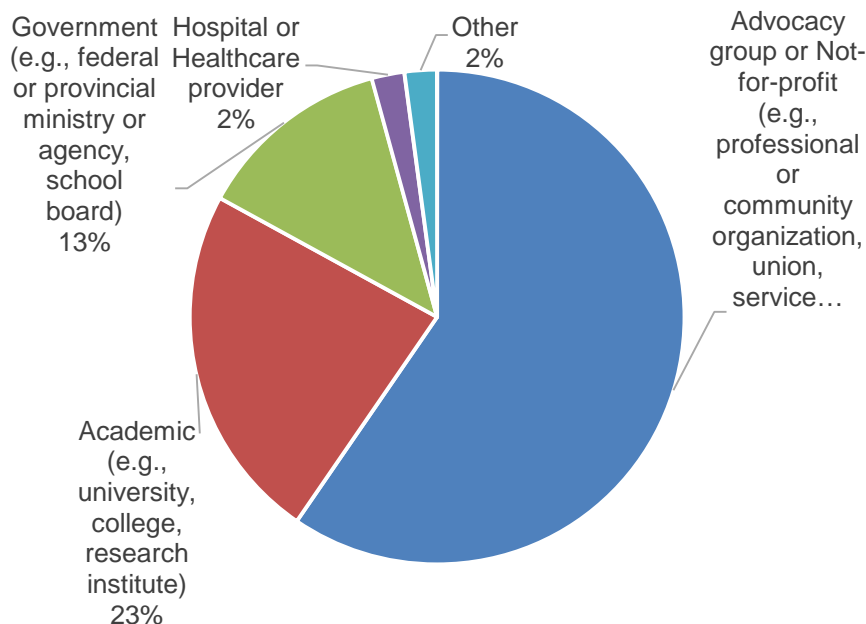
Respondents were asked to rate the importance of various general (i.e., not AV-specific) policy objectives. Road safety, emergency response, and traffic management were the highest rated, while equity-focused objectives and business intelligence were rated as relatively less important.



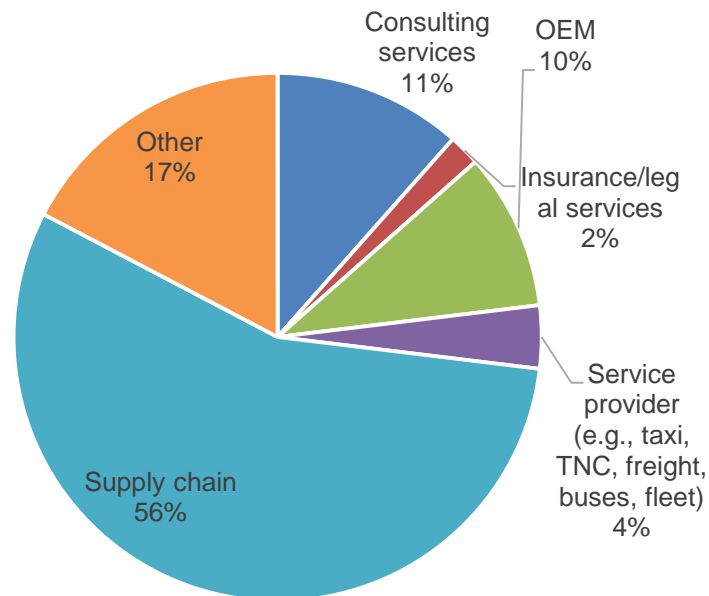


# Round 2: Online Surveys

## Community Stakeholders: 49 Organizations Responded



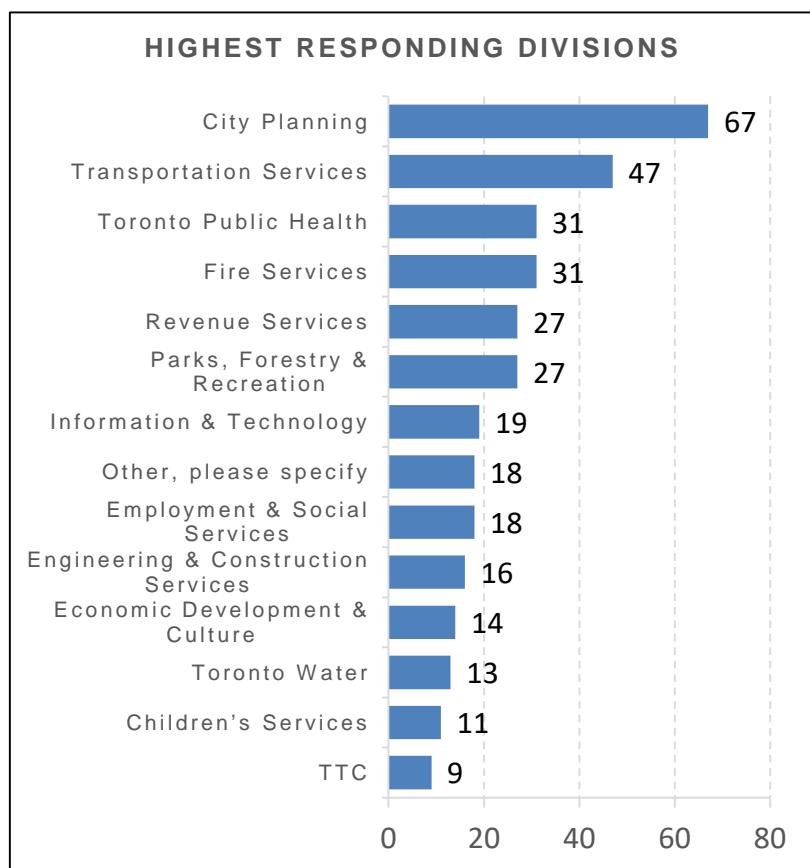
## Industry Stakeholders: 50 Organizations Responded



# Round 2: Online Surveys

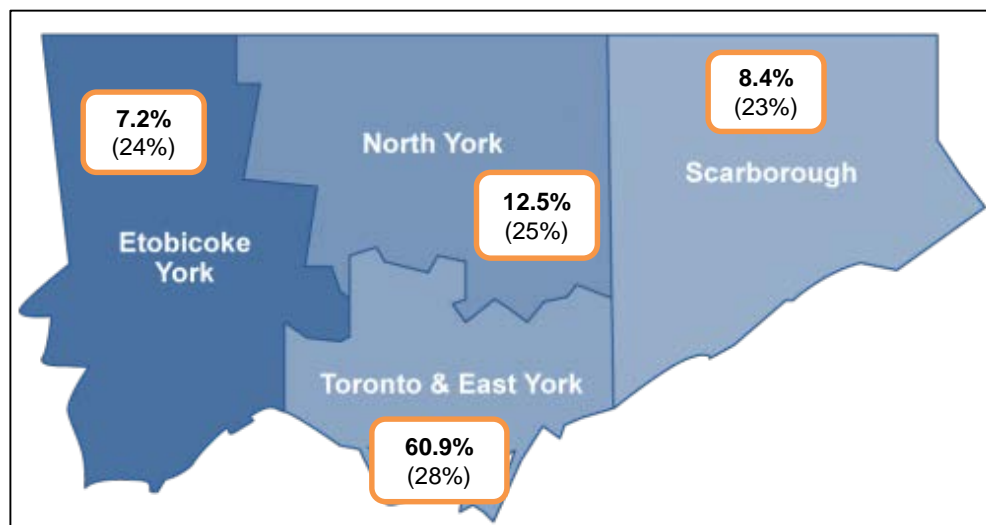
## City Staff:

444 Respondents, from 39 Divisions



## Public:

585 Respondents



Source: Statistics Canada, 2016 Census of Population. Prepared by Social Policy, Analysis & Research, February 2018  
<https://www.toronto.ca/ext/sdfa/Neighbourhood%20Profiles/pdf/2016/pdf1/alltoronto.pdf>

## Round 2: Listening Sessions

Community and industry stakeholders that were identified for the Tactical Plan Survey had the opportunity to request to attend a “Listening Session.” These sessions took place during the second two weeks of January, and were an opportunity for stakeholders to bring any additional comments, suggestions, questions, or concerns that they could not address in the survey. The format was open discussion.

Sessions were held on the following dates & times:

1. Wednesday, January 9<sup>th</sup>, 2019 from 9:00am – 12:00pm at City Hall.
2. Thursday, January 10<sup>th</sup> from 1:00pm – 4:00pm at the North York Civic Centre.
3. Tuesday, January 15<sup>th</sup> from 9:00am – 12:00pm at Metro Hall.
4. Wednesday, January 16<sup>th</sup> from 6:00pm – 9:00pm at Metro Hall.
5. Friday, January 18<sup>th</sup> from 1:00pm – 4:00pm at the North York Civic Centre.

40 attendees from 25 organizations participated.

# Round 3 Overview: Plan Refinement

- April 2019 – Expert Review Panel
- Spring 2019 – Industry Follow-up Meetings
  - Daimler, General Motors, Uber
- June 2019 – Toronto Accessibility Advisory Committee
  - June 4, 2019 presentation available at <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.DI2.2>
- June 2019 – Public Posting
- August 2019 – Government Circulation

# Round 3: Expert Review Panel



Expert Review Panel, April 15, 2019

- Chair: Raed Kadri, Toronto ON (Director, Ontario Centres of Excellence)
- Emiko Atherton, Washington DC (Director, National Complete Streets Coalition)
- Ann Cavoukian, Toronto ON (Distinguished Expert-in-Residence)
- Dr. Tom Vöge, Paris FR (Policy Analyst, Intelligent Transport Systems)
- Bryant Walker Smith, Columbia SC (Assistance Professor, U of South Carolina)
- Anthony Townsend, New York City NY (Principal Consultant, Bits & Atoms LLC)
- Ismail Zohdy, Dubai UAE (Expert, Roads and Transport Authority Dubai)
- Rita Excell, Adelaide AU (Executive Director, ADVI Centre of Excellence)
- Brooks Rainwater, Washington DC (Senior Exec. & Director, Nat'l League of Cities)
- Facilitator: Sue Cumming (Principal, Cumming+Company)

# Round 3: Expert Review Panel

Time	Details
9:30 am	Welcome & Context Overview of Session
10:00 am	Overview of Written Critiques & Discussion
10:45 am	What should the role of the City/ government be?
11:15 am	What should the City's priorities be for getting to 2022?
12:00 pm	Lunch
12:45 pm	Enhancing Tactics & Strategies in the draft Tactical Plan <ul style="list-style-type: none"><li>• Privacy &amp; Security</li><li>• Technology</li><li>• Transit-Centric Approach</li><li>• Road Safety</li><li>• Equity</li></ul>
3:00 pm	Implementation for the AV Tactical Plan
3:30 pm	Bringing it All Together and Key Takeaways from the Discussion
3:50 pm	Wrap-Up and Highlights, Workshop Conclusion

# Round 3: Expert Review Panel

“There is consensus that the City’s draft Tactical Plan is comprehensive, well written and that its direction is sound and well detailed. The draft Tactical Plan is viewed as an excellent document. ‘Toronto is leading the way globally with this kind of Plan’. It was further noted that this is only one of a few plans like this in the world. The approach taken by Toronto is seen as being realistic and tempered; having avoided the hype that panelists indicate often exists around AVs. There is appreciation for how automated technologies are framed as ‘tools’ – tools that could solve problems and advance city goals.”

- Sue Cumming

<b>FEEDBACK REPORT</b>	
<b>EXPERT REVIEW PANEL</b>	
<b>ON THE CITY OF TORONTO</b>	
<b>DRAFT AUTOMATED VEHICLES TACTICAL PLAN, 2019 - 2021</b>	
<b>Held Monday, April 15, 2019</b>	
<b>Table of Contents</b>	
About this Report	Page 2
Panel Members	Page 2
1. General Themes and Key Messages Heard	Page 3
2. Overall Impressions of the Draft Tactical Plan	Page 6
3. What Should the Role of the City/Government Be?	Page 7
4. What Should the City's Priorities be for Getting to 2022?	Page 8
5. Expert Panel Review Input for Enhancing Tactic and Strategies	Page 10
5.1. Technology	Page 10
5.2. Transit-Centric Approach	Page 12
5.3. Road Safety	Page 12
5.4. Privacy and Security	Page 13
5.2. Equity	Page 14
6. Bringing it All Together. How does the City Finesse Implementation	Page 15
Appendix 1 - Global Examples: AV Pilot Projects and Initiatives Referenced at the Meeting	



# Round 3: Public Posting (June 3-23, 2019)

**Consultation** Council Report & Mandate Policy Background

The Draft Automated Vehicles Tactical Plan is posted for public consultation until Sunday, **June 23**. Individuals are invited to comment on sections they have an interest in from the links below, by sending an email to [automatedvehicles@toronto.ca](mailto:automatedvehicles@toronto.ca).

The Automated Vehicles Tactical Plan consists of seven broad Directions, and three additional sections for internal operations and further study. Each section is built on a foundation comprised of existing City policies, plans and strategies. The section breakdown includes an introduction with the direction statement and policy background; a summary of the key performance indicators and tactics (actions) for each section; followed by explanations of each tactic as well as the City's proposed progress on it for the next three years.

Select either of the links below for a PDF or AODA-compliant PDF version of the section. Individuals are welcome to comment on any and all sections as needed.

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**Part I** (background research)

**Part II** [Tactical Plan Introduction](#) | [AODA Version](#)

The **seven** Directions that set the foundation of a new transportation system design are:

1. [Social Equity & Health](#) | [AODA Version](#)
2. [Environmental Sustainability](#) | [AODA Version](#)
3. [Economic Sustainability](#) | [AODA Version](#)
4. [Privacy](#) | [AODA Version](#)
5. [Road Safety & Security](#) | [AODA Version](#)
6. [Integrated Mobility](#) | [AODA Version](#)
7. [Transportation System Efficiency](#) | [AODA Version](#)

The **three** additional sections for further study and internal operations are Public Service Vehicles, Additional Research & Future-Proofing, and Tactical Plan Governance. These sections can be found under:

8. [Enhanced Service Delivery & Organizational Capacity](#) | [AODA Version](#)
9. [Glossary & References](#) | [AODA Version](#)

We look forward to your [feedback](#).



23



# Round 3: Public Posting Responses



# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

3M Canada	Arup	Brisk Synergies
8-80 Cities	Atkinson Foundation	Brookfield Institute
A.U.G. Signals Ltd.	ATU 113	Brookfield Institute for Innovation + Entrepreneurship
Accessible taxicab association of Ontario/ Royal Taxi	Automotive Parts Manufacturers Association	Build Wonder Co.
Acerta Analytics Solutions	Automotive Policy Research Centre, McMaster University	Building Owners and Managers Association (BOMA) Canada
Advisory Committee on Accessible Transit	Autonomic	CAA South Central Ontario
AirIQ	Autzu	Canada Academia Innovation Hub
Alliance for Equality for Blind Canadians/ Durham Centre for Excellence	Barrick Gold Corporation	Canada Post
alphaQuest Canada	BDC	Canadian Advanced Technology Alliance
Amalgamated Transit Union Local 113	Bell	Canadian Centre for Policy Alternatives – Ontario office
AMICO Infrastructures	BILD	Canadian Chamber of Commerce
Analog Devices Inc.	BlackBerry	Canadian Civil Liberties Association
Antonio Loro Consulting	BlockChain LinkUp	Canadian Council of the Blind, Toronto Chapter
ArcTern Ventures	Bloor Street Cultural Corridor	Canadian Partnership against Cancer
arrive alive DRIVE SOBER	Borden Ladner Gervais	Canadian Taxi Association

# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

Canadian Urban Institute	CleNET Technologies, Canada	Climate Action Now
Canadian Urban Transit Association (CUTA)	City of Beaumont	Cloud DX
Canadian Vehicle Manufacturers' Association	City of Hamilton	CloudConstable Inc.
CanU	City of Markham	CNIB
Carleton University	City of Mississauga	CodeRedTO
CARP	City of Montreal	CoEng Advisors Inc.
CAVCOE	City of Pickering	Cohort Systems Inc.
Centre for City Ecology	City of Vancouver	Communitech
Centre for Community Learning & Development	City of Vaughan	Community Bicycle Network
Centre for Education & Training	City Youth Council of Toronto	Community Living Toronto
Centre for Independent Living in Toronto CILT	Civic Action	Conestoga College
Centre for International Governance Innovation; Tech Reset Canada	Civic Tech TO	Confederation of Resident and Ratepayer Associations in Toronto (CORRA)
Centre for Social Innovation	CivicAction	Conference Board of Canada
Cheelcare	Clean Air Partnership	CreateTO
Chillwall AI	Clean Energy Canada	Creative Destruction Lab

# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

CrossWing Robotics	Durham Region	Evergreen
CSA Group	dx2 Technologies	EXO Insights
CUPE Local 79	Dynamitenetwork.com	Faculty of Information Studies, U of T
CUTRIC	EarthRoots	FairVentures Lab
Cycle Toronto	Ecojustice	Financial District BIA
Dalla Lana School of Public Health	Ecopia Tech Corporation	Fleet Operators Association
Darwin AI	EDGE Innovation Hub	FleetCarma/Geotab
David Suzuki Foundation	Electromega Ltee./Ltd.	Flex
DAVWIRE	Element AI	Flodraulic Controls
Dejero	Enviromentum	FONTRA (Federation of North Toronto Residents Associations)
Deloitte Canada	Environmental Defense	Ford Canada
Desjardins Insurance	Equiterre	Fortran Traffic Systems Ltd.
Diamante Development	Erwin Hymer Group North America	Futurpreneur Canada
Digital Justice Lab	ESCRYPT	Gbatteries
Durham College	eV Fern Ltd.	General Motors

# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

Gladki Planning Associates	Huawei Canada	International Council for Local Environmental Initiatives (ICLEI)
Global Automakers of Canada	I & T City of Toronto	IntersecTO
Greater Toronto Civic Action Alliance	IBI Group	Iris Research & Development
Green 13	IBM Canada	iTaxiworkers Association
Grote Electronics	Identity, Privacy and Security Institute, University of Toronto	Jackman Reinvents
Grush Niles Strategic	IKEA Canada	Jalon Montreal
GTAA	iNAGO Corp.	JCAII Inc.
Gyr Falcon Unmanned Aircraft Systems	Independent Taxi Association	Joyride
Harbourfront Centre	Indigenous Climate Action	JPOM
Harmonize Mobility	inMotive	Jrop Inc.
HEC Montreal	Innovation Factory	Keysight
HiHo Mobility	Innovation Policy Lab, Munk School of Global Affairs and Public Policy, University of Toronto	Kirchhoff Automotive
HingePoint Capital	Institute for Competitiveness & Prosperity	Korechi Innovations Inc.
Hitachi Consulting	Interaptix Augmented Reality	KPMG LLP
Honda Canada Inc.	International Council for Clean Transportation	Laipac Technology Inc.

# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

LEAF	Maytree Foundation	Nikola Labs
Learning Disabilities Association	McAsphalt Industries Ltd.	NTG Clarity Networks Inc.
Leaside Business Park Association	Mentor Works	NVIDIA Development Inc.
LEI Technology Canada	Mercedes-Benz Vans	NXM Technologies Inc.
Lixar	MITACS/York University	NXP
Loblaw	mmSense Technologies Inc.	Oaken Innovations (Canada), Inc.
LOOKNorth	Modular Integrated Robotics (MIR)	OCAD sLab
LPOR	Monroe Advanced Robotics Systems	OMX
Lyft	Mowat Centre	Ontario Architecture Association
Lytica Inc.	Multiplicity	Ontario Association of Landscape Architects (OALA)
Lytton Park Residents' Organization	Municipal Urban Designers Roundtable (MUDR)	Ontario Environment Network (OEN)
MADD Toronto	NACTO	Ontario Federation of Indigenous Friendship Centres
MaRS Discovery District	Native Canadian Centre of Toronto	Ontario Good Roads Association (OGRA)
Martin Prosperity Institute	Neatware	Ontario Healthy Communities Coalition
Marubeni Canada Ltd.	Neptis Foundation	Ontario Motor Coach Association



# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

Ontario Native Women's Association	Periculum Labs	QuaeNet Inc.
Ontario Professional Planners Institute (OPPI)	PFR Disability Steering Committee	Quantum Valley Ideas Lab
Ontario Public Transit Association	PINpoint Information Systems Inc.	QUEST - Quality Energy Systems of Tomorrow
Ontario School Bus Association	Pioneer Ventures	Redline
Ontario Traffic Council	Pitstop!	ReMAP
Ontario Trucking Association	Plug'n Drive	RendezVous Communications
Open Architecture Collaborative	Polaris Industries	Residential and Civil Construction Alliance of Ontario
Open Data Institute	Pollution Probe	Ryerson City Building Institute
OpenNorth	Portl Media	Ryerson University
Oxford Properties	Preteckt	S2E Technologies Inc.
Pantomium	Professional Engineers Ontario	Scarborough Business Association
PaperDoDo	Project Neutral	Scheddoo
Paragon Systems Testing	Provincial Lead, Ontario's Seniors Strategy	Science Concepts International
Peel Region	Public Space Workshop	Seneca College
Pembina Institute	QA Consultants	Sensor Medical Labs

# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

SERRA	St. Michael's Hospital	The Ontario Society of Professional Engineers (OSPE)
Shannon-Vanstone Initiatives Inc.	Stantec	The Transit Alliance
Share the Road Cycling Coalition	Strategic Mapping Inc.	Three Lefts
Sheba Microsystems	Sunnybrook Health Science Centre	TMC
SHYFTInc.	Sustainable Urban Development Association	TMinusThree.com
Sidewalk Labs	SustainMobility	Toronto 350
Sierra Club - Ontario Chapter	SWTCH	Toronto Aboriginal Support Services Council
Smart Commute - North Toronto, Vaughan	TE Canada	Toronto Alliance for the Performing Arts
Smart Commute Etobicoke South	TechGirls Canada	Toronto and Region Conservation Authority (TRCA)
Smart Commute Scarborough	TES	Toronto Association of BIAs (TABIA)
SMATS Traffic Solutions	Tesseraqt	Toronto Atmospheric Fund
SNC-Lavalin	Thales Canada	Toronto Catholic District School Board
Social Planning Toronto	The Anne Johnston Health Station - Seniors Advisory Committee	Toronto Centre for Active Transportation
South Etobicoke Industrial Employers' Association	The Citizen Lab	Toronto Civic Employees Union, Local 416
South Riverdale Community Health Centre	The Learning Disabilities Association of Toronto	Toronto Community Foundation

# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

Toronto Construction Association	Toronto Taxicab Industry Association	TSU
Toronto Cycling Think & Do Tank	Toronto Trucking Association	TTC Riders
Toronto District School Board	Toronto Women's City Alliance	TTL License Holders
Toronto Environmental Alliance	Toronto Youth Cabinet	Uber
Toronto Foundation	Toronto Youth Environment Council	uConekt
Toronto Green Community	Town of Whitby	United Steelworkers - District Education Coordinator
Toronto Hydro	Tracker Networks Inc.	University of Toronto
Toronto Industry Network	Traffic Injury and Research Foundation (TIRF)	University of Toronto - Scarborough
Toronto Public Space Initiative	Transnomis Solutions Inc.	University of Toronto Institute for Aerospace Studies
Toronto Real Estate Board	Trans-Plan	University of Toronto Transportation Research Institute (UTTRI)
Toronto Region Board of Trade	Transport Action Canada	UPS
Toronto Rehab Institute - StreetLab - UHN	Transport Action Ontario	Urban Land Institute
Toronto Seniors Forum	Transport Canada	Urban Strategies
Toronto Society of Architects	Transportation Options	Urban+Digital (now CODE for CANADA)
Toronto Taxi Alliance	Trapeze Group	Valeo North America

# Stakeholder Contact List

## Automated Vehicles Tactical Plan Industry and Community Stakeholders

Virtual Power Plants Inc.		
VR Headspace		
Walk Toronto		
Waterfront Toronto		
Weather Telematics		
Wellesley Institute		
WSIB		
WSP Canada Group Ltd.		
X-Matik		
York Region		
York University		