

Annual Plan 2025

Summary of objectives, targets and supporting activities

January 2025 | The Atmospheric Fund



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Introduction

TAF is a regional climate agency that invests in low-carbon solutions for the Greater Toronto and Hamilton Area (GTHA) and helps scale them up for broad implementation.

Our 2025 plan is informed by the GTHA carbon emissions inventory which TAF produces annually (www.carbon.taf.ca). With emissions still increasing from all sources and generally in all cities and regions in the GTHA, programs and approaches to reach net zero remain a critical priority for our long-term health and well-being.

Powering Up GTHA Climate Action

This Annual Plan is also grounded in TAF's most recent strategic plan Powering Up GTHA Climate Action which sets out three key directions for our work looking out to 2030:

1. MOVE THE MONEY

Mobilize financing and funding for climate programs and projects

2. SHAPE THE PLAYBOOK

Advance policies that enable durable, large-scale carbon reductions

3. IMPLEMENT WITH INTENT

Deliver key programs to accelerate the scale-up of high-impact climate solutions in the GTHA

Approach

- Engage the whole region through coordination, capacity and collaboration among GTHA municipalities
- Solve for all by integrating equity, co-benefits, and Indigenous reconciliation in our climate work to improve resonance and outcomes
- Get to the root in order to surface complexities, address systemic barriers, and pursue breakthrough results

TAF's 2025 Annual Plan is organized into two sections.

The first presents long-term objectives, in-year targets and supporting work for each Focus Area. A significant portion of the plan is funded through TAF's investment proceeds and committed contributions, but some are dependent on securing additional funding from government, foundations and other sources, and will be phased accordingly. The second describes functional targets and activities for the year which serve and uphold TAF's organizational values, objectives and requirements.

Synergies will be achieved through multi-team working groups and campaign teams, and, increasingly, collaboration with our Low Carbon Cities Canada (LC3) colleagues. We

also rely on a strong network of partners, new and long-standing, to support and inform our work. In keeping with TAF's practical nature and innovation culture we review progress on this plan three times a year to determine if pivots are required; for instance, as we head into a dynamic political context for climate action, our team may need to respond to emerging opportunities or challenges, while still fundamentally sticking to the plan.

It's an ambitious plan by a high-performing team that is deeply committed to achieving the multiple benefits associated with climate action in the GTHA.

Focus Areas

Our work is organized into four focus areas, supported by teams with different skills and services from across the organization:

- **Accelerating retrofits** - addresses the emissions associated with existing buildings (mainly from the use of methane gas for space heating) and can generate many co-benefits including for health and local economic development
- **Accelerating EV uptake** - can cut emissions as well as cost of vehicle ownership but depends significantly on ensuring access to charging
- **Accelerating net zero ready new construction** - important to ensure housing is affordable and climate-friendly for years to come
- **Accelerating clean electrification** - recognizes that we can't achieve the emission reductions needed in buildings, transportation or industry without access to clean, affordable electricity and focuses on the key role that local, distributed energy can play

For each Focus Area, there are long range objectives, targets for the year, and a suite of supporting activities organized by the teams leading the efforts.

Accelerating Retrofits

This Focus Area is centred on decarbonizing existing buildings in the GTHA, responsible for 45% (24.8 Mt CO₂eq.) of the emissions in the GTHA in 2023. Retrofits deliver operational savings, capital improvements, local economic development and job opportunities; and they improve housing affordability, indoor health and comfort, and resilience to extreme weather.

To achieve net-zero goals and generate the benefits described above, the pace of retrofitting buildings in the GTHA needs to quintuple. To do so, TAF will continue to focus on stimulating market uptake, improving the policy environment, and driving continued growth and innovation in the GTHA's retrofit industry.

OBJECTIVE

Deep retrofit activity is underway at the pace and scale needed to achieve 2050 carbon targets

2025 TARGETS

- ✓ Influence at least one new commercial financing player to advance capital for GTHA retrofit projects.
- ✓ Hit Retrofit Accelerator targets:
 - Retrofits of 125 MURBs (5,700 suites) are in motion or completed
 - Guidance provided to 220 MURBs (14,850 suites)
 - 30 Enhanced Reserve Fund Studies in progress or completed
 - At least four additions to TAF's roster of overcladding suppliers
 - At least two new projects adopt Integrated Project Delivery or Progressive Design-Build contracting and delivery models
 - At least \$25M in public funding secured by building owners with TAF support
 - One more MURB portfolio owner adopts a net-zero strategy, and at least one other initiates development of a strategy

OBJECTIVE

Government policies and programs are in place to drive building decarbonization in the GTHA

2025 TARGETS

- ✓ Toronto's Building Emissions Performance Standard (BEPS) is adopted and at least two other GTHA municipalities are initiating development of BEPS

OBJECTIVE

A thriving retrofit economy is delivering benefits and value for GTHA communities and industry

2025 TARGETS

- ✓ A green buildings economic development cluster strategy is established for the GTHA with municipal and stakeholder involvement
- ✓ At least two innovative building decarbonization technologies are demonstrated and publicised
- ✓ Relationships are developed and deepened with Indigenous partners and communities, to support retrofit projects and related priorities
- ✓ TAF-supported retrofits lead to at least 4,000 hours of work for social contractors
- ✓ At least one new Direct Investment in a retrofit-related company serving the GTHA is approved
- ✓ At least two market development strategies are being undertaken with other Retrofit Accelerators

Supporting Activities

Campaigns and Communications

Create marketing collateral and content, and disseminate strategically in the GTHA, to:

- Educate the market and generate new Retrofit Accelerator leads and projects
- Build confidence with practical and expert solutions to common concerns
- Promote industry (materials, equipment) readiness and workforce capacity building: Plan and deliver campaigns to advance development and adoption of building performance standards in GTHA

Manage campaign and steering committees, convene key stakeholders, and create content to mobilize champions, address concerns, and grow interest in and support for development and adoption of a fair and equitable building emissions performance standard (BEPS) bylaw in Toronto

Grants

Make at least two grants that address retrofit-related priorities in the GTHA, such as:

- Reducing regulatory or market barriers to accelerate uptake of new products and technologies (e.g. air-to-water heat pumps)
- Securing co-benefits of retrofits (e.g. health outcomes or social procurement) along with carbon reduction impact
- Fostering a vibrant green buildings industry and workforce in the GTHA

Impact Investing

- Originate at least one deep retrofit project from commercial financing partners which qualifies for Retrofit Accelerator support
- Work with Efficiency Capital to accelerate deployment of TAF's committed financing

Operations

Support Retrofit Accelerator procurement from end-to-end including:

- Mechanisms (including tools, templates, vendor rosters) to streamline and improve efficiency
- Innovative approaches for increasing impact including social and sustainable procurement
- Regular monitoring, training and capturing of insights for continuous improvement which can be shared with the wider team and retrofit sector

Policy

- Build understanding among municipalities, the province and other stakeholders regarding the policy and technical options for addressing indoor extreme heat and the synergy with emissions reduction
- Advance heating and hot water equipment standards as a key climate solution at all levels of government
- Identify municipal and provincial 'red-tape' barriers to retrofits and advocate for solutions
- Advocate for the creation, enhancement and preservation of effective retrofit funding programs

Research & Innovation

- Develop a baseline and monitoring approach for GTHA retrofit activity using EWRB data, and other markers
- Develop briefs for BEPS advisory and working groups including on technical elements and support for policy input, in collaboration with other stakeholders and grantees
- Support identification and assessment of innovative decarbonization technologies and strategies that can be implemented by Retrofit Accelerator

Retrofit Accelerator

- Formalize at least five partnerships, at least two with non-profit partners and three with channel partners, to originate and support new retrofit projects
- Develop a roster of prequalified engineering service providers that building owners can select from
- Establish two new partnerships with social enterprises that provide employment and training opportunities in the construction industry for equity-deserving groups
- Develop standardized agreements to streamline the time and cost of negotiating terms for Retrofit Accelerator services with building owners and retrofit delivery partners
- Explore and integrate the use of virtual audits
- Develop best practices and materials for resident engagement during retrofits that can be shared and used by building owners and retrofit delivery partners

Accelerating EV Uptake

Transportation was responsible for 37% (20.0 Mt CO₂eq.) of carbon emissions in the GTHA in 2023, and that contribution is growing. In 2023 per capita transportation emissions increased by 1.5%, indicating more kilometres travelled using internal combustion engines.

This Focus Area will continue to prioritize the electrification of the way people and goods move around the region, with particular emphasis on increasing access to affordable and reliable EV charging which is essential to EV adoption. In addition, we will explore and identify other solutions TAF can advance that reduce dependency on high-carbon modes of transportation in the GTHA.

OBJECTIVE

All GTHA MURB residents have access to easy and affordable EV charging at or close to home by 2035

2025 TARGETS

- ✓ Funding is secured for a GTHA demonstration pilot to deliver EV-ready upgrades in existing MURBs including with engineering and design, permit acquisition, and equipment procurement initiated for participating MURBs
- ✓ Public funding is committed to support comprehensive EV-ready upgrades in existing MURBs

OBJECTIVE

Public charging in the GTHA is sufficient to support 30% of the vehicle fleet by 2030

2025 TARGETS

- ✓ A strategy to utilize school parking lots for EV charging is developed, and up to five sites for a pilot program identified
- ✓ A plan for reliable public EV charging in Toronto is initiated with stakeholder input, complementing the plan for public charging at City-owned sites
- ✓ Red-tape barriers to installing EV charging infrastructure, including challenges with permitting and design standards, are identified and a process is underway to address them in two GTHA municipalities and/or provincially

OBJECTIVE

By 2035, 100% of light-duty vehicle (LDV) sales and 65% of medium- and heavy-duty vehicle (MHDV) sales are zero emissions

2025 TARGETS

- ✓ Potential solutions to accelerate EV adoption in shared mobility fleets are assessed and, if viable, made available to the market
- ✓ A strong regulatory and incentive framework exists to enable the electrification of all new LDVs and a significant share of new MHDVs by 2035

OBJECTIVE

Affordable and convenient options make it possible for GTHA residents to have one less car by 2035

2025 TARGETS

- ✓ A transportation solution that promotes alternatives to single-occupancy cars and an approach for TAF action is identified

Supporting Activities

Campaigns & Communications

- Communicate the climate, health, and economic benefits of strong EV policies and programs to decision-makers at all levels of government (e.g., MHDV efficiency standards, ZEV availability standards, EV purchase and charging incentives)

EV Program Delivery

- Ensure that MURB owners consider full building electrification planning as part of EV-ready upgrade projects
- Explore mutual interests with Indigenous groups related to electrifying mobility
- Develop a data monitoring and analysis plan for TAF's EV-ready MURB demonstration initiative

Grants

Cultivate at least two grants to address priority needs in the GTHA, such as:

- Supporting EV-readiness in multi-family buildings (e.g. educating MURB owners about the value of EV-ready upgrades and how to do them; informing decision-making around selection of L2 vs L1 chargers)
- Accelerating the rollout of public charging (e.g. removing region-wide obstacles to public EV charging rollout, creating stable charging demand through electrifying shared mobility solutions)
- Quantifying and promoting the local economic benefits of the EV industry

Impact Investing

- Explore opportunities to make the electrification of shared mobility fleets more affordable
- Finalize the financing arrangements with building owner partners for the EV-ready pilot
- Identify potential partners for scaling EV-ready building upgrades

Policy

- Champion introduction of municipal EV-ready requirements and removal of parking minimums in new construction
- Advocate for federal and provincial EV charging incentives, including to make existing MURBs EV-ready
- Incorporate EV accessibility into EV policy submissions and recommendations, drawing on experts and best practices
- Advocate for continued or new EV purchase incentives (e.g., rebates, HST exemption)

Research & Innovation

- Quantify the emission reduction potential and co-benefits of various non-EV transportation solutions to support the identification of at least one high impact solution that TAF could pursue
- Quantify the health impact of medium- and heavy-duty vehicles (MHDVs) to underpin advocacy efforts for robust regulatory standards
- Identify the barriers and opportunities for building out EV-charging in grid-constrained areas

Accelerating Net-Zero-Ready New Construction

There is a critical need for housing to accommodate a growing population. Unless undertaken in an energy efficient, low-carbon manner, new construction risks adding significantly to the GTHA's carbon emission profile. Municipalities representing 85% of the GTHA population now have Green Development Standards (GDS) in place that require new construction to be increasingly energy efficient and lower carbon.

In addition to continuing the scale-up of coordinated GDS across the GTHA, this Focus Area will build capacity to support compliance with GDS across the region, including design and delivery of incentives and supports for higher performance buildings. This year, we will also explore other ways TAF can play a role in advancing affordable, low-carbon housing.

OBJECTIVE

Industry has the capacity, technology and capital to build resilient net-zero ready buildings and communities at scale

2025 TARGETS

- ✓ Gaps in the availability of building technologies and products are characterized, and stakeholders are actively engaged in advancing strategies to close them
- ✓ At least one targeted impact investment is approved to advance high performance new construction
- ✓ Opportunities to engage with and support Indigenous-led new construction projects are identified

OBJECTIVE

Codes and standards are progressively strengthened, and supportive policy frameworks are in place to ensure all new construction is net-zero ready by 2030 and embodied carbon of structural and envelope materials are substantially reduced

2025 TARGETS

- ✓ At least two new Green Development Standards (GDS) are passed by GTHA municipalities and at least two GDS updates are initiated to improve standardization and incorporate more stringent operational carbon requirements
- ✓ Harmonized embodied carbon targets are integrated in at least two GDS updates
- ✓ At least two municipalities have established or enhanced incentives for net-zero ready buildings
- ✓ Municipalities and the broader building sector have access to data and a strategy for monitoring and addressing post-occupancy performance of new buildings
- ✓ At least two municipalities are actively working with TAF to enhance compliance management of their GDS, with a plan in development to sustain and expand compliance management capacity

OBJECTIVE

Favourable regulatory frameworks and business models are in place to enable meeting housing targets while creating affordable, complete, low carbon communities

2025 TARGETS

- ✓ Up to two new approaches (e.g. regulatory tools, business models, programs) are identified for enabling construction of low carbon affordable housing at the scale needed to meet housing targets

Supporting Activities

Campaigns & Communications

- Create and distribute compelling communications for policymakers, building industry, and journalists to advocate for stronger building codes and uphold green development standards
- Showcase leaders in net zero ready building construction, emphasizing economic, health, and resilience outcomes to policymakers and the building industry

Grants

Cultivate at least two grants to address priority needs in the GTHA, such as:

- Improving the financial and regulatory ecosystem for affordable net-zero ready buildings and communities
- Increasing industry capacity to build affordable and resilient net-zero ready buildings and communities at scale

Impact Investing

- Work with the City of Toronto and the development sector to establish a financing program that incentivizes voluntary higher tier GHG performance
- Identify high impact investment opportunities that TAF can advance, utilizing the product and technology gap research findings

Policy

- Support the authority of municipalities to implement GDS
- Identify 'red-tape' type barriers that deter investment in location-efficient housing in complete communities and advocate for solutions along with key stakeholders

Research & Innovation

- Assess the regulatory framework of prefabrication across the GTHA and develop recommendations to help harmonize new construction requirements
- Identify net-zero ready construction affordability challenges, including trends that risk increasing the cost of high-performance buildings and mitigating approaches

Accelerating Clean Electrification

Electricity emissions have steadily increased since 2019, more than doubling from 1.7 MtCO₂eq to 3.9 MtCO₂eq in 2023. While electricity demand in the GTHA decreased by 0.7% last year, emissions rose by 30%. This is driven by an increasing reliance on gas-fired electricity generation, and undermines the emissions, health, and economic benefits of electrification.

This Focus Area aims to build market demand and activity in distributed energy models, efficiency, conservation and renewable generation, and a more modern regulatory regime. Benefits to the GTHA region include local economic development, avoided or deferred transmission and distribution expansion, improved load flexibility, investible opportunities, and resilience and affordability. This work is highly integrated with TAF’s other Focus Areas, ensuring a co-ordinated effort as the success of electrification strategies in all other sectors depends on a clean grid.

OBJECTIVE

97% of electricity demand in the GTHA is met with affordable, non-emitting supply by 2035

2025 TARGETS

- ✓ Municipalities have the capacity and tools to evaluate the suitability of new energy project proposals under future IESO procurements
- ✓ No new or expanded gas-fired capacity is approved in the GTHA
- ✓ A viable mechanism exists for building medium-to-large scale renewable projects outside of IESO-administered long-term procurements

OBJECTIVE

Local energy infrastructure and processes are enabling economy-wide electrification by 2030

2025 TARGETS

- ✓ Information on grid-constrained areas and associated local avoided costs is available to support energy planning and project development
- ✓ The ability for and value of local grids and thermal energy networks in the GTHA to support economy-wide electrification is widely understood

OBJECTIVE

Policy frameworks, funding, and programs enable local utilities, municipalities, prosumers, businesses, and other non-traditional market players to contribute to local and provincial electricity needs

2025 TARGETS

- ✓ The province commits at least \$1 billion annually to its electricity energy efficiency framework, and a comprehensive suite of provincial and local programs is developed including support for beneficial electrification, behind-the-meter (BTM) generation, and efficient grid-responsive new construction.
- ✓ At least two GTHA LDCs are using the new Non-Wires Solutions Guidelines and/or provincial Energy Efficiency Framework to develop and deploy local demand-side solutions

OBJECTIVE

1,500 MW of distributed solar and storage capacity is installed in the GTHA by 2030

2025 TARGETS

- ✓ Funding is secured, and a turnkey rooftop solar and storage program is launched in the GTHA that supports adoption, and demonstrates process, policy, and financial solutions required for these resources to scale
- ✓ Improvements in regulatory frameworks, interconnection processes, programs, and financing options are enabling accelerated deployment of urban solar and storage

Supporting Activities

Campaigns and Communications

- Develop brand identity and marketing materials for TAF's residential solar and storage program, test and refine messaging, and support program launch
- Disseminate electricity options decision-support tool to municipalities and stakeholders
- Showcase proven and successful DER examples to demonstrate their effectiveness to key audiences from utilities, the IESO, and the Ministry of Energy
- Build and amplify a compelling case for the limited role of the natural gas grid in Ontario's energy future

Grants

Cultivate at least two grants aligned with priority objectives such as:

- Supporting local utilities in designing or demonstrating programs to scale non-wires alternatives (DERs and/or CDM)
- Addressing financial, regulatory, and process-related barriers to economy-wide electrification efforts
- Unlocking pathways to scaling distributed solar and storage across all market segments in the GTHA, including community net-metering and standard offers in grid-constrained regions

- Analysis of credible, long-term pathways to affordable and clean electricity that enables economy-wide electrification
- Supporting First Nations communities and organizations in deploying DERs

Impact Investing

- Support a viable financing approach for scaling solar and storage systems on municipal and institutional properties with interested capital provider(s), including exploration of third-party ownership models

Policy

- Explore and advocate for additional and/or improved compensation mechanisms for solar and storage projects, such as enabling corporate power purchase agreements and broadening community net metering to include pooling credits across multiple buildings in a portfolio
- Support and advocate with cities, LDCs, and the OEB for process improvements and fee reductions for DERs and electrification
- Advocate for provincial and regional electricity planning to include the ramp down and eventual phase out of existing gas generation

Research & Innovation

- Develop a methodology to estimate and track total behind-the-meter (BTM) generation across the GTHA
- Develop a primer to address grid readiness concerns related to municipal policies and electrification efforts
- Update and disseminate TAF's electricity emission factor methodology

Solar and Storage Program

- Secure at least \$1.5 million to support program operations over the next four years
- Procure and on-board a service delivery organization to operate the program
- Establish relationships with at least five municipalities and/or LDCs to promote and support the program
- Assemble a network of advisors familiar with the local distributed generation ecosystem to guide program design and delivery to maximize impact, ensure a great customer experience, and address risks
- Develop and implement a monitoring & evaluation methodology to track and report on program impact and lessons learned
- Explore potential for supporting indigenous organizations in adopting solar and storage via the program

Functional Teams

In addition to integrated teamwork on TAF's Focus Areas, functional teams ensure the smooth day-to-day operation and productivity of the organization. This section summarizes each team's always-on functions and highlights additional priorities for 2025.

Campaigns and Communications

Always-on Activities

- Provide TAF-wide support to ensure strategic, impactful and consistent policy input and advocacy, knowledge transfer, campaign design, program-related content production, outreach through our channels, and TAF presence and influence in key venues
- Support and monitor outreach and relationship development with a focus on multi-solving stakeholder groups and key contacts relevant to Focus Area targets
- Improve communications processes including updating analytics reporting and growth targets, media monitoring and reporting, and developing a TAF-wide content plan
- Develop and produce engaging content to support TAF objectives and targets via various channels including website, video, blog, campaigns, webinars, events, newsletters, social media, and traditional media

Additional Activities for 2025

- Test and refine targeted outreach approaches to the buildings sector, including email content
- Develop and manage an image/illustration library to support TAF content production
- Complete procurement of creative services to ensure strong capacity for TAF
- Offer training to improve staff capacity for blogs, briefs and other written communications and enhance TAF's thought-leadership and influence

Equity, Diversity & Inclusion (EDI) Working Group

Always-on Activities

- Maintain and promote a calendar of TAF observances (with Social-Cultural Committee)
- Support continuous learning opportunities for TAF staff (e.g. lunch n' learns, library of resources)
- Provide guidance and oversight of TAF EDI survey including updates/improvements to questions, analyzing results, and monitoring outcomes/trends
- Identify and champion policies and practices to advance reconciliation, equity, diversity, and inclusion at TAF
- Provide a staff-level touchpoint for TAF on reconciliation and EDI-related questions and priorities
- Ensure continuous improvement of TAF's EDI Working Group resources, activities and efforts, including learning from EDI champions at other organizations

Additional Activities for 2025

- Create and maintain a resource of local Indigenous governments, community organizations, and leaders to support TAF's Indigenous Reconciliation Strategy
- Design and host two TAF training sessions to address key EDI priorities
- Support updates/improvements to TAF's website and other communications that reflect TAF's commitments to EDI and reconciliation, and support relationship-building and staff and volunteer recruitment

Finance

Always-on Activities

- Provide day-to-day financial management including payables/receivables, banking
- Oversee and deliver key financial functions including quarterly and annual reports, corporate filings, signing officers and other compliance requirements
- Support financial and program audits and reporting to endowment and program funders
- Coordinate budget development, management and tracking
- Use advanced cashflow forecasts to optimize use of cash, securities redemptions and other revenue sources
- Provide financial information and analysis to support programs, enhance decision-making and optimize use of funding resources

Additional Activities for 2025

- Improve processes and reduce costs associated with management of and accountability for the Canada endowment with LC3 Finance Directors
- Open a new higher interest bank account to optimize cashflow and returns

Grants

Always-on Activities

- Manage grant intake reviews and provide feedback on progress reports for active grants
- Manage annual grants and programs budget
- Support capacity building of grantees and TAF staff through the Climate Action Skills Fund
- Cultivate new grant opportunities, including through targeted calls for applications as appropriate
- Coordinate meetings of the Grants and Programs Committee
- Ensure ongoing compliance of TAF grants program with funder requirements

Additional Activities for 2025

- Update and streamline grant application and administration processes to improve accessibility for grantseekers and grantees
- Develop and share resources to support potential grantees' understanding of TAF's granting priorities and assessment criteria
- Expand TAF's capacity-building offerings to include equity and government relations resources and increase uptake by TAF grantseekers and grantees across the suite of offerings
- Secure co-funding totalling at least \$150K from aligned funders for at least three TAF-approved grant projects
- Expand grant and partnership cultivation efforts with GTHA-based community, municipal and business partners, including through in-field visits to each regional and single-tier municipality

Impact Investing

Always-on Activities

- Originate, screen and maintain a pipeline of qualified direct investment opportunities predominantly informed by and aligned with TAF's Focus Areas
- Support and engage the Investment and Direct Investment Committees
- Manage the direct investment portfolio including tracking capital calls and returns of capital; administering the Energy Savings Performance Agreement (ESPA)-financed retrofit investments; and monitoring investment compliance
- Prepare timely and accurate reporting on performance (including against benchmarks) and impact for all direct investments
- Maintain TAF's investor presence and thought leadership in the market
- Strive to mobilize external capital in direct investments at a ratio of at least 1:3 of TAF's own capital
- In collaboration with Finance, monitor TAF's total portfolio and implement portfolio re-balancing to align with SIOP targets and Investment Committee guidance
- Identify areas for collaboration and investment with LC3 centres and other like-minded, impact-focused organizations

Additional Activities for 2025

- Secure approval for at least three new Direct Investments with a total value of at least \$5 million; with the majority aligned with TAF's focus areas and explicit consideration potential for co-benefits and TAF's "Solve for All" strategic approach
- Advance \$3 million in direct investment opportunities, consistent with progressing toward 30% Direct Investments and 5% Alternative Investments (Private Equity fund) asset allocation, as set out in TAF's SIOP
- Support key investees to implement annual reporting specifically aligned with TAF's impact metrics and engage them at least once during the year to identify and discuss supporting activities, drawing on TAF teams' expertise and connections
- Implement software solutions, including improved Salesforce functionality; AI notetaking; and cloud document management, to increase efficiency
- Work with the City of Toronto and Toronto Zoo to refresh and resolve the terms of use of solar thermal assets

Operations

Always-on Activities

- Ensure a highly productive workplace (including TAF Board and Committees) by providing proactive and responsive support for IT (hardware, software, new tools, etc.); events and meetings (room bookings, catering, tech, meeting materials, invite/RSVPs, etc.); TAF's organizational calendar; and other activities as needed
- Update, promote and provide training on policies and processes to stay in compliance and keep work across TAF flowing well, including related to cybersecurity and workplace safety
- Coordinate and oversee annual planning, and in-year monitoring and reporting, to support strong delivery and results

Additional Activities for 2025

- Implement new procurement process and tools, including new templates and training for staff
- Develop and implement a project charter for internally-led cross-team initiatives including process and templates
- Plan and execute two TAF events: staff retreat (May) and volunteer appreciation (mid-September)
- Procure and on-board IT services for TAF
- Develop a record retention schedule and oversee any required changes/improvements to the filing structure and rules, and training for staff

People

Always-on Activities

- Support team capacity through resource planning, tools and processes; role development and recruitment; contracting and onboarding
- Support staff well-being including providing a touch-point for questions and concerns, and engagement activities and accommodations as needed
- Maintain compliance with HR requirements including new and updated policies and regular staff education and training
- Oversee delivery of TAF's total rewards program
- Support performance review and feedback processes including professional development and growth

Additional Activities for 2025

- In collaboration with Finance, review TAF's Extended Benefits program plan and contribution to retirement savings approach and identify options for delivering value to staff and the organization
- Implement and analyze EDI survey and support actions drawn from results
- Organize and support leadership training for TAF managers

Policy

Always-on Activities

- Prepare and submit recommendations for the Federal and Provincial budgets and economic statements
- Monitor media and other sources of information for policy initiatives related to all Focus Areas
- Include equity and co-benefit/co-harm analysis and considerations in all TAF’s policy work including policy recommendations and program design
- Assist the grants team in cultivating and evaluating policy-related applications, and advise selected grantees on policy matters
- Monitor climate-related policy developments and consultations at all levels of government and determine and coordinate relevant responses

Additional Activities for 2025

- Prepare recommendations for provincial and federal election platforms that would help achieve climate and co-benefit objectives in the GTHA
- Identify opportunities for reducing municipal and provincial climate red tape and advocate, along with key stakeholders, for removal of key barriers to climate action in 2-3 municipalities and the provincial government
- Formalize and streamline internal processes development of policy documents

Research & Innovation

Always-on Activities

- Develop and produce the 2024 GTHA Carbon Emissions Inventory, expanding on municipal-level data, integrating key socioeconomic markers, and a deeper analysis on decarbonization efforts across the building and transportation sectors
- Collaborate with GTHA regions and municipalities to strengthen and support their climate planning including presenting inventory insights, trends and progress toward achieving targets; sharing inventory methodologies and insights; and providing access to key data and information
- Continue to build quantification knowledge, skills and collaboration among strategic GTHA practitioners and Low Carbon Cities Canada (LC3) including by engaging in the LC3 quantification Community of Practice and disseminating quantification best practices at conferences and seminars
- Undertake quantifications of grant applications, impact investment opportunities, policy reform initiatives, and internally-led programs
- Review needs and provide research support or advice to Focus Area teams, campaigns and grantees

Additional Activities for 2025

- Improve industrial carbon emission estimations and quantification methodology
- Develop and produce TAF's 2024 Impacts Report, using standardized approaches for quantifying and reporting annually on KPIs, supplementary indicators, as well as metrics tracking alignment with our Strategic Directions

Strategy & Governance

Always-on Activities

- Support Board and Committees including recruitment, information flow, good governance requirements and appreciation/recognition
- Oversee and ensure proactive and responsive governance and compliance requirements, associated with Toronto, Ontario and Canada funds.
- Monitor implementation of Strategic Plan and support its integration into annual plans and programs
- Deliver Annual Plans, Annual Reports and Impacts Report to Board and funders
- Coordinate ongoing use and updates of TAF’s Risk Register to assess, mitigate and disclose risks
- Coordinate and support fundraising and funder stewardship
- Lead the strategic collaboration with the LC3 network and coordinate the wider engagement of TAF teams

Additional Activities for 2025

- Determine and if relevant implement a refreshed legal services approach
- Support and coordinate TAF’s Indigenous Reconciliation strategy including outreach and engagement activity, communicating our commitment, embedding reconciliation in our plans and monitoring our efforts and outcomes
- Develop a FOI procedure, aligned with a record retention schedule, and provide training for all staff on the requirements
- Secure Board and Council approval of a Debt Policy
- Establish a data sharing agreement with the City of Toronto, which can serve as a model for other stakeholders
- Coordinate implementation of regional outreach strategy to support TAF’s Strategic Directions



TAF is a regional climate agency that invests in low-carbon solutions for the Greater Toronto and Hamilton Area and helps scale them up for broad implementation.

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