



Re: TA1.3

STRATEGIC DIRECTIONS

Presentation to TAF Board of Directors

MARY PICKERING

VP, Programs & Partnerships

22 February 2019



PURPOSE OF STRATEGIC DIRECTIONS REVIEW

- Healthy organizational planning check-up
- Reflective opportunity to position TAF for best impact
- Check and balance using external perspectives
- Opportunity to gain directional support from the Board
- A “north star” to guide our annual business plans

CONTEXT

- Last strategic review undertaken in 2014 (for 2015-2020)
- New provincial endowment received in 2016
- TransformTO plan approved in 2017
- New TAF Theory of Change, informed by national municipal climate practitioner review, confirmed in 2018



REVIEW PROCESS: SEPTEMBER 2018 – JANUARY 2019

- Working Group (nine members) including two Board members
- Custom process designed by an external facilitator
- Six formal research briefs
- Two half-day Working Group meetings
- Three half day staff meetings
- Two “straw dog” versions to elicit response
- Synthesis by staff team

NEW DIRECTIONS



THE DIRECTIONS

- **Focus on the “Next Coal Phase Outs.”** Retrofit large buildings, especially MURBs; transition new construction to near zero emissions; electrify transportation
- **Position Proven Solutions for Scale.** Move into “commercialization” zone to drive large-scale deployment of proven solutions.
- **Build Strong Partnerships to Advance Climate Action.** Facilitate diverse working relationships that broaden the constituency of support for climate action.

THE DIRECTIONS

- **Pave the Way for Increased Investment in Low-Carbon Solutions.** Create opportunities and market conditions for large-scale investment.
- **Advance Public Policy to Accelerate Adoption of Climate Solutions.** Provide decision-makers with tools and resources to help make the case for strong climate policy that drives multiple benefits.
- **Think and Act Regionally.** Develop new opportunities that enhance overall GHG reduction impacts through the region.

WHAT'S CHANGED?

KEY DIFFERENCES FROM
PREVIOUS DIRECTIONS





REGIONAL PERSPECTIVE

**Capturing and sharing lessons from all parts of the region;
assessing total regional emissions; considering region-wide actions**



NARROW THE FOCUS FOR IMPACT

**Reducing the GHG
intensity of large
buildings**

**Accelerating
electrification of
transportation**



A “COMMERCIALIZATION” APPROACH

**Reduced incubation
and demonstration of
new solutions;
increased emphasis
on accelerating large-
scale deployment of
proven solutions**



RENEWED EMPHASIS ON POLICY REFORM

Setting the stage for creating the institutional and market conditions for large-scale deployment of climate solutions



2030 VISION AND 2022 TARGETS

Specifying targets and project milestones to assess TAF's contributions

IMPLICATIONS

FOR TAF'S OPERATIONS



IMPLICATIONS

- **Revving up TowerWise.** Prioritizing this successful TAF Program including deep retrofits (40%+) and policy to support high energy performance in new buildings
- **Starting “ElectricWise.”** Initiating a new internal program focused on low-carbon electrification – first for transportation but later for heating
- **Building Relationships.** Raise TAF’s profile to help facilitate diverse working relationships that broaden the constituency of support for climate action.

IMPLICATIONS

- **Leverage our Assets.** Acknowledging TAF's unique value proposition: innovation capacity, strong staff team, endowment funds, learning culture, strong governance and responsiveness, reputation and experience.
- **Adequate Resourcing.** Expand endowment assets where feasible.

“ Even if you’re on the right track, you’ll get run over if you just sit there.”

WILL ROGERS



THANK YOU

MARY PICKERING, VP PROGRAMS & PARTNERSHIPS

75 Elizabeth Street,
Toronto, ON M5G 1P4
mpickering@taf.ca | taf.ca



Photo credit: Places to Grow Gallery, Ontario Ministry of Municipal Affairs