

Strategic Directions

Date: November 7, 2023
To: Board of Directors of the Toronto Atmospheric Fund
From: Director, Strategy and Grants

SUMMARY

TAF is developing a new strategic plan to guide the programming, investment and organizational development required to help achieve our 2030 climate and other objectives. A wide range of stakeholders has been consulted regarding TAF's strengths and weaknesses, the threats we face, and opportunities for action and impact. Initial themes and areas for further exploration have been formulated and work will continue to craft new Strategic Directions for Board consideration in April 2024.

RECOMMENDATIONS

The Director, Strategy and Grants recommends that the Board of Directors of the Toronto Atmospheric Fund receive the report for information.

FINANCIAL IMPACT

There is no financial impact resulting from the adoption of the recommendations in this report.

DECISION HISTORY

On February 22, 2019, the TAF Board of Directors approved TAF's Strategic Directions 2019 – 2022. (<https://secure.toronto.ca/council/agenda-item.do?item=2019.TA1.3>)

At its meeting on December 5, 2014, the Board adopted the 2015-2020 Strategic Directions titled "Charting the Voyage to a Low-Carbon City" (<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.TA1.3>).

At its meeting on December 15, 2010, the Board adopted the Strategic Plan for 2011-2014, titled "Unleashing the Power of Efficiency" (<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.TA1.3>).

COMMENTS

TAF's current Strategic Directions were approved by the Board in early 2019. Since that time, there have been significant changes both to our organization and the external context in which we operate. It is time to take stock of what has been accomplished and the current conditions influencing climate solutions work in the Greater Toronto and Hamilton Area (GTHA), and formulate a new, fit-for-purpose strategy based on how TAF can most effectively advance our mandate. The aim is to craft strategic directions to guide all of TAF's work – including programs, grantmaking, policy reform, investment – for achieving 2030 climate targets, recognizing that significant progress is needed by then if we are to achieve 2040 and 2050 targets.

A process was launched in spring 2023 and refreshed Strategic Directions will be tabled for Board for consideration and approval in April 2024. The workplan, which includes several more opportunities for Board engagement and input, is as follows:

- April-May: Senior Management Team (SMT) scoping exercise.
- June: SMT undertake SWOT (strengths, weaknesses, opportunities, and threats) analysis.
- July – September: Consultation with TAF Board members, Committee members, external stakeholders and staff, using the SWOT as a discussion-starter.
- October: SMT distillation of consultation input, initial formulation of strategic 'themes', and identification of issues/opportunities requiring further inquiry.
- November 21 Board meeting: Board input on themes and issues/opportunities.
- November: SMT provide briefing for staff to support development of 2024 Annual Plan.
- November/December: further exploration and elaboration of emerging themes, undertaken by staff and/or external experts.
- February: SMT formulate draft Strategic Directions.
- February: Board retreat/session to provide input on draft.
- February/March: refinement of Strategic Directions.
- April 26 Board meeting: Present draft Strategic Directions for Board consideration and approval.

Conversations with nearly 60 stakeholders representing public, private, and non-profit sectors have yielded important perspectives regarding TAF's strengths, weaknesses, niche, and threats we need be aware of and leaven into our strategy. The level of

engagement has been gratifying and will help TAF strengthen and build relationships with stakeholders who will be critical to the advancement of our new directions.

An initial set of strategic themes has been assembled and Board input is being sought at this juncture to guide the next phase of development. In addition, several issues and opportunities have been identified that require further inquiry by staff and/or external advisors. Board input on these and any others is also welcome.

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SIGNATURE

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