

# Circular Economy Road Map

## Phase 1 Report

City of Toronto

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# 1. Executive Summary

Toronto is developing a new strategy to address its growing landfill waste challenge. Built on innovative circular economy approaches, the strategy goes beyond recycling to rethink how products, buildings – even cities – are designed and used from the beginning to extend their life for as long as possible. It will show how residents, business, and the City of Toronto can take practical steps to think differently about waste. If we get it right, the new strategy will help us reduce waste, address climate change, save money, spark innovation, and create jobs.

## Overview

The City of Toronto (the City) is developing its first Circular Economy Road Map Strategy and Implementation Plan (CE Road Map). The CE Road Map builds on several prior or related initiatives, such as the *Baselining for a Circular Toronto* study, *TransformTO Net Zero Strategy*, and *Long-Term Waste Management Strategy*, towards the aspirational goal of becoming the first circular city in Ontario. The final CE Road Map will be an inter-divisional, City-wide document that guides every division. Ultimately, the CE Road Map will help enable the City to achieve its desired circular goals and outcomes as well as related ambitions in terms of decarbonization, preservation of ecosystems and biodiversity, economic prosperity, and social well-being, while simultaneously addressing historical inequities and Toronto's recovery from the COVID-19 pandemic.

The term “circular economy” refers to a society-wide approach to production and consumption that aims to eliminate landfill waste and maximize resources by recovering as much as possible from used products. It is a system where materials never become waste – instead, they remain in circulation through processes like redesign, reduction, reuse, repair, refurbishment, remanufacturing, repurposing, recycling, and recovery.<sup>1</sup>

A circular economy goes well beyond traditional recycling or waste collection. It involves innovative design of products and places, material efficiency, regenerative practices, and sustainable consumption. It also entails minimizing carbon emissions and other adverse environmental impacts to preserve and strengthen the resilience of natural systems.

## Purpose of this Report

This report provides an overview of the first phase of the CE Road Map development project. It summarizes the outcomes of engagement activities, presents a set of guiding principles, and sets out the next steps for the project.

<sup>1</sup> World Economic Forum (May 2022). ‘The circular economy: how it can lead us on a path to real change’, available at: <https://www.weforum.org/agenda/2022/05/the-circular-economy-how-it-can-be-a-path-to-real-change/>

## About this Document

This document is organized into seven sections:

1. The executive summary
2. An introductory section that provides the rationale for the City's pursuit of a circular economy
3. An overview of project objectives, workplan and phases, and work completed so far
4. Guiding principles for the development of the CE Road Map
5. An outline of the approach for external engagement activities
6. Key findings and themes from engagement activities to date
7. Next steps for the project



## 2. Introduction

### Toronto – A fast-growing city not immune from growing pains

Toronto is a vibrant and diverse city with a rapidly growing and culturally rich population. This growth presents many benefits and opportunities, although it also presents significant challenges to be addressed, including increasing consumption, landfill waste, and greenhouse gas emissions. The current linear economic model<sup>2</sup> of consumption is not sustainable, and is putting ever-increasing pressures on our environment, surrounding ecosystems, and our health. For example, estimates suggest that Toronto's economy generates over 2.1 million tonnes of waste every year. If no further reductions take place, Toronto may generate in excess of 2.5 million tonnes of waste annually by 2030.<sup>3</sup> This not only impacts our environment but also puts additional strain on services for a city grappling with other economic and social challenges exacerbated by the COVID-19 pandemic.

Amidst these challenges, however, lies a unique opportunity. Toronto has the scale, influence, and leadership potential to accelerate the transition to sustainable consumption by embracing the principles of a circular economy. This transition provides an opportunity to create a more resilient, inclusive, green, and prosperous Toronto for all.

### The Circular Economy – A new perspective on materials and waste

The circular economy refers to a society-wide approach to sustainability aimed at minimizing the consumption of materials and the generation of waste. Unlike the traditional linear economy, which follows a “take-make-dispose” model, the circular economy is a “closed-loop” system where consumption of materials is reduced and used materials are reused, repaired, refurbished, remanufactured, repurposed, recycled, and recovered as much as possible. This perspective shifts the focus from merely minimizing waste to reimagining how materials are used throughout their lifecycle.

The transition to a circular economy will challenge our conventional views on what we buy, use, and consume through a shift in mindset towards realizing the value in waste and understanding its untapped potential. This will lay the foundation for a “social circular economy,” spurring business partnerships, strengthening connections between individuals, and building trust across diverse communities.

By adopting circular principles, businesses and societies can reduce environmental impact, enhance material efficiency, create economic opportunities, and contribute to social harmony.

<sup>2</sup> The linear economic model is a traditional approach to production and consumption that follows a “take-make-dispose” process, whereby raw materials are extracted and then used to manufacture products, which are subsequently used or consumed until they are no longer needed or functional, at which point they are disposed/discarded as waste.

<sup>3</sup> City of Toronto (February 2022). “Baselining for a Circular Toronto”, available at: <https://www.toronto.ca/wp-content/uploads/2022/06/8ed3-Baselining-for-A-Circular-Toronto-Highlights-FINAL.pdf>

## A Circular Toronto – An ambitious strategy rooted in existing practice

The journey towards a circular Toronto is ambitious. However, embracing circular principles has long been a part of life in Toronto and across Canada. Regenerative and interdependent relationships with nature have been a way of life for Indigenous peoples for millennia – long before the concept of circularity was modernized. Today, Torontonians are highly invested in sustainable waste management practices, actively participating in waste separation and diversion initiatives, reducing consumption of single-use items, and participating in the donation and use of goods and second-hand markets. But transitioning to a circular economy will require a city-wide approach that involves action from all of us and builds on the culture already in place. We're putting forth an ambitious strategy because our community is already invested in the idea. We're starting from a good place and building on our existing success.

## Circular Benefits – For residents, businesses, and Toronto as a whole

Transitioning to circularity offers numerous benefits for cities, with positive environmental, social, and economic impacts for residents, businesses, and Toronto as a whole:

- **Environmental:** The circular economy preserves the environment in which we live by extending the lifecycles of what we buy, use, and consume, ultimately reducing natural resource consumption, landfill waste volumes and greenhouse gas emissions and achieving other environmental benefits.
- **Social:** The circular economy inspires people to rethink their behaviour, promoting local networks, social connectivity and inclusivity, which in turn strengthens community ties and resilience.
- **Economic:** The circular economy promotes innovation by encouraging new business models focused on redesigning, reusing, repairing, refurbishing, remanufacturing, repurposing, recycling, and recovering materials. In doing so, they create new jobs, while also building local, resilient supply chains that reduce dependency on global markets, improve cost efficiencies, and generate new revenue streams.

Overall, cities that adopt circular economy practices become more resilient, sustainable, and prosperous, while creating opportunities for diverse sectors of the population, including those in underserved communities by fostering new economic activities such as repair services, material recovery, and small-scale manufacturing.

## A Circular Future – A just transition to a circular economy

Our vision is to become the first city in Ontario to achieve full circularity – where a fully circular city is the norm. Imagine a city where spent goods are not viewed as waste, but as materials with untapped potential. Where materials are designed with not one use in mind, but a first, a second, and so on. Waste is virtually eliminated and green spaces flourish. Communities are more connected to what we buy, use, and consume, continuously extending product lifecycles through processes that retain value, contribute to new uses, or return materials safely to the environment and enable natural systems to regenerate. Every resident plays an active role in preserving the city's natural and cultural heritage while contributing to a thriving economy and healthy population.

Achieving this vision will require transformational changes in how we live, work, and consume. To get there, every resident, business, and industry must participate. We need to:

- Rethink how Toronto houses, moves, feeds, and powers its residents and businesses.
- Encourage upstream solutions and hold producers accountable for reducing waste and promoting reuse, recycling, and repair.

- Promote innovation by building new partnerships, embracing new ways of working, and encouraging collaboration.
- Draw on our unique cultural diversity and heritage, learning from local and Indigenous knowledge and experience.
- Support efforts to address societal challenges, such as poverty, access to affordable housing and nutritious food, access to mobility, and Indigenous reconciliation – recognizing that while these are complex issues, they are inextricably interconnected with our broader sustainability goals.

## **A Holistic Approach – A role to play for everybody**

Ultimately, achieving the transformational changes necessary requires a system-thinking approach. Everyone across Toronto has a role to play – residents, businesses, industry, academics, community organizations, and government – we are all stewards with a responsibility to participate. Collectively, we must work together to design circular policies and programs, mainstream circular business models, adapt our consumption habits, participate in circular practices, and make informed choices that prioritize sustainability. We must drive innovation in circular products and services and measure progress towards our collective circular goals. We must promote new ways of working and doing business and build trust and collaboration amongst one another. We must mobilize resources, educate ourselves, and recognize our role as environmental stewards by creating a collective responsibility across Toronto as a whole.

## **Call to Action – The time is now**

Toronto is our home, and the time to embrace the circular economy is now. Together, we stand at a critical moment – our landfills are approaching capacity, we continue to experience biodiversity loss, and we are feeling the effects of climate change like never before. As Torontonians, we have the opportunity to lead by example, inspiring communities across Canada and the world to embrace circularity. By moving towards a sustainable, circular system focused on innovation, efficiency, and preservation, we can have a lasting, positive impact on our City, our families, our businesses, and our environment.

We are targeting zero waste as a mindset. Together we can create a circular economy in Toronto that not only addresses the challenges of today but also secures a more sustainable, resilient, and prosperous future for generations to come. We believe in your, our, and Toronto's potential in this space, and look forward to working to achieve this vision together.

## 3. Project Overview

### 3.1 Project Objectives

The CE Road Map will be a 10-year strategy to identify feasible circular solutions and actions that the City, industry, community-wide actors, and the general public can take to enhance circularity across the city. The CE Road Map will identify resource requirements, social outcomes, partnership opportunities, and recommendations for long-term measurement and sustainment tools to help Toronto reach its circular potential.

Ultimately, the CE Road Map will help enable the City to achieve its desired circular goals and outcomes as well as related ambitions in terms of decarbonization, preservation of ecosystems and biodiversity, economic prosperity, and social well-being, while simultaneously addressing historical inequities and Toronto's recovery from the COVID-19 pandemic.

This work is an inter-Divisional initiative that is being co-led by the City's Environment & Climate and Solid Waste Management Services Divisions.

### 3.2 Work Completed to Date

In 2017, the City established a Circular Economy and Innovation Unit to drive innovation and the growth of a circular economy in Toronto, making Toronto one of the first municipalities in North America to form a dedicated circular economy team.

As part of its transition towards a circular economy and to help form the basis for the CE Road Map, the City completed a research study in 2022 titled *Baselining for a Circular Toronto* (the Baselining Study). This study identified the following three target sectors with the potential to have the greatest immediate impact on circularity within Toronto's context:

- Construction
- Food systems
- Waste management

The Baselining Study identified a baseline level of circularity for the City as defined by specific material flows across each sector. Based on this analysis, the City identified specific areas of opportunity for advancing a circular economy within each of the three target sectors and proposed an overall vision for a circular Toronto. The Baselining Study also identified a set of proposed goals for a future-state circular economy in Toronto, along with accompanying performance indicators to guide and evaluate the City's transition towards circularity. Goals and accompanying indicators were developed for each target sector, as well as at a community-wide level to capture industry-agnostic considerations and objectives. The work completed as part of the Baselining Study was a starting point on the City's journey to circularity.

The CE Road Map project builds on this foundation and will invite engagement with cross divisional city staff, the public and industry to inform its strategy and implementation plan. Recognizing that Indigenous peoples have been practicing circularity as a way of life since time immemorial, the City will also invite meaningful engagement and collaboration with interested Indigenous communities throughout the project to ensure that Indigenous perspectives and worldviews are embedded within the strategy.

Recognizing that the CE Road Map will be a city-wide document that sets out a whole-of-city strategy for achieving the City of Toronto's circular economy goals, staff established a city-wide Circular



Economy Road Map governance structure in 2022 and 2023. This structure is a cross-divisional framework for oversight and co-creation of the CE Road Map to address both the interdisciplinary nature of circular interventions and the anticipated operational and community-wide implications of transitioning Toronto to a more circular economy. The governance framework consists of co-creating, consulted and informed Divisions.

The co-creating Divisions with strategic alignment to the CE Road Map include:

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

Throughout the development of the CE Road Map, co-creating Divisions will play a crucial role in establishing strategic direction, feasible circular solutions, implementation actions, targets, and long-term outcomes for the CE Road Map. This whole-of-city approach will engage Divisions in shared decision-making to support the long-term sustainment of strategic and programmatic outcomes. It also reflects the needs, services, and expertise of key Divisions that will be involved in implementing the change.

The CE Road Map builds on several prior or related initiatives, such as the City's *TransformTO Net Zero Strategy* and *Long Term Waste Management Strategy*. Additionally, given that much of the City's work completed to date on its circular strategy was completed during the COVID-19 pandemic – when engagement opportunities were limited – this work marks a renewed opportunity to convene the public, industry, and community around the City's circular economy transition.

### 3.3 Project Workplan & Methodology

The workplan for developing the CE Road Map consists of four project phases:

- Phase 1 – Goal Setting
- Phase 2 – Issues and Opportunity Identification
- Phase 3 – Options Analysis
- Phase 4 – Develop Strategy, Implementation, and Monitoring Plan

The work will take place over a two-year period and involves:

- A review of City initiatives underway or recently completed.
- A comprehensive engagement exercise with interested parties within the City, as well as industry, residents, and the local community.
- A jurisdictional research exercise to identify lessons learned from municipalities and organizations around the globe with experience in circularity.
- A validation exercise to corroborate the City's work completed to date.
- A sector-specific current state assessment to identify issues and opportunities related to circularity.
- A prioritization exercise to identify future state circular opportunities and initiatives.
- The development of a 10-year road map strategy and accompanying action and implementation plan to guide the City towards its circular objectives.

Phase 1 was undertaken between April and September 2024. It focused on validating the vision, guiding principles, and circular goals and indicators presented in the Baseline Study. The objective was to bring increased specificity to the future-state circular vision and goals through a comprehensive engagement exercise with interested parties.

## 4. Guiding Principles

### 4.1 Overview

A guiding principle refers to a foundational rule or concept that informs and shapes the planning and implementation of a strategy. As part of the initial phase of the project, a set of guiding principles for the CE Road Map was developed (the Guiding Principles).

The objective of the Guiding Principles is to establish a set of interested party-tested and validated principles to help shape the development of the City's CE Road Map. The Guiding Principles will be used by City staff to develop and execute subsequent phases of the project, as well as the eventual implementation of the CE Road Map over the next ten years.

### 4.2 Development of the Guiding Principles

The City developed draft principles for Phase 1 engagement based on several sources:

- A review of City documents, research sources, and work completed as part of the Baselineing Study and related circular economy working groups.
- A review of similar guiding principles and strategic plans from comparator jurisdictions.
- An assessment of leading practices and established standards (e.g., ISO 59004).

The draft principles included a range of topics, including:

- Whole City Approach
- Build Resiliency
- Foster Innovation
- Encourage Economic Growth
- Data Driven
- Build Capacity
- Ensure Accountability
- Enable Equity & Inclusion
- Reflect Indigenous Worldview
- Actionable
- Preserve Environment

### 4.3 Engagement Feedback

The abovementioned set of draft guiding principles was shared with interested parties within the City, as well as industry, the public, and the community for feedback.

Key themes of this feedback included:

- Having a manageable number of guiding principles as a smaller, refined set (e.g., 6 rather than 11) would make the principles more focused.
- Using clear and consistent language in the guiding principles to ensure that their intended purpose and application are easily understood.
- Ensuring that each principle is distinct and adds value with minimized redundancy.

- Needing to embed high-priority topics within and across the principles such as environmental preservation, accountability, and undertaking a whole-of-city approach.
- Ensuring that descriptions of principles include components that support achieving broader City goals such as environmental outcomes, affordability, and social equity.

This feedback was incorporated into the final set of CE Road Map Guiding Principles that are presented in Section 4.4.

## 4.4 CE Road Map Guiding Principles

Table 1, below, presents the CE Road Map Guiding Principles developed during Phase 1 of the project that will be used to guide the development of the CE Road Map for the remainder of the project. These Guiding Principles may be reviewed, evaluated, and updated as required during subsequent project phases.

**Table 1: CE Road Map Guiding Principles**

#	Guiding Principle	Definition
1	Systems Thinking	The City views circularity as a comprehensive, long-term endeavour that benefits from alignment across municipal, provincial, and federal governments to enhance interconnected environmental, social, and economic systems.
2	Environmental Stewardship	The City will identify opportunities to minimize material consumption and maximize material value and recovery toward the goal of preserving and building the resilience of natural ecosystems.
3	Value Creation	The City will collaborate with interested parties along the value chain to spur innovation, employment, and value creation while proactively identifying opportunities to reduce costs and enhance affordability throughout the transition.
4	Culture & Capacity	The City will build on the culture of circularity that already exists in Toronto to increase education, awareness, and understanding of circular economy principles, spur a behavioural shift to more sustainable consumption practices, and build the capacity of interested parties to participate in circular initiatives.
5	Equity & Inclusion	The City will work to ensure that every part of Toronto's diverse population has the opportunity to participate in and benefit from the circular economy.
6	Accountability	The City will establish mechanisms for performance measurement and feedback to drive accountability, continuous improvement, and transparent public reporting on circular initiatives and strategies.

# 5. Engagement Approach

## 5.1 Overview

Phase 1 comprised comprehensive engagement with interested parties within the City, as well as industry, the public, and the community. Engagement activities included online surveys, virtual and in-person workshops, and the establishment of a Community Advisory Committee.

The specific objectives of Phase 1 were to:

- Ascertain current awareness, understanding, and interest in the circular economy and various related City initiatives.
- Gather input, validate, and build on the City's work completed to date.
- Raise awareness and understanding of circularity and the benefits of achieving the City's circular ambitions.
- Obtain a high-level understanding of public and industry priorities, needs, and focus areas related to circularity and sustainability.
- Gather input to inform the development of the City's CE Road Map.
- Inform a set of guiding principles for CE Road Map development.

## 5.2 Engagement Approach & Segmentation

To guide Phase 1 engagement activities, the City developed a comprehensive engagement plan for both internal and external interested parties. An analysis of anticipated levels of influence and interest in the CE Road Map informed proposed engagement approaches, tactics, and segmentation of interested parties.

Segmentation of interested parties followed the target sectors identified in the Baselining Study, with a separate and dedicated segment for industry-agnostic interested parties. In addition to the primary engagement objectives, preliminary challenges and opportunities related to circularity in Toronto were identified at a high level. More detailed engagement around challenges, issues, and opportunities will take place in Phase 2.

Additional details about each aspect of the engagement approach and tactics are detailed below.

### Public

The City engaged the Toronto public through an online survey and a dedicated Community Advisory Committee for the CE Road Map.

#### Public Survey

A comprehensive online survey was deployed as part of Phase 1 public engagement. The survey enabled broad engagement from the City's residents and provided comprehensive qualitative and quantitative feedback and data. The survey contained questions related to awareness of ongoing circular and sustainability-related initiatives in Toronto, sustainability and circular goals, objectives, and priorities, and identifying circular practices already undertaken by members of the public. Additional questions were included related to respondent demographics to provide additional insights and context to support the responses. The public survey was distributed over multiple channels to maximize engagement, including social media platforms, communications from City Councillors' offices, City newsletters, and direct outreach from the City project team. The public survey ran from July 4 to August 7, 2024.



In total, over 800 public survey responses were received. Respondents participated from across Toronto's various demographic groups, although several gaps were identified for several demographic groups.<sup>4</sup> Additional information regarding survey response metrics and demographic data is included in Appendix A: Engagement Details.

Findings from Phase 1 preliminary public engagement are included in Section 6.

### Community Advisory Committee

To enable comprehensive, ongoing engagement with the public, an advisory body was established – the Community Advisory Committee (CAC). The CAC is composed of 25 individuals who are demographically representative of Toronto's population. The purpose of the CAC is to bring Toronto's diverse communities together for discussion and ideation, enabling ongoing engagement with representatives from across Toronto's population, including equity-deserving and historically marginalized communities.

Torontonians were invited to apply to join the CAC through an "adapted civic lottery." This method offered an equitable and democratic process to select participants at random, while creating a demographically representative sample for the CAC membership. The selection process was tailored to ensure that equity-deserving groups who have historically been underrepresented, along with other priority groups and perspectives, are sufficiently represented.

As part of Phase 1, the CAC was engaged via a three-hour workshop session. The initial CAC session focused on familiarizing members with the CE Road Map, identifying how members of the public currently participate in circular initiatives and practices, and creating a shared community vision for the CE Road Map. CAC members also shared perspectives on circular priorities and validated portions of the City work completed to date. Findings from the preliminary CAC meeting were incorporated into the broader engagement findings included in Section 6.

The CAC will be engaged repeatedly throughout the remainder of the project, allowing the project team to draw more detailed and comprehensive insights and perspectives as the work progresses.

### Industry

The City engaged industry through a series of virtual and in-person workshops as well as an online survey.

#### Industry Workshops

Industry workshops consisted of seven virtual and in-person sessions in August 2024 with over 100 attendees. Attendees included representatives from a mix of local businesses, small-to-medium sized organizations, and large organizations. Interested parties included representatives from the construction, food systems, and waste management sectors, as well as industry-agnostic advocacy groups, industry associations, academic and research groups, and non-profits.

Overall, 88 organizations participated in the workshops, which consisted of approximately 20 hours of consultation. Table 2, below, details the workshop sessions along with attendance figures.

<sup>4</sup> As part of engagement efforts in future phases of work, the City will endeavour to address gaps across various demographic groups to ensure insights gathered from the Toronto public are representative of the City's diverse population.

**Table 2: Industry Workshop Metrics**

#	Workshop	Format	Date	# of Attendees
1	Waste Management 1	Virtual	August 19	20
2	Waste Management 2	In-Person	August 21	14
3	Construction 1	Virtual	August 13	17
4	Construction 2	In-Person	August 21	16
5	Food Systems 1	Virtual	August 12	12
6	Food Systems 2	In-Person	August 20	2
7	Industry Agnostic	Virtual	August 26	23
<b>Total:</b>				<b>104</b>

### Industry Survey

In addition to the workshops, the City deployed a separate, industry-specific online survey to provide additional opportunities for engagement and to supplement the qualitative workshop feedback with additional qualitative and quantitative data. The survey contained questions related to existing and proposed circular economy initiatives, sustainability goals and objectives, and economic priorities. Additional questions were included to identify circular- or sustainability-related initiatives in place or under development at respondent organizations, as well as challenges or barriers faced to do with implementing circular or sustainability-related initiatives in businesses or organizations. Additional questions were included related to company/organizational information to provide additional context to support the findings.

In total, survey responses were received from 86 businesses and industry organizations. Respondent industries included construction and infrastructure, food systems or services, waste management, manufacturing, consumer goods and retail, technology, academia and education, and non-profit.

Additional information regarding industry engagement, including more detailed industry survey response metrics and a list of industry workshop attendees, is included in Appendix A: Engagement Details.

### City Governance Team

The City's governance team includes a Corporate Leadership Table (CLT) and an Interdivisional Planning Table (IPT). The composition of both Tables is as follows:

- **Corporate Leadership Table:** Comprises Division Heads from the 15 co-creating divisions (see Section 3.2).
- **Interdivisional Planning Table:** Comprises senior decision-makers from the 15 co-creating divisions (see Section 3.2) who are appointed by their respective Division Heads.

Phase 1 engagement with the governance teams was limited to project updates and high-level feedback requests on key project management considerations, such as engagement plans and consultation efforts. Feedback was preliminary, focusing on the initial stages of the project and on relaying input from interested parties to governance table members.

Engagement of the CE Road Map governance team will continue throughout the project.

## 6. Engagement Key Findings

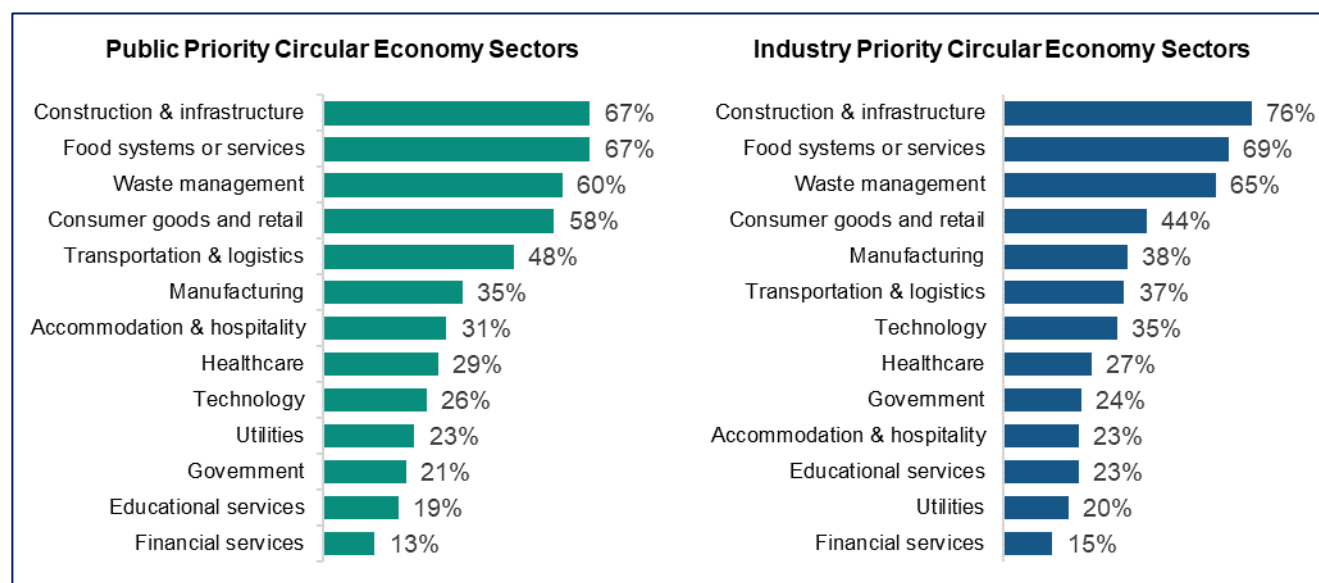
### 6.1 Key Findings and Themes

Feedback and insights gathered as part of Phase 1 engagement activities can be summarized into five key themes:<sup>5</sup>

1. Strong support and enthusiasm across all interested parties for the City of Toronto to develop a strategy and implementation plan focused on the circular economy.
2. Broad-based support for the target sectors and notional goals and indicators identified as part of the Baseline Study.
3. A desire to see significantly more detail around initiatives, timelines, measurement, and accountability.
4. Differing levels of understanding about circular economy terminology and implications across interested party groups – specifically between public and industry.
5. Consistent messaging around the need to address big picture, systemic issues that go beyond the limits of this work, such as poverty, housing access, and urban mobility.

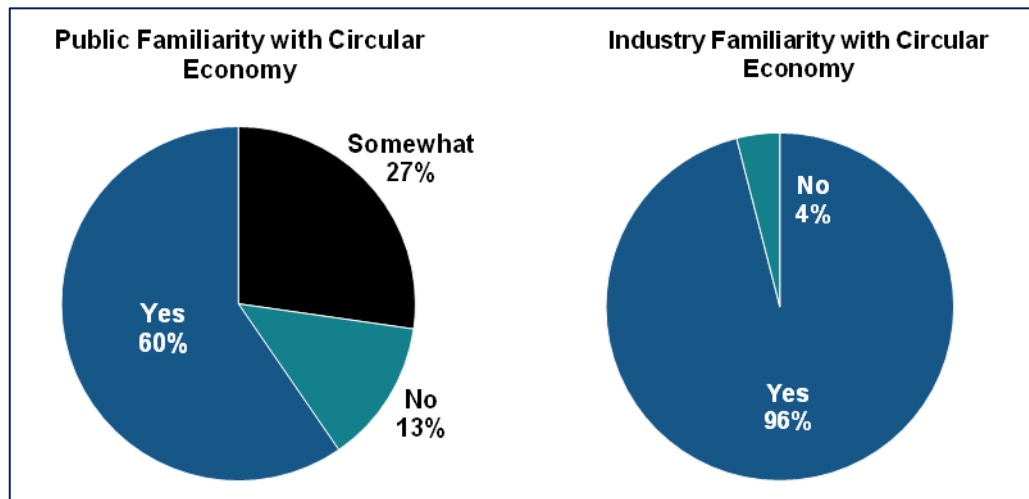
With regards to focus areas, interested parties consistently identified construction, food systems, and waste management sectors as priority economic focus areas – in alignment with the City's current strategy. Additional sectors that were identified as potentially impactful included consumer/retail and transportation and logistics.

**Figure 1: Surveyed Circular Economy Priority Sectors**

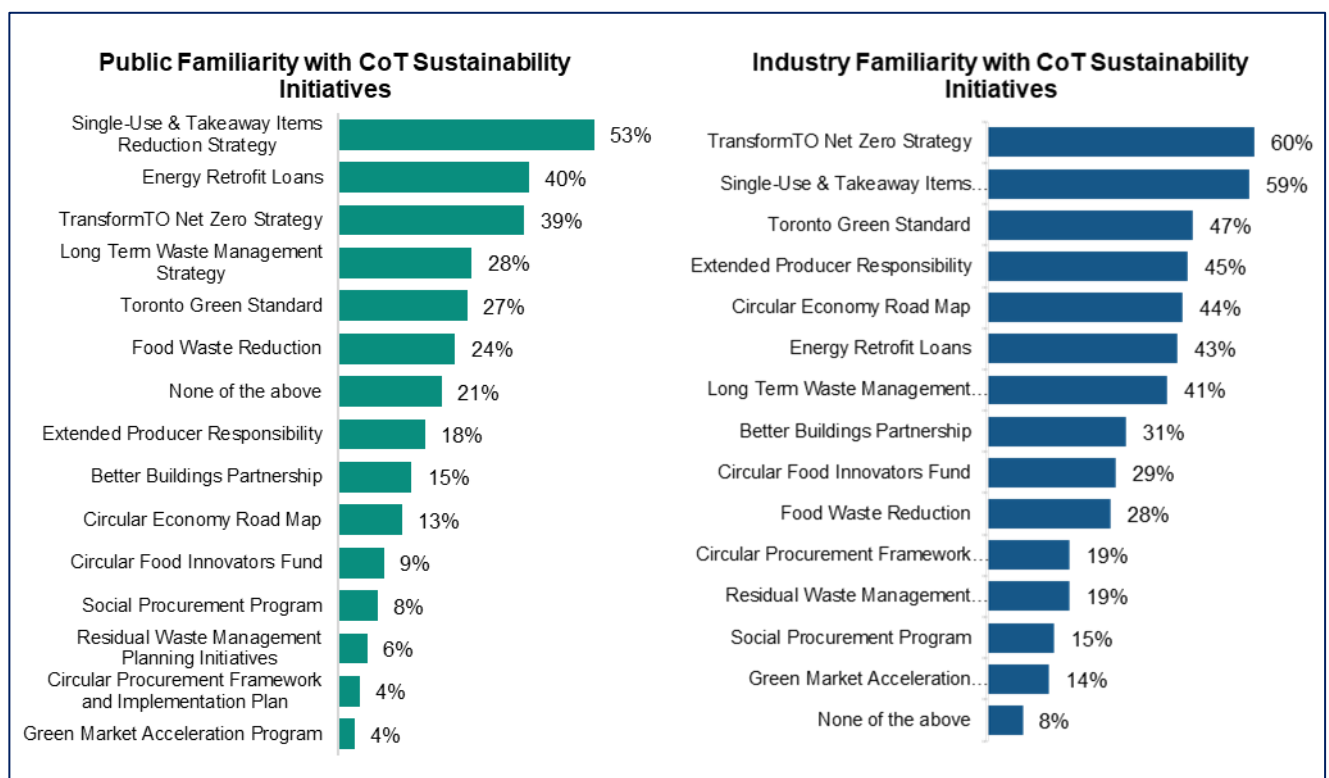


Regarding awareness of circularity concepts, interested parties from industry demonstrated significantly higher levels of awareness and understanding of circular concepts, as well as participation in circular initiatives compared to the public.

<sup>5</sup> Includes feedback gathered from public and industry engagement, as well as CAC working sessions and City staff (i.e., the IPT).

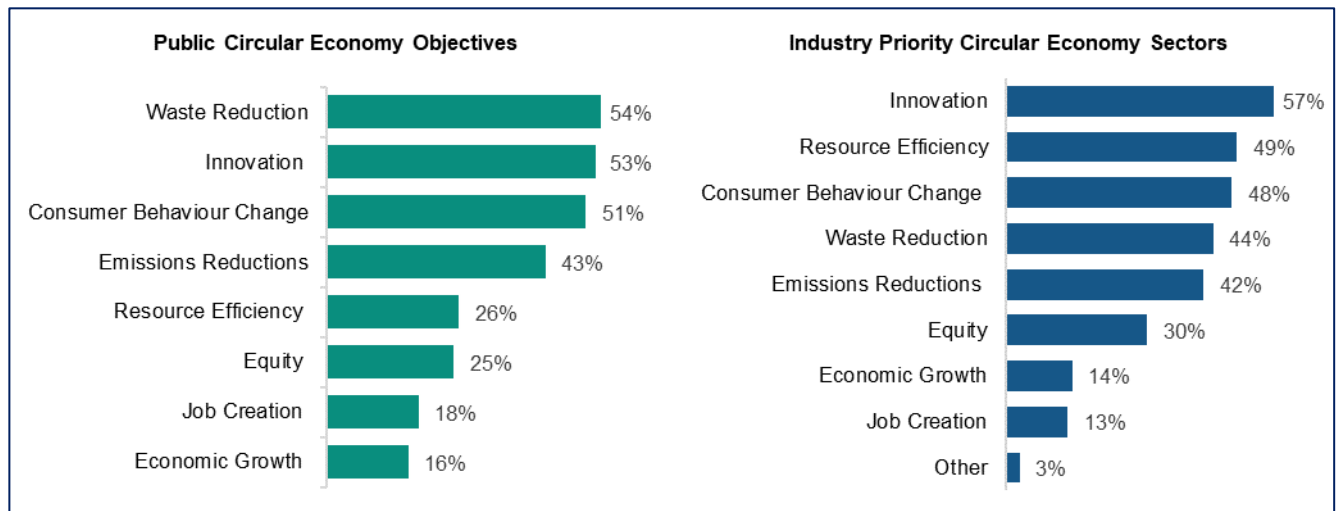
**Figure 2: Surveyed Familiarity with Circularity Concepts**

General awareness, however, of the City's other ongoing sustainability initiatives (e.g., *Single-Use & Takeaway Items Reduction Strategy*, *Toronto Green Standard*) was noted as low for nearly all interested parties.

**Figure 3: Surveyed Familiarity with CoT Sustainability Initiatives**

With respect to circularity objectives:

- **Differences:** Public respondents primarily identified waste reduction – focusing on minimizing the waste stream as a key priority – while industry groups had broader, more systems-oriented objectives of circularity, connecting it to innovation, efficiency, and consumer behaviour changes.
- **Similarities:** Job creation and economic growth were highlighted as relatively low priorities compared to other objectives across interested parties. For example, only 18% of public respondents and 13% of industry respondents viewed job creation as a primary goal of the circular economy.

**Figure 4: Surveyed Circular Economy Objectives**

**Note:** Per the survey questionnaire, “innovation” refers to designing materials, products, and services that are more durable, repairable, and recyclable.

Overall, Phase 1 engagement suggests that interested parties from industry are already actively contributing to circular economy efforts and have already established a strong foundation for expanding such practices further. Additionally, while industry interested parties may be in a better position to take immediate action, both groups – particularly the public – will benefit from increased education and capacity building. Furthermore, although key priorities and objectives for circularity vary slightly across interested parties, economic benefits are consistently viewed as secondary to environmental and systemic behavioural changes. Lastly, additional analysis is required as part of this project to identify the balance between the CE Road Map actions contributing towards bigger picture challenges and conditions of wellbeing for the whole population versus the need for the CE Road Map to be responsive and realistic in terms of what circularity objectives it can realistically achieve.

Additional detail on key findings and takeaways from Phase 1 engagement activities is included in Section 6.2, below.

## 6.2 Goals and Indicators

The Baseline Study identified three target sectors (Food Systems, Construction, and Waste Management). Goals and accompanying indicators were developed for each target sector, as well as at a community-wide level to capture industry-agnostic considerations and objectives. As part of Phase 1 engagement, the proposed goals and indicators, which are provided within this section, were presented to interested parties for feedback. This section provides a summary of the feedback received during Phase 1 engagement. A list of the interested parties that participated in the workshops is detailed in Appendix A: Engagement Details.

The engagement objective was to ensure the goals and indicators reflect the priorities and needs of the various interested parties involved – to serve as a key input to shape the trajectory of the final CE Road Map. Overarching feedback on the goals and indicators included:

- Approximately 80% of public respondents and 90% of industry respondents surveyed agree with the goals and indicators as a starting point.
- There is a need for greater specificity in the terminology used, to provide a shared and clear understanding of the specific waste streams included within the targets and indicators at a more granular level.



- Jurisdictional limitations were frequently raised, highlighting that the City is constrained in fully achieving the proposed goals unless there is shared support and action beyond the City's boundaries.
- Limitations on data quality and availability are major barriers to tracking progress, suggesting that the City could play a key role in data collection and management.
- Important to acknowledge market realities, as some are more developed than others and should be targeted for their potential to drive the most material impact toward circular benefits.
- Achieving the goals will require some form of regulation to drive behavioural change in both businesses and consumers.
- Collaboration was noted as critical, both within interested party groups (e.g., City Divisions) as well as across them (e.g., other governments, industry, and the community).

Overall, interested parties demonstrated a strong interest in circularity within each of the identified focus areas, recognizing its potential to improve industry and community-wide practices.

Feedback specific to each of the three sectors as well as the industry-agnostic community-wide goals and indicators is noted below.

## Construction

**Table 3: Proposed Construction Goals & Indicators**

Goals	Indicators
<b>Toronto develops a future-proof built environment aligned with circular economy principles</b>	<ul style="list-style-type: none"> <li>• Number of public and private construction projects that include circular criteria within procurement processes</li> <li>• Proportion of new construction projects that integrate principles of the circular economy in their development plans (from design to waste management plans)</li> <li>• Number of Construction and Demolition (C&amp;D) waste recovery and recycling processors in the region (including salvage and scrap yards accepting C&amp;D waste and equipment)</li> </ul>
<b>Toronto increases the quantity and quality of data on construction and demolition (C&amp;D) materials to recover as many materials embedded in its building stock as possible</b>	<ul style="list-style-type: none"> <li>• Total waste generation from C&amp;D activities</li> <li>• Percentage of buildings with a publicly accessible material passport</li> <li>• Embodied carbon per building material type</li> </ul>
<b>Toronto promotes high-value recycling and material recovery of C&amp;D waste</b>	<ul style="list-style-type: none"> <li>• Percentage of construction waste utilized as a material input for new construction and/ or other uses</li> <li>• Recovery rate of demolition waste as material input for new construction and/or other uses</li> <li>• Total amount of aggregate and excess soil disposed of in landfill</li> </ul>

Key themes from participant feedback included:

- Construction is a highly returns-focused sector. Therefore, innovation and new practices need to demonstrate cost-savings through proven education, real case studies, and data. Pilot projects to advance circularity in the construction sector that showcase benefits to encourage industry to act were identified as a potential opportunity.
- A successful circular transition will require new and innovative tools to support decision-making. Participants expect the City to play a role in developing these tools, such as a directory of secondary material providers, mapping of upcoming demolition projects and their potential materials for reuse, and databases that articulate potential savings from circular materials in terms of cost, embodied carbon, and other factors.
- Barriers to circularity in the sector include limitations in data quality and availability, which are required to help support decision-makers in pursuing circular initiatives. In addition, there is a gap in the availability and management of secondary materials in the marketplace limiting the sector to undertake more recycling and reuse initiatives related to construction materials.

Specific feedback on the goals and indicators is outlined below.

### Construction Goals

- Participants were generally aligned on proposed goals; however, participants identified a need for clarity around terminology and prioritization, such as “materials reuse” versus “materials recycling”. This should help to make goals clear and actionable.
- Incentives and cost-benefit trade-offs are key to promoting circularity. Given the highly returns-focused nature of this sector, new circular practices must clearly demonstrate cost savings. Suggested financial vehicles included financial benefits, tax credits, and permitting processes that reward circular initiatives.
- To successfully achieve the proposed goals, participants identified several policy changes needed to drive shifts in current building practices, such as updates to building design standards, building codes, and the introduction of deconstruction practices. However, many of these policy changes fall outside municipal jurisdiction (e.g., the Provincial Building Code), highlighting the importance of collaboration with other levels of government to ensure policies harmonize.
- Stimulating a secondary materials marketplace is challenging, as there is a lack of space for storing construction and demolition materials. Without adequate facilities for material storage, reuse, and repurposing, the sector may struggle to meet circular economy targets.

### Construction Indicators

- Current indicators focus on new builds and demolition. However, the largest building stock in the City is existing builds. There is potential to shift the priority of indicators or include new indicators that focus on the circular impacts on the maintenance and retrofitting of existing buildings. Indicators to consider include the extended lifespan of buildings from circular practices, base material kept, etc.
- Data quality and availability are key barriers to tracking and measuring progress in circular economy initiatives. Without accurate data and consistent methodologies, decision-makers are unable to conduct reliable lifecycle assessments or evaluate the effectiveness of circular practices. Therefore, it needs to be clear what data, from what sources, and what methodologies are utilized for indicators.

- The construction industry requires additional financial and economic data to support the business case for circularity. Participants highlighted the need for indicators on costs, return on investment, and lifecycle savings associated with circular materials and practices. This data is required to convince decision-makers as there are long-term financial benefits from adopting circular solutions.

## Food Systems

**Table 4: Proposed Food Systems Goals & Indicators**

Goals	Indicators
<b>Toronto promotes healthy food for all, sourced as regionally as possible, and as sustainably produced, processed, packaged and distributed as possible</b>	<ul style="list-style-type: none"> <li>• Percentage of food that is farmed sustainably and within Toronto's bioregion</li> <li>• Percentage of low-carbon, locally sourced, and seasonally and culturally appropriate products in publicly procured food</li> <li>• Total food from regenerative urban production (e.g., indoor and vertical farming, community gardens, etc.)</li> </ul>
<b>Toronto minimizes avoidable food waste through food rescue and redistribution to interested partners and/or residents</b>	<ul style="list-style-type: none"> <li>• Percentage of food retail and food service businesses participating in food rescue and redistribution programs</li> <li>• Number of food rescue and redistribution initiatives in Toronto</li> <li>• Number of households making food donations</li> </ul>
<b>Toronto promotes food waste avoidance</b>	<ul style="list-style-type: none"> <li>• Total annual amount of food waste generated by all economic actors</li> <li>• Percentage of food perishable products in compliance with Canadian Food Inspection Agency's food labelling modernization initiative</li> <li>• Percentage of total industrial, commercial, and institutional establishments and residential dwellings participating in organic waste diversion programs</li> </ul>

Key themes from participant feedback included:

- Food waste is acknowledged as a complex issue, partly because much of the food in Toronto is produced or donated from outside the city. In addition, infrastructure to minimize food waste, such as reverse logistics, is currently insufficient, making it more convenient for many interested parties to maintain a linear system and dispose of food waste rather than embracing circular practices.
- Agreement that food accessibility and addressing inequalities should be central to food system goals. A strong endorsement was given for frameworks (e.g., Toronto's Black Food Sovereignty Plan) to guide the creation of relevant indicators that prioritize equity.
- Food systems have inherent characteristics that make it difficult to mitigate waste. For example, it is difficult to provide alternatives to single-use plastics in the sector as these materials are often necessary for sanitary storage. The higher costs associated with shifting to a more circular food system (e.g., reusable containers, plastic-free packaging) were also considered prohibitive.

- There is a need to improve food labelling procedures (e.g., more accurate best-before dates), as participants believed this would help extend the shelf life of food and reduce waste.

Specific feedback on the goals and indicators is outlined below:

### Food Systems Goals

- Participants expressed general alignment on the proposed goals but emphasized the need to update the language to avoid multiple interpretations. Terms like “promote” and “avoid” are considered ambiguous and should be clarified for different audiences. In addition, it is unknown if goals are promoting healthy food or access to healthy food for all.
- There was concern that the goal to promote food waste avoidance may not be feasible or appropriate for all groups. For instance, non-profits and organizations serving marginalized communities rely on food donations, and complete waste avoidance could limit their ability to provide food to those in need. It was suggested to focus on reducing waste in targeted areas rather than full avoidance.
- Suggestions to include language around incentives to encourage the industry to work toward the proposed goals to encourage and accelerate key players to participate in circular initiatives.

### Food Systems Indicators

- There is a need to balance between local and regional food consumption as a significant portion of Toronto's food is not sourced locally. Indicators should reflect both the impact of food consumed locally and the sourcing of food from outside Toronto.
- Participants identified potential to expand upon donation-related indicators to include metrics such as the scale, frequency, and sources of donations. Many of Toronto's food rescue efforts depend on external partnerships, which must be incorporated into the indicators.
- Indicators should be focused on promoting healthy food for all, with an emphasis on accessibility and addressing food insecurity. The Toronto Black Food Sovereignty Plan was suggested as a model for developing additional indicators to measure food equity and culturally appropriate food access.

## Waste Management

**Table 5: Proposed Waste Management Goals & Indicators**

Goals	Indicators
<b>Toronto minimizes waste generation</b>	<ul style="list-style-type: none"> <li>• Total amount of waste produced by residential, industrial, commercial, and institutional, as well as construction and demolition sources</li> <li>• Percentage increase in organic waste recovery from residential and industrial, commercial, and institutional sources</li> <li>• Contribution of greenhouse gas emissions in the waste sector</li> </ul>
<b>Toronto stimulates a thriving market for secondary materials</b>	<ul style="list-style-type: none"> <li>• Percentage of recycled non-residential waste</li> <li>• Percentage of construction and demolition waste that is prepared for reuse, recycling or subject to material recovery</li> <li>• Number of City of Toronto procurements that allow or require use of secondary materials as a criterion</li> </ul>
<b>Toronto improves the transparency, accessibility and verifiability of waste data throughout the city</b>	<ul style="list-style-type: none"> <li>• Percentage of registered private sector waste contractors that report on the relative amount and composition of waste they manage each year</li> <li>• Number of waste audits conducted for industrial, commercial, and institutional establishments serviced by City of Toronto waste management system</li> <li>• Total amount of landfill waste from Toronto sources that is exported by private sector haulers</li> </ul>

Key themes from participant feedback included:

- There is a strong understanding of the sophistication necessary in enabling full circularity within Toronto's waste management sector. Participants articulated a clear understanding of the barriers to circularity, particularly those posed by data quality and availability, secondary markets, lack of collaboration among levels of government and the private sector, and the need for greater education and awareness.
- Clarifying the term “waste” was a recurring theme. Participants noted that “waste” encompasses various streams such as textiles, furniture, and organics, and these need to be distinctly defined in the City’s goals and indicators. Without clear distinctions, it’s difficult to ensure that all streams are being addressed appropriately, and actions toward circularity could be fragmented.

Specific feedback on the goals and indicators is outlined below:



## Waste Management Goals

- Increased education and awareness are critical in achieving the goals. Participants noted that interested parties sometimes lack clear and consistent information on how to participate in circular waste practices, such as what materials can be recycled, reused, or donated. Targeted education efforts will be key to realizing Toronto's full circular potential.
- Suggestions to reframe the goals to encourage positive behaviour change. Rather than focusing on "minimizing waste," the proposed shift goes to a focus on "increasing diversion" and "enhancing material recovery." This change in language can help motivate interested parties by presenting goals in a more solutions-oriented, proactive manner that highlights the benefits of circularity.
- Clarifying terminology within goals is necessary for effective implementation. Participants noted that terms like "waste," "markets," and "secondary markets" can be interpreted differently, which could lead to confusion and misalignment in actions.

## Waste Management Indicators

- Participants underscored that the waste sector is complex and large. Indicators should be based on verifiable, transparent, and granular data covering material waste streams.
- Indicators need to incorporate clear and consistent terms when expressing their metrics. Participants indicated that there is need for standardized definitions of terms such as "reuse" and "recycling" to ensure consistency across different levels of government and the private sector. This would help avoid confusion over what is being captured within indicators.
- Metrics that track and reflect the benefits of a circular economy (e.g., cost savings vs. virgin materials) should be considered for inclusion.
- Additional indicators for consideration should track the financial benefits of circularity, particularly focusing on the cost savings associated with using recycled or reused materials compared to virgin materials. These metrics will provide tangible evidence of the economic benefits of adopting circular practices, encouraging wider industry participation.
- The current set of indicators lacks those that measure upstream waste reduction and GHG emissions avoided. These indicators would highlight the environmental impact of circularity across the broader value chain. In addition, tracking per capita waste generation and ensuring accurate measurement of waste composition (rather than just weight) would provide a more detailed picture of waste trends.

## Community-Wide

**Table 6: Proposed Community-wide Goals & Indicators**

Goals	Indicators
<b>Toronto reduces its overall material consumption</b>	<ul style="list-style-type: none"> <li>• Total annual material consumption per capita</li> <li>• Number of City of Toronto procurements that include circular principles in the purchasing of goods, services, and works</li> <li>• Number of local businesses and charities/community groups adopting circular economy strategies or business models</li> </ul>
<b>Toronto is a leader in attracting and supporting businesses that contribute to the circular economy</b>	<ul style="list-style-type: none"> <li>• Percentage of businesses in Toronto that apply circular principles</li> <li>• Percentage of Toronto's labour force working in the circular economy</li> <li>• Total investments in research and development projects related to a circular economy</li> </ul>
<b>Toronto sustains a robust ecosystem of reuse, repair and donation</b>	<ul style="list-style-type: none"> <li>• Tonnes of materials repaired, reused, recovered and/or upcycled by community-based activities</li> <li>• Number of charities, initiatives and organizations focused on donation and/or sharing</li> <li>• Percentage of neighbourhoods with a tool library or repair hub</li> </ul>

Key themes from participant feedback included:

- Community-wide goals should empower smaller, interdependent communities to foster circularity within neighbourhoods. This approach would help decentralize efforts and make circular practices more accessible at the local level, ensuring that even smaller communities can contribute to the circular economy.
- Inclusivity is critical, with participants stressing that citizen involvement should be a central focus of community-wide initiatives. By ensuring broad-based participation, especially from marginalized communities, the circular economy's benefits can be equitably distributed across the City.
- Strong agreement that goals should focus on shifting from a consumption mindset to one of sustainable material management. This shift should emphasize integrating additional "Rs" (reuse and repair) to move beyond recycling.
- Participants highlighted the importance of education and awareness programs, suggesting that these should be implemented across a range of platforms, including schools, to foster a circular mindset early and to educate citizens of all ages on how to participate in circular initiatives.
- There is a need for reporting on the success of City incentives designed to encourage businesses to adopt circular principles. This would provide valuable insights into the effectiveness of these incentives and help assess how well they are driving business engagement in circular practices.

Specific feedback on the goals and indicators is outlined below:

### Community-Wide Goals

- Participants emphasized the importance of focusing on businesses first, with the expectation that individual actions will follow. Businesses play a crucial role in driving circular practices, and shifting their behaviour will have a ripple effect on community-level actions.
- There was a strong emphasis on community-driven initiatives such as repair cafes, education programs, and behaviour change campaigns. These initiatives should align with the City's broader goals of promoting sustainability and circular practices. Funding for social enterprises focused on repair and upcycling was also suggested as a key support mechanism to foster innovation and community involvement.
- Participants noted the need for a full waste hierarchy approach to manage Toronto's diverse and complex waste streams. This approach would prioritize prevention, reuse, and repair, with recycling as a last resort, and reinforce the idea that recycling alone is not sufficient to address the waste management challenges.
- There was recognition that recycling is often seen as the primary action people take against climate change, but participants stressed the need to move beyond recycling toward more impactful actions like decarbonization, waste reduction and material conservation. Participants called for stronger messaging and programs that promote these steps.

### Community-Wide Indicators

- Participants suggested including indicators for citizen participation in resale marketplaces such as Facebook Marketplace and Kijiji, as these platforms can encourage circular behaviours within communities.
- Additional indicators were proposed to track community-wide progress, including the number of small vs. large businesses engaged in circular practices, restaurant composting initiatives, the implementation of green building standards, and food insecurity levels. These indicators would provide a more fulsome view of the City's progress toward circular economy goals.
- Participants emphasized that indicators should reflect equitable access to circular economy benefits, ensuring that all communities, including marginalized ones, can participate. By measuring access to circular programs and initiatives, the City can ensure the benefits are being shared equitably across all neighbourhoods.

## 6.3 How Feedback Will be Used

The feedback received on the goals and indicators will:

- Inform improvements, changes, and additions to the goals and indicators outlined in the Baseline Study to ensure they are practical, measurable, and address any existing gaps.
- Support a clearer understanding of the unique concerns and priorities of the interested parties across sectors, ensuring that the remaining portions of the CE Road Map target the specific areas of circularity relevant to each sector.
- Guide the structure and content of future engagement in subsequent phases, providing direction on the challenges and opportunities in each sector that require deeper exploration through more targeted consultation and collaboration.

## 7. Next Steps

The next phases of the CE Road Map (Phases 2 – 4) involve the following key activities:

- Identification of specific current-state sectoral issues, challenges, and opportunities across the key sectors to be addressed by the CE Road Map (Phase 2).
- Identification of regulatory, legislative, policy, economic, and practice-related barriers as well as opportunities to advance circularity across the three key sectors as well as community-wide (Phase 2).
- Identification of decision-making frameworks to prioritize various opportunities and initiatives available (Phase 3).
- Gathering of feedback on initiatives for City, internal, and external partners to advance circularity across Toronto (Phase 3).
- Development of a long list of opportunities and initiatives to include in the 10-year CE Road Map (Phase 3).
- Development of a 10-year strategic road map and implementation and monitoring plan to guide the City's transition towards a circular economy (Phase 4).
- Sharing a final change story and strategic plan to communicate how all interested parties can help implement the CE Road Map and remain engaged (Phase 4).

Each component of the work involves additional consultation and engagement with interested parties, as well as a comprehensive research and opportunity identification exercise.

Through ongoing engagement with interested parties, the City hopes to:

- Raise awareness about the benefits of circularity.
- Build new and strengthen existing relationships.
- Learn from and engage with traditional knowledge.
- Identify and empower circular champions.
- Educate and learn about roles and responsibilities, including the role of different economic actors (including municipal governments) in the circular transition.

The City recognizes the link between what it is trying to achieve and Indigenous Ways of Knowing. Inviting engagement and feedback from interested Indigenous people and organizations is a core part of the CE Road Map. The City also recognizes that Indigenous communities are often overburdened with engagement and therefore may require a different engagement timeline to participate. As such, Indigenous engagement is not reflected in this report because it follows a parallel timeline and remains ongoing. The City will work towards ensuring that the final CE Road Map will encompass Indigenous perspectives and input.

Transitioning to a circular economy is not something that can be done in siloes – it is a group effort that will require significant collaboration with all parties involved. The City of Toronto is committed to working with its residents, businesses, and communities to ensure a fair and just transition that benefits all. For additional information on the City's journey to circularity, and to get involved, refer to the City's [circular economy website](#).

# Appendix A: Engagement Details

## Industry Interested Party Engagement

On August 13<sup>th</sup> and 21<sup>st</sup>, 2024, the project team consulted the 28 interested parties listed in Table A.1 from the construction sector.

**Table A.1: Construction Workshop Interested Parties**

Construction Interested Parties	
Aecon	MJMA
Adaptis	Multiplex
ALLIED	Ouroboros Deconstruction
Arcadis	Oxford Properties
Bird Construction	Pomerleau
Carbon Leadership Forum	Proof Housing
Daniels Corporation	Purpose Building Canada
DREAM	RIOCAN
Giamo	SvN Architects
Graham Construction	TAS
Ha/f Climate Design	Toronto Society of Architects
Lafarge	University of Toronto
Mantle Developments	Walter P. Moore
Mattamy Homes	WSP

On August 12<sup>th</sup> and 20<sup>th</sup>, 2024, the project team consulted the 13 interested parties listed in Table A.2 from the food systems sector.

**Table A.2: Food Systems Workshop Interested Parties**

Food System Interested Parties	
Bruized	Not Far From the Tree
Canadian Food Innovation Network	Ontario Restaurant Hotel & Motel Association
Daily Bread Foodbank	Suppli
Elisahouse Women's Shelter	Toronto Environmental Alliance
Friendlier	Toronto Urban Growers
Mazon Canada	Withrow Park Farmer's Market
North York Harvest Food Bank	

On August 19<sup>th</sup> and 21<sup>st</sup>, 2024, the project team consulted the 28 interested parties listed in Table A.3 from the waste management sector.



**Table A.3: Waste Management Workshop Interested Parties**

Waste Management Interested Parties	
AET Group	Municipal Waste Association
Brands for Canada	Muuse
Carton Council of Canada	Oceana Group
Convertus Group	Ontario Waste Management Association
CSA Group	Quantum Lifecycle Partners
Emterra Group	Retail Council of Canada
Furniture Bank	Reverse Logistics Group
GFL	Spent Goods
Goodwill Industries	Strategy Corp
Ice River Springs	Toronto Region Conservation Authority
IKEA	Try Recycling
Innovative Waste Solutions	Viking Recycling
Local Technique	Walker Industries
Miller Waste Systems	WasteCo

On August 26<sup>th</sup>, 2024, the project team consulted the 19 cross-sectoral interested parties listed in Table A.4.

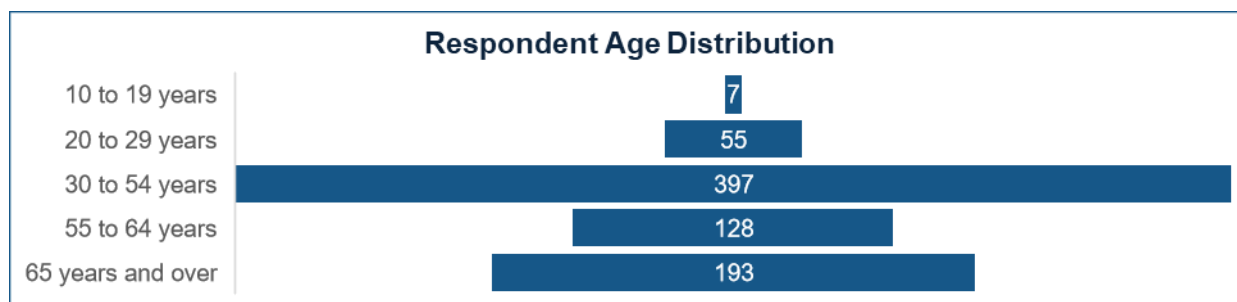
**Table A.4: Cross-Sectoral Workshop Interest Groups**

Cross-Sector Interested Parties	
Canadian College of Naturopathic Medicine	Green Standards
C40 Cities	Rise to Zero
Circular Economy Leadership Canada	Scadding Court Community Centre
CSA Group	Scarborough Zero Waste
Creative Reuse Toronto	Stop Plastics
David Suzuki Foundation	Toronto and Area Road Builders Association
DGC Ontario Sustainability Committee	Toronto Financial District
Director's Guild of Canada	University of Toronto
Enviro-Stewards	We R Circular
Etobicoke Climate Action	

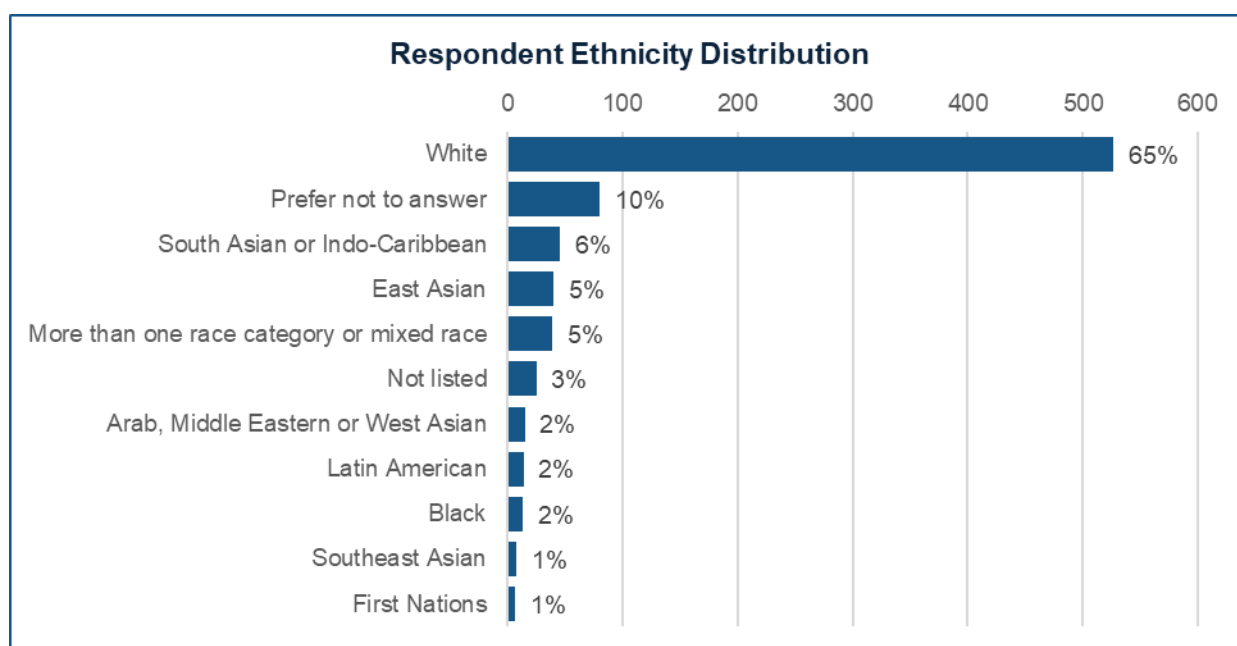
## Survey Results

### Public Survey Respondent Information

**Figure A.1: Public Survey Demographics - Age Distribution**

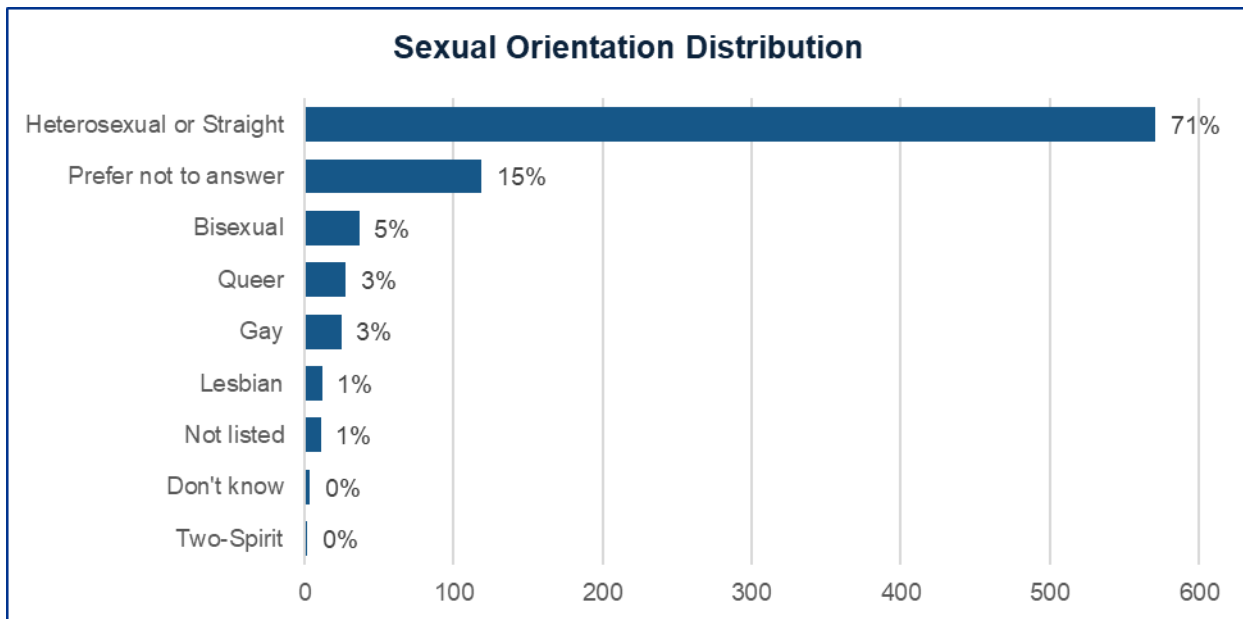
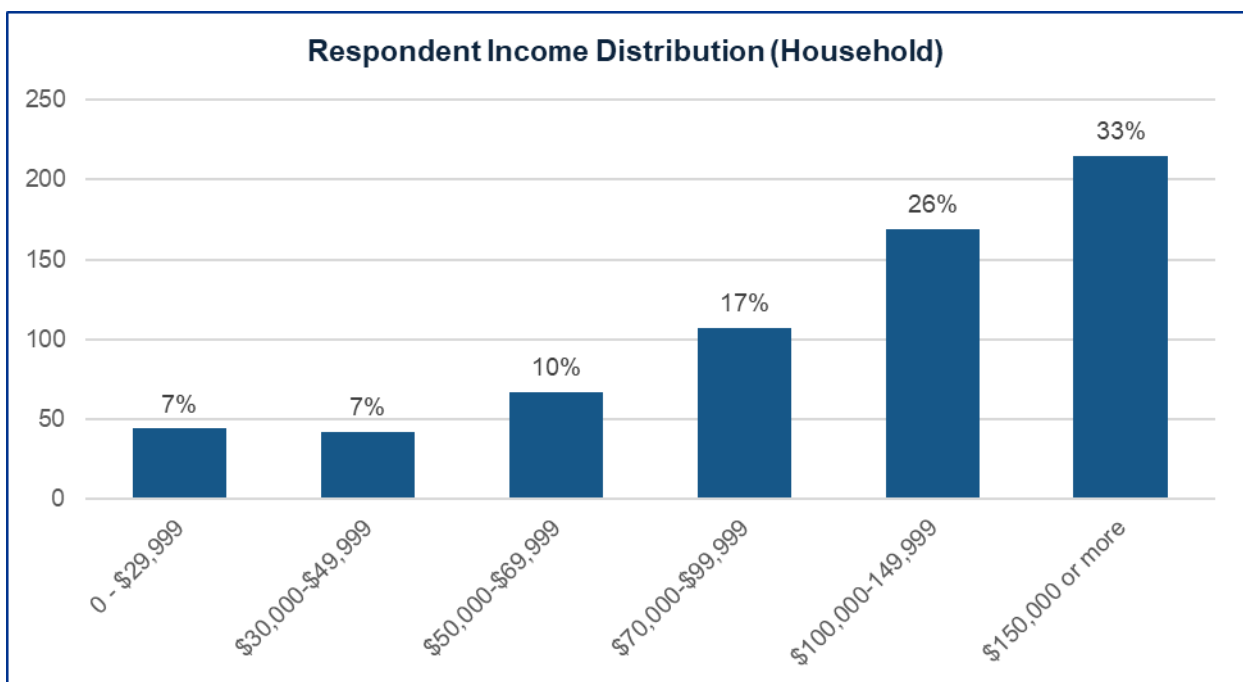


**Figure A.2: Public Survey Demographics - Ethnicity Distribution**



**Table A.5: Public Survey Demographics - Gender Distribution**

Gender Distribution	
<b>Woman</b>	62%
<b>Man</b>	27%
<b>Gender Non-Binary</b>	2%
<b>Transgender</b>	< 1%
<b>Not Listed</b>	1%
<b>Prefer Not to Answer</b>	9%

**Figure A.3: Public Survey Demographics - Sexual Orientation Distribution****Figure A.4: Public Survey Demographics - Household Income Distribution**

## Industry Survey Respondent Information

Figure A.5: Industry Survey Responses - Sectors

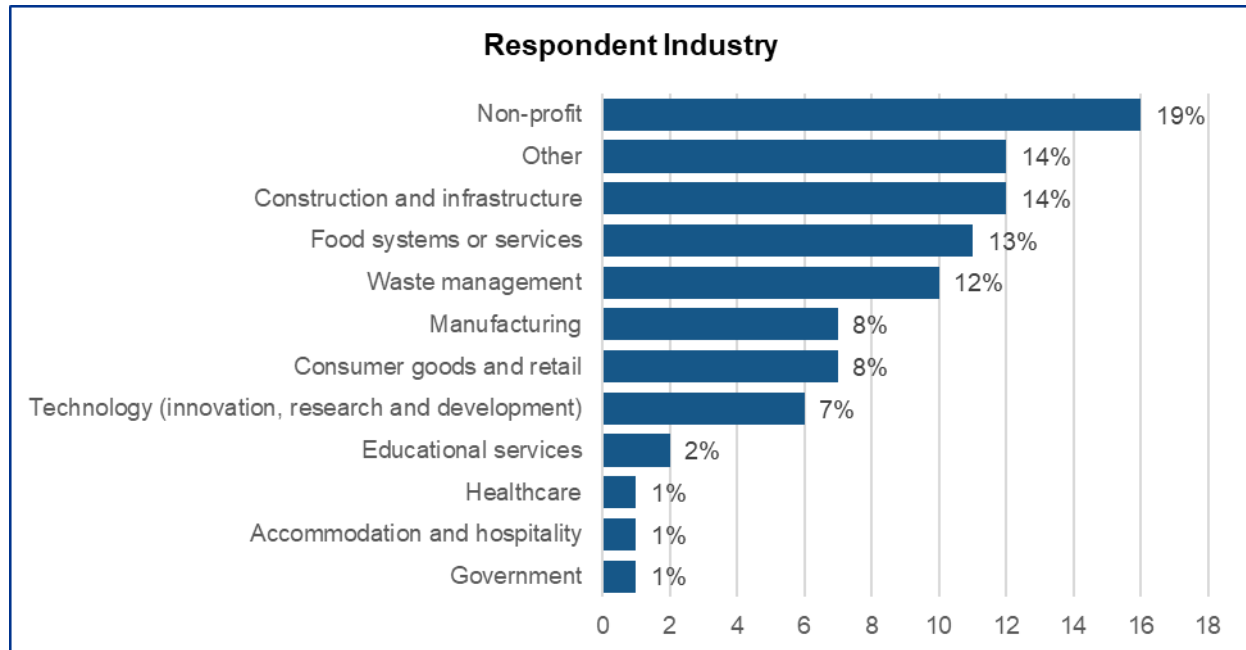
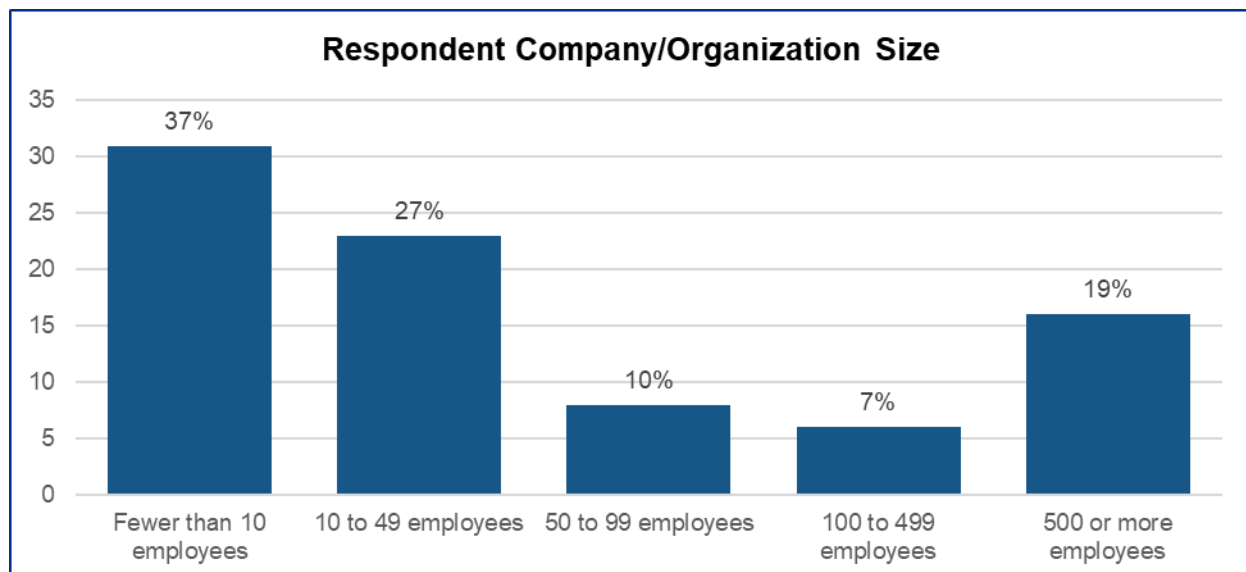


Figure A.6: Industry Survey Responses - Size of Organization



## Survey Questionnaire Results

Figure A.7: Surveyed Familiarity with Circularity & City Circular Initiatives

