

Circular Economy Road Map

Phase 3 Report

City of Toronto

October 22, 2025

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1. Executive Summary

The City of Toronto (the City) is committed to developing multiple strategies to address its growing landfill waste challenge, going beyond recycling to rethink how products, buildings — even cities — are designed and used from the beginning to extend their useful life for as long as possible. This multi-faceted approach will show how Toronto's residents, businesses, and the City can take practical steps to think differently about waste, helping us reduce waste, address climate change, save money, spark innovation, and create jobs.

Overview

The City's Circular Economy Road Map Strategy and Implementation Plan (the Circular Economy Road Map) is one such strategy under development, based on innovative circular economy approaches. It builds on several prior and related initiatives, such as the [Baselining for a Circular Toronto](#) study (the *Baselining 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 Circular Economy Road Map will be a City-wide document that guides every Division. Ultimately, the Circular Economy 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.¹

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

¹ 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/>

Purpose of the Phase 3 Report

There are four phases of the City's Circular Economy Road Map project, which are described in [Section 2](#). This report provides an overview of the activities and outcomes of Phase 3: Options Analysis (the *Phase 3 Report*). It describes how initial options were identified and assessed, highlighting key takeaways from internal and external engagement. Feedback on those initial options informs the subsequent selection of specific actions during Phase 4.

This *Phase 3 Report* follows the previously released [Circular Economy Road Map Phase 1 Report](#) (the *Phase 1 Report*) and the [Circular Economy Road Map Phase 2 Report](#) (the *Phase 2 Report*) that provide additional background and context.

About this Document

This document is organized into five sections:

1. The executive summary
2. A summary of the work completed to date on the Circular Economy Road Map project
3. An overview of how initial options were identified and the process of engagement
4. An overview of the key findings from internal and external engagement during Phase 3
5. Next steps

2. Project Overview

The Circular Economy Road Map will be a 10-year strategy to identify feasible circular solutions and actions that the public, community-wide actors, industry, and the City can take to enhance circularity across Toronto. The Circular Economy 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.

This work is an inter-divisional initiative that is co-led by the City's Environment, Climate and Forestry Division and Solid Waste Management Services Division.

Project Scope

To support its transition towards a circular economy, the City conducted a *Baselining Study* (the Study) in 2022. In addition to a community-wide focus, the Study identified three target sectors that could significantly enhance circularity in Toronto: the construction sector, food system sector, and waste management sector (herein referred to as the “target sectors”). These target sectors are the focus areas for the Circular Economy Road Map. Refer to the *Phase 1* and *Phase 2 Reports* for additional information on the target sectors.

The Study also established a baseline level of circularity in Toronto by analyzing specific material flows in each of the target sectors. It identified opportunities for advancing circular economy practices and proposed a vision for a circular Toronto. Additionally, the Study set forth initial goals and indicators for each target sector and at a community-wide level, aiming to guide and evaluate the City's progress towards circularity. This work marked a key milestone in Toronto's journey toward a more sustainable and circular economy. The Circular Economy Road Map will further refine the initial goals and indicators proposed in the *Baselining Study* and advance the community-wide opportunities into specific program and policy interventions that the City and/or other actors can implement.

Project Workplan & Methodology

The workplan for developing the Circular Economy 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

Phase 1

Phase 1 took place between April and September 2024. The objective of this phase was to validate prior work by the City, including the *Baselining Study*. This involved inviting the participation of interested Toronto residents, businesses, and other actors engaged in the circular economy with the aim of refining the City's future-state circular vision and goals. Phase 1 involved:

- Holding a series of preliminary engagement activities with interested parties related to the circular economy in Toronto.
- Developing a draft set of guiding principles, goals, and indicators to help shape the development of the Circular Economy Road Map.
- Drafting a compelling circular economy change story that conveys to key interested parties that there is a need for the city to shift to a more circular economy.

For more information, refer to the *Phase 1 Report*.

Phase 2

Phase 2 took place between September 2024 and January 2025 and focused on identifying current issues and opportunities across the target sectors. Phase 2 involved:

- Preparing sector-specific current state assessments to identify and analyze the specific factors that influence consumption and waste across the three target sectors.
- Completing comprehensive engagement sessions with interested parties within City Divisions, as well as industry, Indigenous businesses and organizations, community organizations, and residents.
- Evaluating the current challenges faced in Toronto to effectively articulate the existing barriers to achieving a circular economy.

For more information, refer to the *Phase 2 Report*.

Phase 3

Phase 3 took place between January and June 2025 and focused on identifying potential focus areas and actions for the Road Map. Phase 3 involved:

- The development of a long list of opportunities and initiatives to include in the 10-year Circular Economy Road Map

- Gathering feedback on opportunities and initiatives for the Circular Economy Road Map through engagement with internal City Divisions and through a Community Advisory Committee meeting.

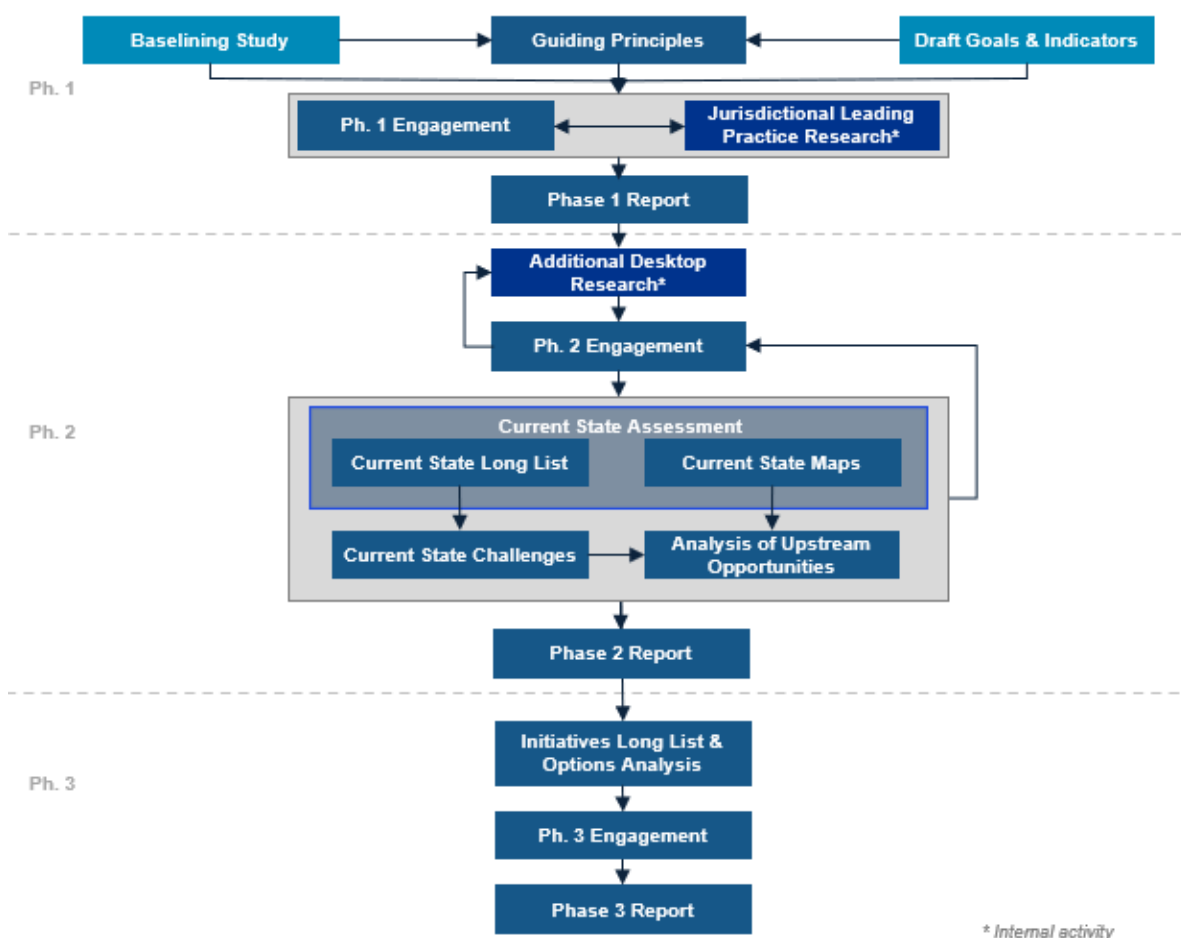
Phase 4

An overview of Phase 4 is provided in the [Next Steps](#) section of this report.

Interdependencies of Phase 1, 2 and 3 Activities

The figure below illustrates how activities and outputs from each phase inform different elements of the project (Figure 1). The objective is to continuously build upon the research and findings from preceding phases and incorporate those learnings into subsequent work. The final Circular Economy Road Map will reflect the extensive research done in all four phases of the project.

Figure 1: Interdependencies of Phase 1, 2 and 3 activities



3. Options Analysis

Overview

In Phase 3, the Project Team developed an initial “long list” of options that could advance circularity in the unique context of Toronto, Ontario. This activity comprised identifying, refining, and prioritizing high-level opportunities and initiatives that could be considered for inclusion in the final Road Map, which will be developed during Phase 4.

Approach & Methodology

Phase 3 began with the consolidation of potential options that had surfaced during Phases 1 and 2 of the project. The Project Team assembled an initial “long list” of options that drew on multiple sources, such as external engagement, internal engagement, and other circular economy strategies globally. Throughout Phases 1 and 2, Toronto residents, businesses, and community organizations proposed numerous potential opportunities to advance circularity in Toronto. Internal City staff identified several opportunities to expand or enhance current initiatives or programs related to circularity. The Project Team considered other opportunities observed in municipal strategies from across Canada, the United States, Europe and Australia. This comprehensive approach created a well-rounded, evidence-based foundation tailored to the unique context of Toronto, Ontario.

The Project Team then engaged internal and external interest groups to solicit feedback on the potential options. Specifically, the Project Team engaged the 15 City Divisions comprising the Project’s governance tables to assess the potential impacts, implementation feasibility, implementation timelines and alignment with Divisional mandates and priorities. Engagement comprised interviewing both staff-level and leadership-level individuals to gather nuanced feedback. This consultation process resulted in useful insights that ranged from very specific suggestions on terminology to much broader implications for the local economy and City budget. External engagement included a meeting with the Community Advisory Committee (CAC) established for the project. The CAC provided feedback on key themes emerging from the initial “long list” of options, focusing on specific community-based initiatives.

Internal and external engagement was critical for evaluating the practical applicability of the options in Toronto’s unique civic, cultural, and economic contexts. Phase 3 ended with refinement and prioritization of the opportunities. To synthesize the findings and feedback collected, the Project Team convened an executive-level workshop with City leadership from the 15 Divisions. These discussions contributed to the transition from the “long list” of

options to a focused set of actions to be refined during Phase 4. Selection criteria included factors like cost and budget implications, the scale of intended impacts, and the alignment with the City's other strategic priorities.

Internal Engagement: City Divisions

Internal Phase 3 engagement involved consultation with the project's two governance tables ([see Appendix](#)) for review and feedback on the “long list” of options:

- the Corporate Leadership Table (CLT) comprising Division Heads from the 15 co-creating Divisions; and
- the Interdivisional Planning Table (IPT) comprising senior staff (e.g., Directors, Managers, subject matter experts) from the 15 co-creating Divisions who support the Division Heads.

The initial “long list” of options was categorized by six levers developed in Phase 2:

1. **Education & Awareness:** Develop and facilitate educational initiatives and/or awareness-building related to mitigating waste across the value chain.
2. **City Management & Operations:** Incorporate circular practices into elements of City-owned operations and planning, including urban planning, asset management and public procurement
3. **Collaboration & Partnerships:** Facilitate collaboration and partnership opportunities across all interested parties, including levels of government, industry, and residents, to support a transition to the circular economy.
4. **Policy & Regulatory Initiatives:** Develop specific policies and/or regulations to address challenges or barriers to circular practices.
5. **Economic Incentives:** Reward organizations or residents that implement circular practices.
6. **Innovation & Technology:** Develop and implement innovative, technology-based approaches to reduce waste and increase circular practices.

To guide feedback from each Division, the Project Team asked questions like:

- Would this option meaningfully advance circularity in Toronto?
- How does this option impact individual Divisions and their businesses?

- Are Divisions already doing (or considering) this option or something similar?
- Describe the potential implementation opportunities or challenges (considering criteria like resourcing, timing, complexity).

External Engagement: Community Advisory Committee

The CAC is composed of 25 individuals who are demographically representative of Toronto's population. The purpose of the CAC is to bring diverse communities together for discussion and ideation, enabling ongoing engagement with representatives from across Toronto's population, including equity-deserving and historically marginalized communities.

In Phase 3, the Project Team engaged the CAC via a two-hour workshop. The workshop focused on gathering feedback and additional input on potential options and priorities to advance circularity in Toronto. This session refined four strategic themes through interactive, real-time engagement. Participants reflected on what each theme means in their communities and identified concrete actions, enabling conditions, and challenges related to the circular economy.

The four key themes were:

1. Foster inclusive participation and community leadership.
2. Accelerate circular business innovation.
3. Lead by example through City operations.
4. Establish the enabling factors needed to advance Toronto's circular economy.

Using an interactive tool, members were invited to reflect on how these themes aligned with their lived experience and understanding of community needs. Prompting questions encouraged discussion on what might be missing, what success could look like, and how the City could enable meaningful progress. Live responses, both written and verbal, helped generate a rich exchange of ideas and gave the Project Team a deeper understanding of the conditions required to embed circular solutions in communities across Toronto.

Example activities and discussion questions included:

1. Add action words that represent what resident and community groups can do to foster and encourage local leadership in the circular economy.

2. From your perspective, what could help make participation in the circular economy more inclusive and community-driven across Toronto?
3. How can the City improve existing programs to be more circular? What new programs could the City put in place to support the circular economy?
4. How should progress against strategic objectives be communicated back to the community?

Insights from the CAC workshop can be found in [Section 4](#).

4. Key Findings

Internal Engagement: City Divisions

This section provides a summary of the highlights and feedback provided by City staff from the internal engagement of City divisions.

Key Takeaways:

Broad-based support for advancing circularity in Toronto

- The circular economy aligns with numerous strategic priorities at the City, such as waste reduction, economic development, climate action, and social equity. Staff representatives from across Divisions were broadly supportive of a comprehensive, long-term strategy that balances ambition, feasibility, value for money, and impact.

Alignment to the City's other strategic plans

- Any circular economy opportunities selected should reinforce the City's prioritization of financial sustainability, housing affordability, efficient City operations, transportation mobility, and climate resilience.
- The Road Map might intersect with other City strategies, such as, but not limited to, the following: [Corporate Strategic Plan](#), [Sidewalks to Skylines: 10-Year Action Plan for Toronto's Economy](#), [TransformTO Net Zero Strategy](#), [Resilience Strategy](#), [Poverty Reduction Strategy](#), [Reconciliation Action Plan](#), and [Long-Term Waste Management Strategy](#).
- Several identified existing programs and partnerships could act as pathways for scaling circular practices.

Macroeconomic and geopolitical context

- The City's circular transition needs to take into consideration the changing and uncertain impacts of contemporary macroeconomic and geopolitical developments, such as trade tensions, on Toronto businesses, supply chains, and residents.
- The Road Map should consider the potential implications for factors like employment, competitiveness, investment attraction, affordability, and economic growth — which could be positive, negative, or neutral.

Governance and accountabilities

- Inter-divisional collaboration and support is key for the of Road Map's success. Clear leadership and defined roles across Divisions are essential to avoid duplication and ensure accountability
- New initiatives should leverage partnerships with external groups, to the extent possible, such as educational institutions, non-profit organizations, and other levels of government, to make the most efficient use of existing resources, subject matter expertise, and relationships.

Feedback by Lever:

Education & Awareness

- Raising awareness about circularity will be critical to ensure broader behavioural change and action by residents, commuters, tourists, and employers.
- New education and awareness efforts related to the concept of the circular economy may need to be created, including work to identify existing communications channels for reaching as wide an audience as possible. Additionally, this work should align with ongoing programs/services delivered by the City, such as climate change and waste management education efforts.
- Tailoring material to different audiences, including the general public, businesses, community, and City staff, is also needed. This includes applying an equity lens to education and awareness opportunities so that materials can be tailored for specific communities, which may require translation, culturally relevant imagery, and other considerations for materials and messaging.
- Existing established City networks and platforms (such as newsletters and recreation programming) can be leveraged for awareness programs. Staff recommended using existing or new partnerships with local organizations to amplify efforts.
- There is a range of businesses that would benefit from increased awareness. Some businesses are earlier in their circular economy journey and would need support in better understanding how the concept applies to them. Other businesses are far ahead and are implementing innovative practices already. For these types of businesses, the City could play a role in championing them so that other business leaders could learn from their experiences.

City Management & Operations

- While the City has [a circular procurement framework](#), it could be further enhanced and scaled. For some goods and services, this might entail enhancing the way circular principles are integrated into large-scale City procurement contracts and specifications for design projects. Staff also noted that applying circular principles in procurement may favour local suppliers in some instances and could contribute to the goal of making Toronto's economy more resilient. They highlighted that to successfully advance circular procurement, the City should continue to engage suppliers to understand their ability to respond to circular requirements, provide training on circular practices for industry and City staff, and create accessible platforms for small businesses. Additionally, staff noted that circular procurement approaches need to support and align with municipal operational needs, in a manner that does not create any negative impacts, or unintended consequences
- There are numerous opportunities for integrating circularity into City buildings, facilities, and construction projects, for example opportunities for adaptive reuse before building new. Staff noted that the City is already focused on preserving its infrastructure as it is expensive to replace. They cautioned that sustainability efforts would need to be balanced with cost and timeline considerations, among others.
- There is strong support for testing differing approaches with pilot projects to demonstrate circular economy principles in City operations and projects. Staff noted that this could help de-risk circular practices and build a business case so industry could grow these practices. Feedback underscored the need for alignment of this work with existing programs and the importance of leveraging ongoing initiatives to highlight the feasibility of circular practices.
- There is a recognized need for inter-divisional collaboration for big internal transformations given the City's structure and Divisional mandates.

Collaboration & Partnerships

- External collaboration and partnerships are important to achieve impact at scale. One suggested example was to build on existing relationships with local organizations, neighbourhood networks, and community groups that can help foster circular initiatives.
- There is a need for more collaboration at the provincial and federal levels to enable a harmonized approach to circularity in Canada.

- Given its size and scale, the City is in a good position to facilitate collaboration with academia, civil society, industry, and other levels of government.

Policy & Regulatory Initiatives

- There may be complexity and potential unintended outcomes of introducing new municipal regulations to advance circularity without careful study, analysis and consultation. Staff emphasized that any new policies and regulations would need to be assessed for cost, impact, enforcement mechanisms, administrative burden and community buy-in.
- In addition to municipal policy, circularity in Toronto is influenced by both federal and provincial legislative and regulatory frameworks which need to be considered.
- Circularity should be used as an additional lens to deliver on established City goals and policies, where possible. For example, circular initiatives could contribute to achieving the City's net-zero commitments by reducing the greenhouse gas emissions from organic waste and lowering the embodied carbon in materials, products and construction.

Economic Incentives

- Given the current fiscal and economic climate, staff noted the City's necessary prioritization of financial sustainability and the need to demonstrate a strong business case for introducing any new high-cost funding programs. Staff suggested that in the near term, financial incentives for businesses could be offered by expanding existing programs.
- Non-financial incentives can also encourage circularity and need to be explored. For instance, identifying ways in which existing City assets and real estate could be leveraged to support circular solutions.
- Any incentive programs introduced need to be as tailored as possible to the needs of the intended recipient. Examples included targeted grants, tax incentives, or streamlined approvals processes. Staff provided opportunities to align circular outcomes with other key priorities, such as local business development.

Technology & Innovation

- Establishing reporting and measurement frameworks for circular economy initiatives are necessary to track progress and ensure accountability.

- There are some challenges with comprehensively measuring the circularity of Toronto given the complexity and broad scope of relevant data. At the same time, there are several opportunities to leverage the City's existing data and data systems to minimize the reporting burden on residents, businesses, and other organizations.
- Digital tools and technologies such as digital building passports and advanced waste-sorting technologies need to be explored. Further studies would need to be done to determine the feasibility of such solutions, especially regarding costs, scalability, and return on investment. Staff emphasized the need for clarity on the value and long-term usefulness of such initiatives before implementation.

External Engagement: Community Advisory Committee

This section provides a summary of the highlights and feedback provided by members of the Community Advisory Committee.

Key Takeaways:

- Inclusion requires material, cultural, and systemic access. Participants emphasized the importance of affordability, physical accessibility, multilingual communication, and grassroots leadership to ensure widespread participation in the circular economy.
- There is a widespread interest for additional repair-oriented circular businesses in more neighborhoods. Residents want to see more visible, community-embedded solutions (e.g., repair cafés, second-hand shops, food-sharing hubs, resource exchanges) backed by structural support and City promotion.
- There is a desire to see the City lead by example through its own actions. This could include circular procurement, public education campaigns, and other projects that show the City is modelling circular behaviours.
- Clear, local, and relatable data are key to public understanding and action. Residents would like to see regular updates and neighborhood-specific information that show the tangible impact of circular programs — whether in dollars saved, emissions reduced, or waste diverted.
- Alignment among governmental and non-governmental actors is essential for scaling success. Participants expressed the need for multi-level coordination across

government, community groups, and service providers to embed circularity in everyday systems and build lasting momentum.

Feedback by Theme:

Theme 1: Foster Inclusive Participation and Community Leadership

- Circular economy initiatives could be made more accessible by lowering barriers to participation and addressing affordability. In addition to affordability, participants discussed the need to also consider physical accessibility—for example, ensuring activities are held in familiar and easily reachable locations like TTC stations, libraries, and corner stores.
- Engaging Torontonians through culturally and linguistically appropriate communication was a recurring theme. Language barriers can hinder equitable participation. In a city as diverse as Toronto, providing information in multiple languages and utilizing trusted community messengers is important.
- The power of visual storytelling and representation could be leveraged, through tools like signage, murals, or visual campaigns that can transcend language.
- Community leadership and grassroots innovation should be empowered through more support for resident-led initiatives. This includes locally driven and adaptive incubation programs with long-term, flexible support to promote community-centered economic development.
- To foster visibility and normalization of circular behaviours, a variety of local touchpoints could be utilized, such as public institutions, informal gathering places, and residential buildings, to embed recycling and repair infrastructure. Circularity education should be integrated into everyday life through initiatives like education in condos, events in public spaces, and school trips to repair-focused venues.
- Embedding equity and Indigenous inclusion within circular economy efforts is necessary. Examples of this include: ensuring circular grants and subsidies are weighted toward equity-deserving communities, building relationships with Indigenous organizations and communities to collaboratively determine appropriate paths for Indigenous knowledge systems and languages to shape programs, seeking to understand why certain groups may not currently participate, and providing education at public cultural events.

- Additionally it was discussed that equity, in this context, means much more than diversity in outreach—it requires structural shifts in decision-making power, funding distribution, and program design. A circular economy must not reproduce existing social inequities, but instead actively correct them.

Theme 2: Accelerate Circular Business Innovation

- There is a desire for more accessible, repair-focused businesses such as repair shops, tailors, repair cafés, parts-sharing depots, and second-hand or upcycled goods stores. CAC members highlighted the need for better visibility and awareness of these services, as many people are unaware of where to find them, despite their interest in reducing waste and extending product life.
- Raising awareness and celebrating circular businesses are key to their adoption. Participants emphasized the importance of spreading the word through social media, community awards, success story sharing, and digital campaigns to normalize and promote these businesses in Toronto.
- There is a need for more financial and structural support to grow circular businesses. Suggested mechanisms included interest-free loans, grants, tax incentives, city-supported trials, affordable access to tools and spaces, and peer-to-peer platforms for swapping, donating, and sharing services.
- Community infrastructure, such as libraries, TTC stations, and community centers, could be leveraged to support circular business activities through initiatives like drop-off points, repair workshops, and resource-sharing hubs. The CAC noted that city-owned buildings and infrastructure, if designed for circularity, could become innovation drivers for pilot projects and small-scale circular initiatives.

Theme 3: Lead by Example Through City Operations

- Circularity should be embedded across city services and infrastructure by integrating practices like collaborating with schools and education providers, hosting public repair/reuse events, and utilizing community spaces as hubs for circular action. Participants recommended enhancing participation from landlords and property managers, emphasizing the City's ability to drive systems-wide engagement for the circular economy.
- There is a desire to see the City visibly demonstrate its commitment to the circular economy by modeling circular values through pilot projects, public demonstrations,

community funding, and participatory programs such as second-hand Sundays or school competitions. The CAC emphasized the importance of "walking the talk," proudly showcasing circular leadership, and taking risks to inspire public engagement and transparency.

- Tracking and evaluating progress related to the City's circular initiatives is key to measuring success. Transparency and evidence that circular commitments are producing impact was a recurring theme among participant discussion.
- Strong partnerships are key to driving broad and inclusive circular economy initiatives. Participants highlighted the importance of collaborating with faith groups, schools, third-party service providers, organizations, and national partners. The CAC noted the value of cross-sector collaboration and empowering educators. Additionally, participants outlined the importance of sharing relatable and inspiring success stories, featuring local examples, and showcasing effective programs and community champions to build momentum and engagement.

Theme 4: Establish the Enabling Factors Needed to Advance Toronto's Circular Economy

- Data for the circular economy must be localized, easy to understand, and tied to actionable outcomes. Tools like dashboards, neighborhood report cards, and visual displays such as progress matrices or billboards were suggested to translate data into relatable insights, such as landfill diversion rates, reuse/recycling metrics, cost savings, time reductions, and job creation within circular initiatives.
- There should be public updates on the City's circular economy progress through platforms like quarterly reports, seasonal town halls, and updates embedded in waste pickup calendars, local newsletters, and community bulletin boards. The CAC suggested celebrating milestones and sharing impact statistics via publicly accessible channels.
- Circular economy messaging should be framed within broader societal, economic, and climate impacts to build understanding and drive behaviour change. The CAC highlighted the importance of incorporating emotionally resonant education tied to metrics like emissions reductions, jobs created, and waste avoided, as well as personal benefits such as cost savings, community well-being, and relatable success stories. This contextual framing helps residents connect circularity to their daily lives and understand its broader impact.

- Implementation of circular initiatives is often hampered by fragmented governance. The CAC outlined that improved coordination across institutions is important. This includes different levels of government, including collaboration with other cities to share lessons, federal, and provincial alignment, unified messaging through local entities (e.g., Councillors, BIAs), and the establishment of community champions to provide clear leadership and visibility.

5. Next Steps

Phase 4 of the Circular Economy Road Map project is the development of the 10-year strategic Road Map document and the development of an implementation and monitoring plan to guide the City's transition towards a circular economy.

Transitioning to a circular economy is not something that can be done in silos — 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

Internal Engagement

The Corporate Leadership Table (CLT) comprises Division Heads from the 15 co-creating Divisions (see Table 1).

The Interdivisional Planning Table (IPT) comprises senior staff (e.g., Directors, Managers, subject matter experts) from the 15 co-creating Divisions who support the Division Heads.

Table 1: Divisions comprising the CLT and IPT

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