

3-Year Circular Economy Road Map Implementation Plan

This document provides an overview of the first phase of implementation of Toronto's 10-Year Circular Economy Road Map (the Road Map) from 2026-2028.

The Road Map is categorized into Strategic Directions, Actions and Sub-actions. While the Road Map remains the City's primary strategic framework for advancing Toronto's transition to a circular economy, this 3-Year Implementation Plan provides additional details and outlines the future roles of City of Toronto Divisions for implementation.

This document is not meant to be exhaustive or prescriptive. Rather, it is intended to provide initial scoping of the Road Map's Actions and act as a guide for implementation. In particular, across all Strategic Directions there is an opportunity for circular initiatives to support reconciliation. However, these opportunities have yet to be identified as the City recognizes that this requires a collaborative approach that begins with establishing genuine, meaningful relationships with interested Indigenous Peoples and communities.

As implementation progresses, the City will continue to adapt its approach in response to emerging opportunities, operational realities and community needs. Governance and reporting mechanisms will support this iterative process, ensuring transparency and accountability. Staff from City Divisions identified as leading or supporting the implementation of the Actions in this 3-Year Implementation Plan may also include related operating or capital costs as part of future budget processes, and/or bring forward standalone reports as necessary to secure authority and/or resources to advance implementation actions over the next 10 years.

This 3-Year Implementation Plan only represents years 1-3 of the Road Map (2026-2028). Work on most Actions outlined below will continue beyond the 3-year Implementation Plan. Future activities to implement the Road Map will be contingent on foundational work completed in the early years and will be developed prior to the next phase of the Road Map's implementation.

Divisional Roles

The foundation year of the 3-Year Implementation Plan will be primarily led and undertaken by Environment, Climate and Forestry. City Divisions have been assigned a role based on their mandate and application to each Sub-action and any potential subsequent budget impacts will be reflected in 2027 and 2028 budget processes.

This 3-Year Implementation Plan lists only the Divisions that have participated in the development of the Road Map. Other relevant Divisions within the City may also be engaged to support implementation. During implementation of the 3-Year Implementation Plan, the Divisions involved and their roles may change based on action/project scoping.

The Environment, Climate and Forestry Division is the owner and manager of the Circular Economy Road Map. Across implementation, Environment, Climate and Forestry will be responsible for managing, coordinating and reporting on the Sub-actions outlined in this document.

Role	Description
Leading	Divisions that may implement part or all of the Sub-actions, listed below, either independently or in collaboration with other Divisions, based on their ownership of necessary relationships, assets, policies, programs and services. Where multiple Divisions are leading, Environment, Climate and Forestry will play the role of coordinator and work with Divisions to ensure a consistent approach across planning, implementation and evaluation.
Supporting	Divisions that may support part or all of the Sub-actions, listed below, either independently or in collaboration with other Divisions, based on their subject matter expertise. Where multiple Divisions are supporting, Environment, Climate and Forestry will play the role of coordinator and work with Divisions to facilitate a consistent approach across planning, implementation and evaluation.

3-Year Implementation Plan

Strategic Direction 1: Invite everyone to participate in Toronto's transition to a circular economy

1.1. Communicate the benefits of a circular economy to everyone in Toronto

Outcomes: Equip everyone who participates in Toronto's economy with the tools to adopt circular principles in their daily lives.

1.1.1. Develop a comprehensive communications strategy to enhance awareness of circularity among the general public while recognizing the unique considerations of Toronto's diverse communities.

- Assess existing resident campaigns on waste management and identify opportunities to incorporate circular economy messaging.
- Complete a gap analysis on existing communication channels and initiatives to enhance awareness.
- Develop a comprehensive resident communications strategy (audiences, spokespeople, key messages, communication channels, detailed action plan).

Leading	Supporting
• Environment, Climate and Forestry	• Social Development • Solid Waste Management Services

1.1.2. Increase consumer education campaigns that communicate the benefits of responsible consumption and how to reduce avoidable waste.

- Create educational materials, leveraging peer examples and content from circular organizations.
- Tailor messages to specific communities in Toronto through translation and use of culturally relevant pictures/terms.
- Identify key communication tools and tactics such as social media, City of Toronto websites, posters, events, and pop-ups in Community Hubs, community centres and libraries.
- Collaborate with community organizations to integrate campaign messaging into existing sustainability programs and events.

Leading	Supporting
• Environment, Climate and Forestry	• Social Development • Solid Waste Management Services

1.1.3. Leverage existing relationships to establish new communication channels for youth to inspire behavioural change.

- Complete inventory of existing relationships with community agencies, community organizations and workforce development programs to identify opportunities to incorporate circularity.
- Create educational materials specifically targeting youth, leveraging peer examples and content from circular organizations.
- Identify new avenues for engaging youth (with an emphasis on Indigenous, Black, and equity-deserving groups) on circularity, such as collaboration with youth organizations and agencies and volunteering opportunities with schools.

Leading	Supporting
• Environment, Climate and Forestry	• Parks and Recreation • Social Development • Solid Waste Management Services

1.1.4. Update the City's market research to include an ongoing measure of public awareness of circular terminology, programming and ways to participate.

- Analyse existing data from ongoing market research that could provide insights into circular awareness.
- Complete gap analysis to identify potential new data points on resident awareness of the circular economy and their level of participation.
- Develop new market research on circularity.

Leading	Supporting
• Environment, Climate and Forestry	• Solid Waste Management Services

1.2. Celebrate Toronto's circular business leaders

Outcomes: Recognize our local, made-in-Toronto businesses that advance circularity to unlock innovation, increase access to capital and promote knowledge sharing.

1.2.1. Expand existing award and recognition programs to recognize circular business leaders.

- Identify existing City awards and recognition programs with potential to incorporate circular criteria.
- Evaluate awards based on what sectors are targeted (i.e., overlap with priority sectors) and existing consideration of sustainability criteria.
- Develop updates to identified programs.

Leading	Supporting
• Environment Climate and Forestry • Other Divisions, as applicable	• Economic Development and Culture

1.2.2. Encourage data and knowledge sharing among businesses.

- Identify avenues to collect circular business successes stories.
- Leverage industry forums to support cross-business collaborations and knowledge sharing on best practices and challenges.
- Identify data sources and opportunities to support circular economy measurement and reporting.

Leading	Supporting
• Environment, Climate and Forestry	• Economic Development and Culture

1.2.3. Establish a communications strategy to raise awareness of homegrown circular innovations and job creation.

- Identify key themes, messages and target audiences for communication with businesses and sharing of business successes.
- Identify potential collaborations with industry organizations to co-host events or webinars focused on highlighting circular success stories from businesses.

Leading	Supporting
• Environment, Climate and Forestry	• City Planning • Economic Development and Culture • Engineering & Construction Services • Indigenous Affairs Office • Purchasing & Materials Management Division • Social Development • Solid Waste Management Services • Toronto Building

1.2.4. Celebrate circular businesses in all 25 wards.

- Build pathways to identify circular businesses in Toronto.
- Develop mechanisms to collect information on circular innovators.
- Identify communication tools and tactics to highlight and celebrate circular innovation and businesses.

Leading	Supporting
• Environment, Climate and Forestry	• Other Divisions, as applicable

1.3. Empower City staff to advance circularity

Outcomes: Enhance internal knowledge sharing, capacity building and creative partnerships among City staff to unlock circular potential.

1.3.1. Update the City's internal circular economy knowledge hub to increase the resources available to City staff.

- Review of existing information on the internal circular economy knowledge hub.
- Complete gap analysis to identify new resources that can be added to support Divisions in their implementation.
- Develop new content leveraging internal expertise and global sources.
- Socialize the Road Map and updated circular economy hub through various internal communication channels.

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1.3.2. Support interdivisional collaboration to enable coordinated action.

- Establish interdivisional communication channels to build staff awareness, identify circular opportunities and share successes.
- Establish Divisional Champions across the City.
- Identify opportunities for staff training and capacity building.

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Environment, Climate and Forestry	- Accounting Services - City Planning - Corporate Real Estate Management - Development Review - Economic Development and Culture - Engineering & Construction Services - Housing Development Office - Housing Secretariat - Indigenous Affairs Office - Parks and Recreation - Purchasing & Materials Management Division - Social Development - Solid Waste Management Services - Toronto Building - Toronto Water - Transportation Services

1.3.3. Develop toolkits to guide City staff's implementation of circular practices.

- Identify specific operational areas where guidance on circular practices is needed (for example, on circular procurement and material reuse and sharing policies).
- Compile resources (guidelines, decision-making flowcharts, checklists, etc.) building on internal expertise and global best practices.

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Environment, Climate and Forestry	- Accounting Services - City Planning - Corporate Real Estate Management - Development Review - Economic Development and Culture - Engineering & Construction Services - Housing Development Office - Indigenous Affairs Office - Parks and Recreation - Purchasing & Materials Management Division - Social Development - Solid Waste Management Services - Toronto Building - Toronto Water - Transportation Services

1.3.4. Celebrate circular success stories from within the City's operations.

- Develop criteria and a framework for documenting the City's success stories, including key challenges and lessons learned.
- Inventory existing City circular projects and initiatives across the City.
- Share success stories internally and externally.

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Strategic Direction 2: Accelerate the growth of circular businesses in Toronto

2.1. Improve the state of circularity across priority sectors

Outcomes: Address barriers in sectors with the greatest circular potential in Toronto (waste diversion and materials recovery, construction, food systems) and provide support through innovative solutions grounded in industry realities and commercial constraints.

2.1.1. Establish a dedicated forum for each priority sector (construction, food systems, and waste diversion and materials recovery) to identify financial, regulatory and technical barriers and opportunities.

- Identify key stakeholders and invite participation in industry forums.
- Plan and convene forum meetings to identify barriers and opportunities to advance circularity.

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2.1.2. Develop tailored guidance for each sector to help drive their circular transitions.

- Leverage forums to identify areas where industry would benefit from written guidance on how to integrate and practice circularity principles.
- Develop tailored guidance documents on identified topics using internal expertise and global best practices.

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2.1.3. Collaborate with other levels of government and industry associations to unlock large-scale investment and funding opportunities that stimulate market growth for circular businesses.

- Identify organizations and other orders of government with potential for funding opportunities.
- Identify key opportunities and projects to collaborate on to advance sector circular transitions.
- Build business cases for relevant projects.

Leading	Supporting
Environment, Climate and Forestry	- Accounting Services - Economic Development and Culture

2.1.4. Leverage the City's assets and resources to support the growth of secondary markets and material recovery in Toronto.

- Determine the type (e.g., necessary size, characteristics) of real estate and assets required to support secondary markets.
- Inventory available City-owned assets that could be potentially leveraged.
- Assess and prioritize available City resources based on other potential uses and requirement fit.
- Assess the feasibility of establishing a material reuse hub in Toronto.
- Identify potential collaborators to create and operate secondary markets using City assets and resources.

Leading	Supporting
- Environment, Climate and Forestry - Corporate Real Estate Management - City Planning	- Economic Development and Culture - Other Divisions, as applicable

2.1.5. Expand the number of priority sectors based on circular potential and local economic impact.

- Assess market and environmental research on additional key sectors (e.g., textiles, manufacturing, mobility, plastics) that could be considered for inclusion in Toronto's Circular Economy Road Map.

Leading	Supporting
Environment, Climate and Forestry	Economic Development and Culture

2.2. Identify and eliminate municipal barriers to the circular economy

Outcomes: Create an enabling environment for circular business practices through continuous improvement of policies, standards and processes.

2.2.1 Engage industry to identify where City processes, policies and standards unintentionally add cost, time and risk to circular business innovation.

- Leverage industry forums to identify and grow understanding of barriers to circular adoption amongst businesses in priority sectors.
- Develop an assessment framework to analyze and prioritize barriers identified by industry stakeholders, based on impact and feasibility for dismantling.

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Environment, Climate and Forestry	- City Planning - Development Review - Economic Development and Culture - Engineering & Construction Services - Housing Development Office - Indigenous Affairs Office - Parks and Recreation - Purchasing & Materials Management Division - Social Development - Solid Waste Management Services - Toronto Building

2.2.2 Dismantle barriers to circular practices to enhance local business competitiveness, while serving the needs of current and future populations.

- Prioritize barriers identified in industry forums based on scale of impact and feasibility of removal.
- Undertake cross-divisional consultation to assess the City's ability and pathways to address the challenges.

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2.3. Explore new opportunities to incentivize circular practices

Outcomes: Offset upfront costs associated with implementing circular practices, particularly for small and medium-sized businesses and demonstrate clear cost-benefit advantages for circular approaches for industry in Toronto.

2.3.1. Identify and mobilize City-owned or City-accessible assets to de-risk and accelerate adoption of circular practices for businesses, positioning Toronto as a leading hub for circular business innovation.

- Create an inventory of City-owned real estate and assets and assess which can be leveraged to support circular innovation and businesses.
- Determine the types of spaces needed to support circular businesses and undertake a programmatic space needs analysis to identify the necessary size and characteristics.
- Explore the introduction of criteria that reward or prioritize circular practices in licensing frameworks and the permitting process.

- Leverage City-owned infrastructure to accelerate circular business innovation through the existing Green Market Acceleration Program

Leading	Supporting
• Environment, Climate and Forestry	• Other Divisions, as applicable

2.3.2. Expand existing programs and incentives that support local businesses implementing circular practices.

- Identify existing City programs and incentives which support circularity (for example, incentives with a focus on repair, sustainable material use, deconstruction or modular construction).
- Prioritize City programs (including the Circular Food Innovators Fund) for expansion based on documented impact, current resource constraints and alignment with Toronto's economic goals.

Leading	Supporting
• Environment, Climate and Forestry	• Other Divisions, as applicable

2.3.3. Establish additional targeted incentive programs to support start-ups and small- and medium-sized businesses, with a focus on grants, mentorship and incubation activities.

- Identify potential sub-sectors and business types to offer new City incentive programs, based on impact on Toronto's economy, need and impact on circularity.
- Conduct business consultation to understand specific needs and understand what type of incentive would have the most impact.
- Develop new incentive programs where deemed necessary.

Leading	Supporting
• Environment, Climate and Forestry	• Economic Development and Culture • Other Divisions, as applicable

Strategic Direction 3: Demonstrate the benefits of circularity through City operations

3.1. Integrate circularity in City purchasing

Outcomes: Increase the City's role in driving demand for products and services that support a city-wide circular economy.

3.1.1. Enhance the Circular Procurement Framework to enable the scaling of successful pilot projects.

- Build on the existing Circular Procurement Framework, focusing on evaluating pilots, post-pilot reporting, and development and roll-out of standard operating procedures.

- Identify opportunities to incorporate circular economy criteria into procurement scoring and pilot the approach.
- Select successful pilots to scale circular procurement.
- Develop staff training and capacity building on circular procurement.

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3.1.2. Incorporate circularity into ongoing market engagement work to understand industry's ability to deliver on circular procurement requirements and identify how the City can incentivize suppliers.

- Review existing market engagement and category management with a circular lens.
- Identify opportunities to incorporate circularity in category management.
- Review international best practice on circular procurement to identify common circular procurement requirements and approaches.
- Engage suppliers to identify the feasibility of circular procurement requirements and opportunities for phasing in increased requirements.

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3.1.3. Identify high-priority areas for further integrating circularity into City purchasing, with close consideration of procurement value and the potential applicability of circular principles.

- Analyze categories of procurement based on procurement value, number of Divisions represented and waste generated (by order of magnitude).
- Identify high-priority categories to target for circular procurement.

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3.1.4. Develop a circular procurement toolkit that incorporates global leading practice, such as internationally recognized standards or certifications. Align this work with the City's ongoing development of its sustainable procurement approach.

- Undertake a needs assessment for toolkits that could support more circular procurement.

- Compile existing international guidance on circular procurement, with a focus on specific information for high-priority areas.
- Develop toolkit content, including template documents, procurement process guidelines, decision-making frameworks and supplier management tools.

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3.2. Facilitate circular practices in City planning, construction and infrastructure

Outcomes: Lower the environmental impact of the City's own projects and reduce risk associated with the uptake of circular practices in Toronto.

3.2.1. Reduce the amount of construction and demolition waste from City-owned assets through the integration of circular principles.

- Compile existing data on construction and demolition waste created by City construction projects.
- Identify gaps in existing data collection and establish standard operating procedures for pre-demolition audits across City-owned assets.
- Compile standard operating procedures across construction, planning and infrastructure projects to understand current practices for waste management.

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3.2.2. Extend the lifespan of existing City assets through adaptive reuse, repair and retrofits.

- Conduct a review of current City to identify those eligible for adaptive reuse, repair or retrofitting.
- Establish criteria to prioritize which projects should be considered for pilots of adaptive reuse, repair and retrofit in alignment with circular best practices in later years of the Road Map.

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3.2.3. Identify opportunities to scale existing circular initiatives within the City's construction, planning and infrastructure work.

- Review existing circular practices in City construction, planning and infrastructure.
- Identify circular practices best fit for wider adoption, based on cost impacts, ease of implementation, impact on timelines and impact on waste generation.
- Depending on cost impact analysis, identify if additional grant funding may be required for public and non-profit builders engaged in social/affordable housing development.

Leading	Supporting
• City Planning • Engineering & Construction Services • Housing Development Office • Parks and Recreation • Toronto Water • Transportation Services	• Development Review • Environment, Climate and Forestry • Housing Secretariat

3.2.4. Implement additional demonstration projects in high impact areas.

- Identify priority circular construction and infrastructure practices to pilot.
- Compile list of ongoing and upcoming projects in the City in high-impact areas for construction and demolition waste.
- Identify projects suitable for incorporation of priority circular principles in later years of the Road Map with consideration for cost impact and visibility of the project.

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• City Planning • Engineering & Construction Services • Housing Development Office • Parks and Recreation • Toronto Building • Toronto Water • Transportation Services	• Development Review • Environment, Climate and Forestry • Housing Secretariat

3.3. Instill circular principles in City policies, processes and services

Outcomes: Extend the use of materials and improve resource coordination among Divisions.

3.3.1. Map divisional material flows, including existing exchange of materials between Divisions, and identify opportunities to incorporate circular practices.

- Conduct resource mapping of materials and assets across Divisions (including compiling data on material flows, sourcing, usage and disposal of materials).
- Identify existing synergies and informal exchanges of materials to assess current level of resource sharing and opportunities to formalize and enhance these.
- Identify potential alternative uses of resources that are currently being wasted.
- Based on Divisional material needs and gap analysis, identify opportunities to enhance resource sharing, reduce dependency on new resources and enhance diversion of materials.

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3.3.2. Establish a central platform for internal asset sharing across the City, reducing costs and extending asset life.

- Conduct mapping of materials and assets used by the City
- Identify assets that could be shared or repurposed internally to avoid duplication and reduce procurement needs.

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3.3.3. Update internal material and disposal policies and procedures to remove guidelines that reinforce linear practices.

- Review existing internal material and disposal policies to identify areas that are unintendedly causing waste.
- Create a structured framework for revising policies to integrate circular principles in later years of the Road Map.

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3.3.4. Establish Division-specific plans to incorporate circularity into operational activities.

- Review Divisional operational activities to identify opportunities to incorporate circularity (including analysis of current resource use, potential areas to integrate circular principles etc.).

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Strategic Direction 4: Advance circular opportunities in every neighbourhood in Toronto

4.1. Enable community-based circular jobs and skill building

Outcomes: Ensure all residents and communities can benefit from the circular economy transition through capacity building and coordination across industry, academia, institutions, agencies and government.

4.1.1. Expand the City's green sector research to plan for labour market needs across priority sectors.

- Compile existing green sector research that could support understanding of circular economy labour market needs.
- Conduct gap analysis on what additional research is necessary.
- Conduct study on economic potential and workforce requirements for circularity across priority sectors to address existing research gaps.

Leading	Supporting
• Economic Development and Culture	• Environment, Climate and Forestry

4.1.2. Collaborate with industry organizations, businesses, professional accrediting bodies and educational institutions to align educational outcomes with industry needs through circular internships, job training and research.

- Map key stakeholders in the circular economy workforce, including industry organizations, professional accrediting bodies, and educational institutions.
- Share research on labour market needs with employers and post-secondary institutions.

Leading	Supporting
• Economic Development and Culture	• Environment, Climate and Forestry

4.1.3. Enhance awareness of circular economy training and job opportunities across priority sectors.

- Identify and promote circular economy training and job opportunities in Toronto.
- Incorporate circularity into existing employment-related events hosted by the City to connect job seekers with hiring employers.

Leading	Supporting
• Environment, Climate and Forestry	• Economic Development and Culture

4.1.4. Support the development of circular economy skill building, mentorship and professional development opportunities for youth in Toronto, with a focus on Indigenous, Black and equity-deserving groups.

- Identify existing relationships with community organizations, youth groups and educational institutions.
- Collaborate with organizations to design and deliver skill-building workshops.
- Convene industry organizations and accrediting bodies to facilitate creation of new and enhanced job pathways, including paid internship programs, co-ops and apprenticeships.
- Work with Indigenous, Black and equity-focused associations to establish a mentorship program for youth interested in circularity, connecting them with working professionals.

Leading	Supporting
• Environment, Climate and Forestry • Social Development	• Economic Development and Culture • Indigenous Affairs Office

4.2. Collaborate to enhance access to the circular economy

Outcomes: Amplify circular economy work already in place across Toronto and co-create sustainable and inclusive community and economic development.

4.2.1. Establish or strengthen relationships with non-profits, social enterprises and community organizations to expand circular economy programming in communities.

- Compile a list of existing City collaborations with non-profits, social enterprises and community organizations on circular economy programming.
- Assess participation metrics in City programs and identify which organizations require additional support to grow circular programming.
- Identify potential new collaborations with non-profits, social enterprises, and community organizations to grow circular programming.
- Establish new collaboration opportunities based on geographic coverage, target demographics and services offered by the prospective collaborating organization.

Leading	Supporting
• Environment, Climate and Forestry • Solid Waste Management Services	• Social Development

4.2.2. Remove municipal barriers to grassroots circular economy initiatives.

- Consult with non-profits, social enterprises and grassroots campaigns working on the circular economy to identify barriers.
- Analyze and prioritize high-impact barriers that the City has the ability to remove.
- Begin assessing potential solutions, including changes to guidelines, specifications, or by-laws or exemptions, that should be prioritized for detailed study and consultation in later years of the Road Map.

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4.2.3. Identify City-owned data to support circular economy research efforts through collaboration with educational and research institutions.

- Engage with educational and research institutions to identify what data is most critical to advancing circular research.
- Complete an inventory of existing circularity data available, including data on smart cities, civic innovation, waste and material flows.
- Identify and publish what data can be shared publicly through open-source data.
- Identify pathways to collect additional data required and leverage potential collaborations with educational and research institutions to develop data collection plan.

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4.2.4. Recognize and celebrate leadership in non-profit organizations, cooperatives and social enterprises through awards, storytelling and City-supported platforms.

- Work with local ambassadors and community organizations to identify impactful circular economy, community-based initiatives within each ward.
- Publish an intake process and encourage community members to submit success stories.
- Conduct an inventory of all existing award and recognition programs available to community organizations in Toronto.
- Identify existing awards and recognition programs which can be expanded to include circular criteria.
- Explore opportunities to develop new award programs for civil society leaders
- Showcase success stories through City communication channels.

Leading	Supporting
• Environment, Climate and Forestry	• Social Development

4.3. Establish circular opportunities for residents in all 25 wards

Outcomes: Foster a city-wide culture of circularity and design resources and programming that meet the unique needs and strengths of each neighbourhood.

4.3.1. Ensure everyone in Toronto can access the City's circular economy programming equitably.

- Conduct an access and equity analysis on existing circular economy programming across the City.
- Complete a gap analysis to identify what additional data is required to measure access to circular economy programming.
- Develop a measurement framework to collect required data.
- Collect required data across current circular economy programming to identify which wards require additional programming.

Leading	Supporting
• Environment, Climate and Forestry	• Housing Secretariat • Housing Development Office • Social Development • Solid Waste Management Services

4.3.2. Work with local ambassadors in each ward to connect residents to available circular economy programs or opportunities.

- Develop process for selecting ambassadors, prioritizing individuals with strong community ties, active participation in local sustainability initiatives and lived experience representative of Toronto's communities. Prioritize participation of Indigenous, Black, and equity-seeking residents.
- Develop toolkit for ambassadors, outlining responsibilities, training, resources and key City contacts.

- Identify approach to promoting ambassador program to collect applications and nominations, including with community and neighborhood associations.

Leading	Supporting
• Environment, Climate and Forestry	• Social Development • Solid Waste Management Services

4.3.3. Leverage City assets to provide additional spaces for City-led and community-based circular programming to enhance the frequency and scale of circular initiatives.

- Create an inventory of underutilized City-owned real estate and assets.
- Establish the types of spaces needed to support circular economy programming (both City-led and community-based) and undertake a programmatic space needs analysis to identify the necessary square feet and characteristics.
- Develop business cases that outline costs and resources to identify the highest return on investment for the City and communities.
- Undertake needs assessment for additional City-led circular programming.

Leading	Supporting
• Environment, Climate and Forestry • Corporate Real Estate Management • Parks and Recreation	• Social Development • Solid Waste Management Services

Strategic Direction 5: Collaborate with other levels of government to accelerate circularity

5.1. Champion circularity at the federal and provincial level

Outcomes: Remove systemic circular barriers and catalyze broader change beyond Toronto's municipal borders and transform funding and higher-order circular goals into tangible community-level action.

5.1.1. Work with federal and provincial governments to remove barriers to circularity in Toronto.

- Compile a list of relevant policies and legislations at the federal and provincial level impacting circularity of Toronto businesses and residents.
- Identify areas to engage the federal and provincial government on taking into consideration Toronto's existing City priorities and ongoing engagements.

Leading	Supporting
• Environment, Climate and Forestry	• City Planning • Economic Development and Culture • Solid Waste Management Services

5.1.2. Engage the federal and provincial governments to align circular goals and policies.

- Compile list of existing policy priorities the City is engaging the federal and provincial government on and mechanisms for engagement.
- Complete gap analysis on existing City engagement with federal and provincial government to identify new areas of engagement.
- Leverage existing federal, provincial and municipal forums to advocate for inclusion of circular economy goals within broader environmental and economic frameworks where gaps exist.

Leading	Supporting
• Environment, Climate and Forestry	• Solid Waste Management Services

5.1.3. Collaborate with the federal and provincial governments to unlock funding opportunities or in-kind support for municipal circular initiatives and business innovation.

- Review and map federal and provincial funding programs and priorities, that the City can leverage, such as those related to climate action, economic development and innovation.
- Identify City projects requiring additional funding that align with available funding programs or broader government objectives.
- Develop the City's business case and seek external funding to support the Road Map actions.

Leading	Supporting
• Environment, Climate and Forestry	• Accounting Services

5.2. Collaborate on regional, circular solutions

Outcomes: Promote consistency in circular policy, programs and messaging throughout the Greater Toronto Area (GTA).

5.2.1. Continue to participate in Canadian circular networks to co-create and deliver circular economy awareness initiatives that impact Toronto.

- Maintain active collaboration with established circular networks by contributing to joint projects and attending working groups.
- Leverage networks to identify latest research, tools and resources to inform Toronto circular economy initiatives.
- Advocate for Toronto's priorities and considerations to be incorporated into regional awareness campaigns and initiatives delivered by Canadian circular networks.

Leading	Supporting
• Environment, Climate and Forestry	• Other divisions, as applicable

5.2.2. Work with neighbouring municipalities to establish the GTA as a hub for circular businesses and innovation.

- Compile a list of existing GTA municipal collaboration networks or pathways to identify opportunities to incorporate circular opportunities for businesses.
- Work with industry forums to identify key business opportunities with the greatest mutual benefit for Toronto and neighboring municipalities.
- Initiate discussions with neighboring municipalities on opportunities raised and identify opportunities for collaboration.

Leading	Supporting
• Environment, Climate and Forestry	• Economic Development and Culture

5.2.3. Identify opportunities to secure funding and investment for circular economy initiatives through collaboration with municipalities.

- Identify existing funding streams available from federal, provincial and regional sources, that the City can leverage, for Road Map Actions and for the development of collaborations and networks amongst Canadian municipalities.
- Identify private funding or sponsorship opportunities for the City Road Map Actions.
- Collaborate with municipalities on large-scale proposals for regional grants or private investments.

Leading	Supporting
• Environment, Climate and Forestry	• Accounting Services • Solid Waste Management Services • Other divisions, as applicable

5.2.4. Share learnings from circular programs with municipalities in the GTA to promote consistency in waste policy and circular initiatives.

- Share Toronto's circular economy success stories with neighbouring municipalities in the GTA.
- Identify opportunities to collaborate with neighbouring municipalities on municipal waste policy and advocacy to the federal and provincial government.
- Identify municipal circular economy programs from within the GTA with potential applicability to Toronto or alignment with Toronto's circular economy goals.
- Develop a business case for scaling regional initiatives with benefits for Toronto.

Leading	Supporting
• Environment, Climate and Forestry • Solid Waste Management Services	• Other divisions, as applicable

5.3. Learn from global best practice

Outcomes: Learn from peers and leading practice to avoid pitfalls and enhance Toronto's approach to the circular economy.

5.3.1. Participate in international circular working groups to understand best practice and showcase Canadian circular innovation.

- Maintain active collaboration with existing circular networks by contributing to joint projects and attending working groups.
- Leverage networks to identify the latest global research, tools and resources to inform the City's circular economy initiatives.
- Work with global circularity organizations to share learnings and build connections with other leading circular municipalities.

Leading	Supporting
• Environment, Climate and Forestry	• Other divisions, as applicable

5.3.2. Support efforts to convene global thought-leaders.

- Assess the benefits of expanding Toronto's presence on the global circular economy stage by attending and presenting at more global events, conferences and workshops.
- Identify opportunities to engage international cities and demonstrate circularity through trade missions and hosting delegations.
- Identify funding opportunities from federal, provincial and private sources to support circular economy events and conferences in Toronto.
- Identify opportunities to support local Toronto businesses in accessing to global circularity conferences and events, with a particular focus on Black, Indigenous and equity-deserving business owners.

Leading	Supporting
• Environment, Climate and Forestry	• Other divisions, as applicable

5.3.3. Collaborate with global standard setting organizations and circularity experts to identify opportunities for application within City operations.

- Identify relevant standards for circularity from global standard-setting organizations that could be applied to the City's initiatives.
- Organize training and capacity building workshops and webinars for City staff led by global circular organizations or standard-setting organizations.

Leading	Supporting
• Environment, Climate and Forestry	• City Planning • Corporate Real Estate Management • Economic Development and Culture • Engineering & Construction Services • Indigenous Affairs Office • Parks and Recreation • Purchasing & Materials Management Division • Social Development • Solid Waste Management Services • Toronto Building • Toronto Water • Transportation Services