



---

# Unleashing the Power of Efficiency

**TAF STRATEGIC PLAN 2011 – 2014**

Approved Dec. 15, 2010



## introduction

**In 1991** the City of Toronto sold the Langstaff Jail Farm and City Council decided to use a portion (\$23 million) of the windfall revenue to establish a legacy endowment fund with a mandate to reduce Toronto’s harmful air polluting emissions. This is the origin of the Toronto Atmospheric Fund, a self-financing, arm’s-length agency of the City of Toronto.

### Fast forward 20 years

Over the past 20 years, the Toronto Atmospheric Fund (TAF) has provided \$51 million in grants and financing support to the City of Toronto and its residents and businesses to reduce air emissions.

These investments have demonstrated new tools and approaches that others can replicate for even more impact. TAF support and involvement has helped reduce the City’s energy costs by \$55 million and attracted \$1.3 million from outside sources over the past four years to enhance City programs. Meanwhile, TAF’s cost to the City’s annual operating budget is zero. As an endowment fund, TAF covers its own expenses from investment revenues. And thanks to professional management, overseen by a blue-chip volunteer investment committee, TAF has been able to achieve its mandate while preserving the original amount of the endowment.

### TAF by the numbers

Original endowment provided in 1991 **\$23 million**

Grants and loans provided by TAF since 1991 **\$51 million**

City energy budget savings supported by TAF **\$55 million**

TAF average annual budget **\$1.9 million**

Average administrative costs **19%**

External funds raised (2007-2010) **\$1.3 million**

Annual cost of TAF to City operating budget **Zero**

TAF has covered all its operating, financing and granting activity since 1991 while retaining the original endowment capital.

### Unleashing the power of efficiency

TAF has earned a reputation for getting the most out of available resources and advancing solutions to reducing air pollution while creating energy saving dividends and attracting resources and partners. As TAF moves into its third decade, we will build on this experience, reinforcing the message that the cheapest and fastest way to assist the City of Toronto in achieving Council-approved emission reduction targets is to **aggressively eliminate energy waste**. In short, Toronto needs to improve energy productivity by **doubling and then re-doubling energy efficiency**. This will reduce greenhouse gases and bring local air quality benefits. And because city-wide fuel bills represent multi-billion dollar costs, energy efficiency offers significant financial savings opportunities now and buffers the city and its residents against energy cost increases in the future.

### Partners are our best asset

Over the next four years, TAF will continue to **mobilize financial capital** in the public and private sectors to implement efficiency improvements and to trigger the net-positive returns these investments can yield. TAF will also **mobilize social capital** working with City staff and our city’s many diverse communities to harness synergies, share knowledge, and to find the next great efficiency ideas. TAF plays a key role, with our partners, incubating new approaches and, in the process, reducing the operational and financial risk of new opportunities to save money and the environment, while demonstrating that the actions and decisions made in cities drive our overall health and prosperity.



## mandate & vision

# Mandate and Vision

The Objects of the Fund are laid out in the *Toronto Atmospheric Fund Act*, 1991 and 2005, specifically:

- To promote global climate stabilization by the reduction of emissions of greenhouse gases and greenhouse gas precursors into the atmosphere through public education, scientific research and technology development.
- To promote air quality improvement.
- To promote public understanding of global warming and air quality problems and their implications for the urban environment.
- To create and preserve carbon sinks.
- To promote energy conservation and efficiency.
- To provide support and funding for projects related to energy efficiency, global climate stabilization and air quality improvement in co-operation with non-government organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities and public and private schools.

TAF draws no funding from the City of Toronto's annual operating budget. As an endowment fund, TAF uses investment revenues to support its annual operating and granting expenses.

## TAF's five-year vision

By 2015, the City of Toronto will be embracing social, financial, policy and technological innovations that engage and benefit Toronto's diverse constituencies, provide models for other municipalities, and position the City to reach its near- and long-term greenhouse gas emission and smog reduction targets.

## TAF's Business Model

TAF draws no funding from the City of Toronto's annual operating budget. As an endowment fund, TAF uses investment revenues to support its annual operating, program and granting expenses. TAF leverages these resources to attract external funding for strategic projects. During the last four years, contributions totalling \$1.3 million have been received, largely from provincial and federal governments, but also from utilities and corporate donors. This represents 27 percent of TAF's costs during this period.

In addition to generating revenue for implementation, the endowment is also mobilized to serve and advance TAF's mandate in two ways. First, up to 40% of the asset is available for mandate-related lending to projects which provide a secured market rate of return. Secondly, TAF is advancing an investment strategy that is prudent, performance-driven, and actively aligned with TAF's mandate.



## strategic directions

TAF is committed to using sound data and analysis to focus on big opportunities and to analyze the effectiveness of emission reduction action and investment.

# Strategic Directions for TAF's Third Decade

Based on feedback received through stakeholder interviews and from TAF's Ad Hoc Strategic Advisory Committee, TAF has selected five strategic directions for the 2011-2014 period.

**BE A CATALYST.** TAF will assist Toronto in meeting emission reduction goals by identifying and **incubating** opportunities with high impact and multiple benefits. TAF will seek out ideas, convene and engage people and groups, and promote the best solutions. Successful urban climate solutions will be documented and promoted on a regional, provincial and/or national level to enhance impact and to attract more support for Toronto's efforts. TAF is committed to learning and **continuous improvement**.

**BE BOLD.** Urgency demands that TAF be a **first-mover, which inherently recognizes that not all endeavours will meet with equal success**. TAF will focus on innovative, game-changing policies, practices, approaches and technologies that have the potential to **significantly reduce greenhouse gas emissions** and air pollution, minimize carbon risk, and **maximize co-benefits** contributing to economic development, local resilience and improved quality of life.

**BE STRATEGIC.** TAF is committed to using **sound data and analysis** to focus on big opportunities and to analyze the effectiveness of emission reduction action and investment. TAF looks to fill gaps and to work collaboratively with other players in ways that enhance TAF's effectiveness and reputation. As an endowment and non-profit corporation, TAF has a unique and privileged position that will be safeguarded and leveraged to achieve the mandate.

**ENGAGE AND BE ENGAGING.** TAF will encourage and support cross-sectoral collaborations, a variety of opportunities for **public engagement and discussion, strong feedback mechanisms, and intelligent use of a wide pool of volunteers**. Without compromising the necessary focus and discipline needed to achieve objectives, TAF will remain open to new ideas and nimble enough to embrace emerging opportunities.

**SCALE-UP.** The level of investment required to reduce urban emissions is well beyond the scope of TAF's direct resources, but our impact can be magnified by **significantly increasing the assets TAF influences and mobilizes through formal and informal relationships**. TAF will seek out and work with partners who can take innovations to scale across Toronto and beyond.



## Strategic Focus for 2011-2014

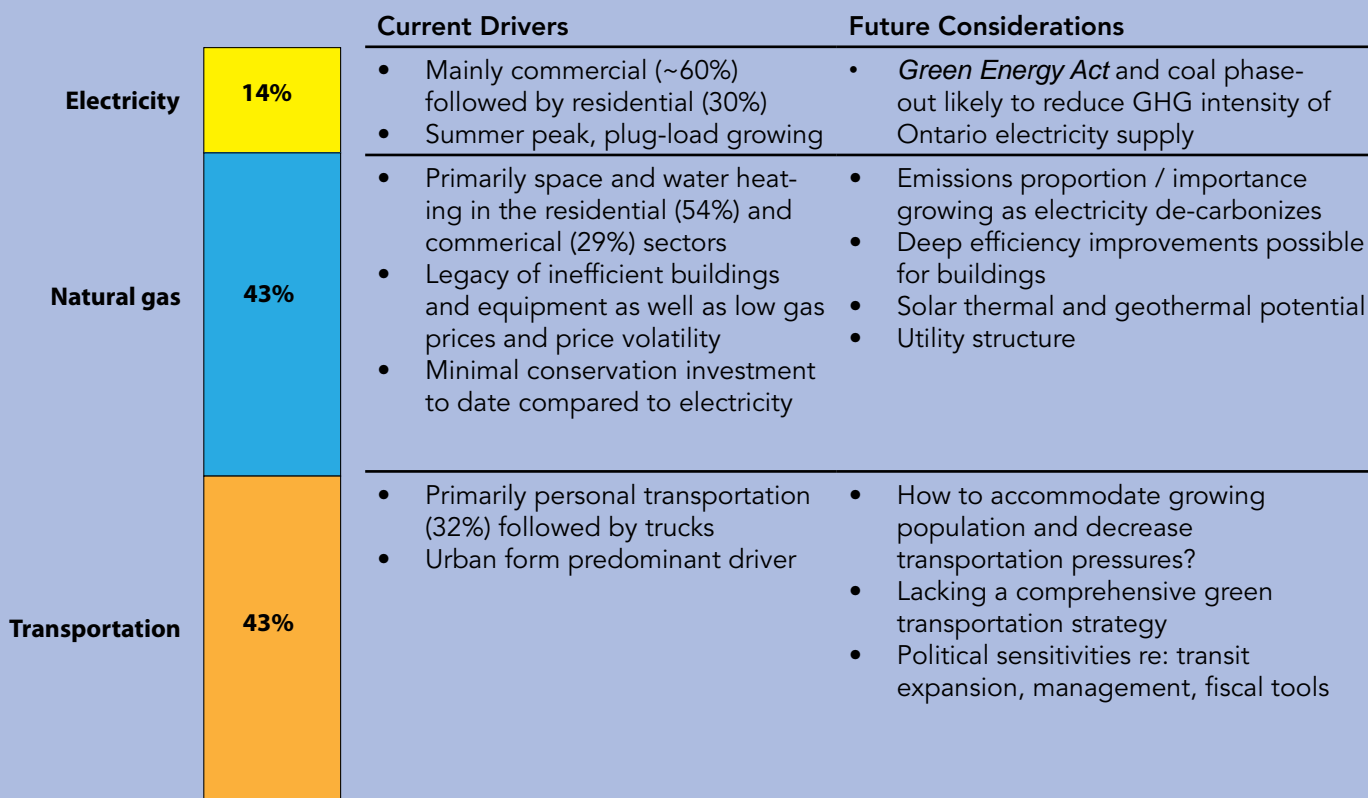
TAF worked with the City to develop the first post-amalgamation greenhouse gas and air pollution inventory, which was released in 2007 (an update is expected in 2011). The inventory shows us where Toronto's emissions come from and highlights the biggest opportunities for reductions.

Interim analysis indicates that emissions associated with electricity have and will continue to decline as the provincial system relies less on dirty coal. Thus, TAF will focus our incubation projects on the more significant proportion of Toronto's emissions associated with transportation (gasoline and diesel fuel) and space and water heating (natural gas). Approaches to emissions reduction will be sequenced, with energy efficiency being job one, followed by explorations of system efficiencies, and finally with examination of fuel-replacement strategies, such as solar thermal and geothermal energy.

For space and water heating, even though TAF's focus will be on natural gas conservation, our selected projects will embrace an integrated, multi-fuel conservation approach to maximize service efficiency and customer savings.

### Understanding Toronto's Emissions

Fuel sources as a percentage of total community emissions (23.4 million tonnes CO<sub>2</sub>e) in 2004





## how TAF works

TAF works at early “incubation” phases of program design and development, helping to find and prove best concepts, and then showing what needs to be put in place to get the best ideas beyond the prototyping phase.

# How TAF Works

TAF works at the incubation phase of program design and development, helping to find and prove viable concepts, and then demonstrating what needs to be put in place to move the best ideas beyond the prototyping phase — whether this is technical improvements, broader investment or more supportive public policy. TAF works with partners from the outset, both to make sure that those affected by new approaches have an early say and to cultivate the players who can ultimately scale-up and mainstream the best opportunities once TAF’s incubation role is complete.

TAF is small and nimble and can respond quickly to new ideas and opportunities. As a generalist, TAF can assemble the tools and partners to examine many aspects of an issue — technical, financial, social, policy — thereby playing a different but complementary role with respect to city divisions. By developing, testing and de-risking new program designs, TAF helps public and private partners take proven ideas city-wide.

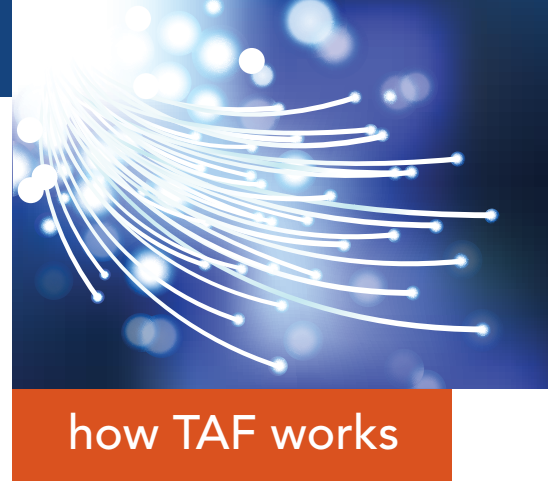
As part of this “hand-off,” TAF is committed to documenting lessons learned during the incubation phase and to transferring knowledge and capturing best practices. But while incremental progress and learning is critical, TAF’s ultimate goal is to achieve the market and societal transformation that is necessary to achieve the many benefits of a low-carbon economy.

## Opportunity Evaluation

TAF will select and develop projects using a series of filters:

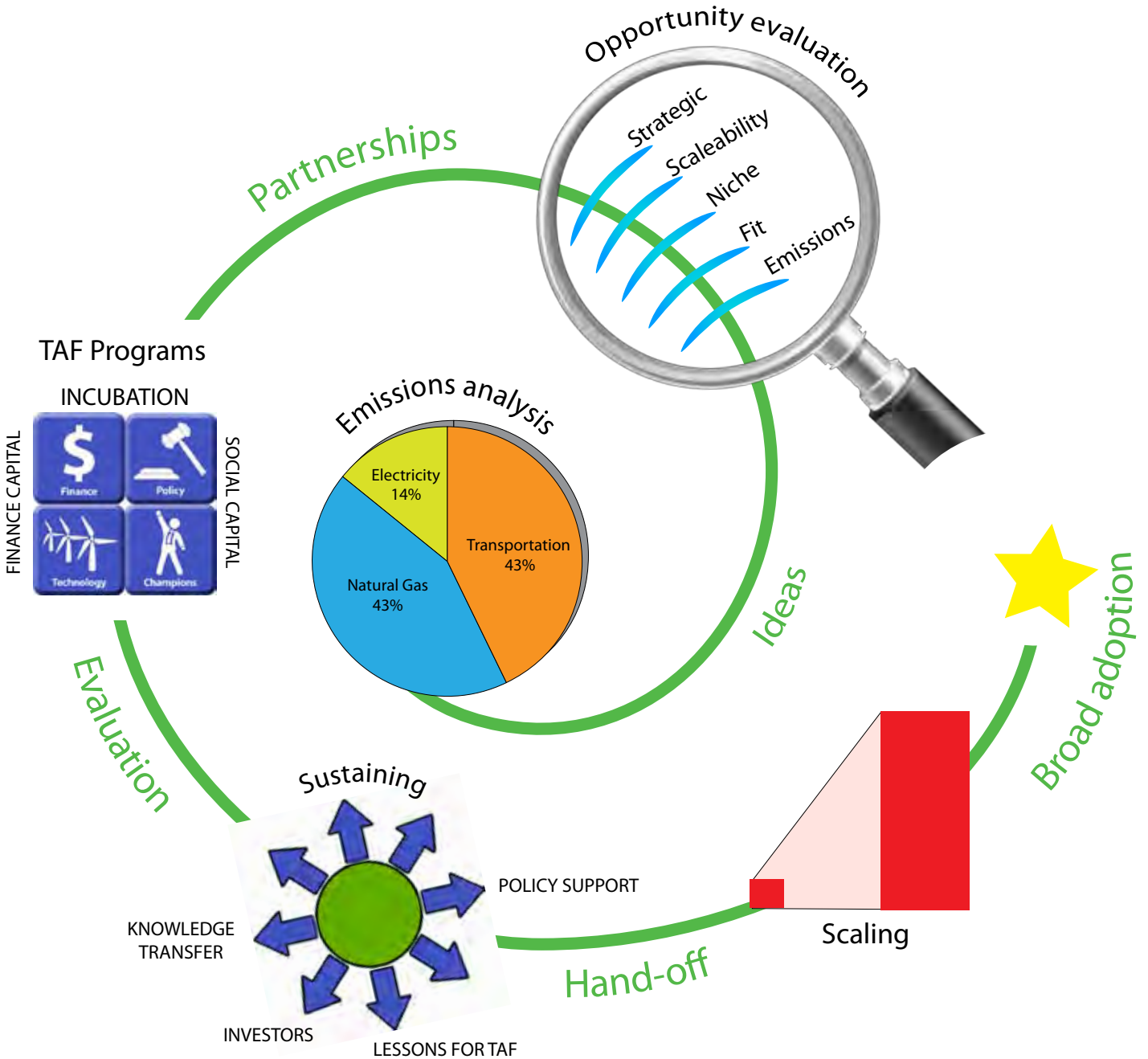
- **EMISSIONS:** Direct, significant local reduction opportunity
- **FIT:** Alignment with TAF capacity, approach, external funding opportunities
- **NICHE:** Unaddressed by other players
- **SCALEABILITY:** Line-of-sight to transferring the program beyond the prototype stage for successful hand-off
- **STRATEGIC VALUE:** Iconic, profile/influence opportunity; co-benefits (i.e., air quality, local green jobs, adaptation)

The same filters used to evaluate and select project opportunities will be reapplied at regular intervals to assess mid-stream and final program status and effectiveness. Evaluation of progress towards TAF’s core program targets and the specific, measurable objectives and benchmarks established in TAF’s annual business plans will be presented to the TAF Board twice annually.



# Turning good ideas into practical solutions

how TAF works





evaluation

# TAF's Core Programs

Three core programs will anchor TAF's strategic plan over the next four-year period: **Mobilizing Financial Capital**, **Mobilizing Social Capital**, and **Incubating Climate Solutions**.

TAF's three core programs have four-year targets as follows:

- **Incubating Climate Solutions** focuses on the development of effective strategies to reduce emissions from natural gas used for space and water heating, and from transportation fuels – the two sectors that make up the lion's share of Toronto's air emissions. The aim of this program is to develop and incubate two projects through to hand-off to appropriate scale-up partners.
- **Mobilizing Financial Capital** builds on TAF's current Mandate-Related Finance activity, but will further entrench the understanding of the low-carbon business case in order to attract more public and private resources to local energy efficiency investments. Success will be an increase in TAF's "financial assets under influence" by a factor of 10.
- **Mobilizing Social Capital** builds on and expands the current TAF Grants Program to generate ideas (for instance, through social media), stimulate collaborations (for instance, by supporting inter-departmental municipal innovation), and engage more people in finding and implementing low-carbon solutions in Toronto. TAF aims to increase the number of quality "projects under influence" by a factor of 2.

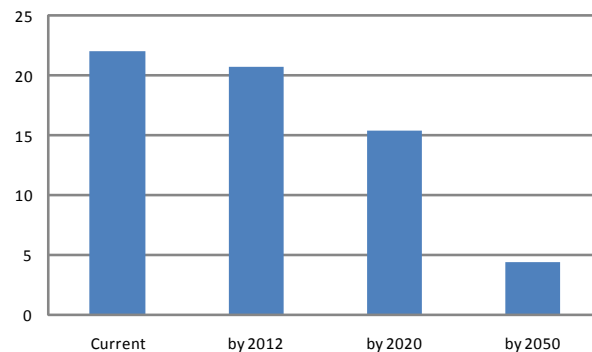
TAF's core programs are designed to have strong inter-relationships and to contribute meaningfully and measurably to the City's emission reduction targets.

Each program will house an evolving set of projects and objectives, which will be elaborated and evaluated in the context of TAF's annual plans and reports. Some of these will be re-purposed elements from past work and some will be new projects.

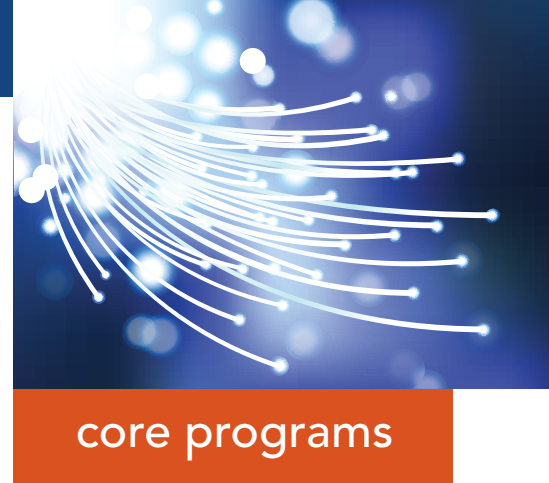
TAF's core programs are designed to have strong inter-relationships and, in combination, will contribute meaningfully and measurably to the City's emission reduction targets (see below).

Toronto's city-wide targets for reducing greenhouse gas emissions, from the 1990 levels of approximately 22 million tonnes per year, are: 6% by 2012, 30% by 2020 and 80% by 2050. The reduction target for locally generated smog causing pollutants is 20% below 2004 levels by 2012.

### Toronto's Emission Reduction Targets







core programs

## Incubating Climate Solutions

TAF is gaining a reputation for excellence in prototyping low-carbon technologies (solar and advanced lighting), financial approaches (Green Condo Loan), and social marketing approaches (Solar Neighbourhoods). TAF also builds inter-sectoral partnerships, attracts external funding support for City initiatives, and assists with the necessary municipal policy updating required to support emission reduction actions.

TAF's **Incubating Climate Solutions** program offers an opportunity for the City of Toronto to test new climate program approaches with very little risk or cost to the City, and to take advantage of the resulting knowledge to take programs to city-wide scale.

**The objective** of this program is to directly initiate and manage early stage activity on two to three carefully selected projects that have significant local emissions reduction potential for the City of Toronto.

**Success** in this area involves securing funding and implementation partnerships; implementing prototypes; and successfully transferring proven solutions to partners who can take them to scale.

TAF will be focusing over the next four years on developing opportunities for emission reduction in the natural gas and transportation sectors.

Transportation projects under preliminary review include:

- **Vehicle energy efficiency.** Advancing overall fuel efficiency improvements via deployment of electric vehicles with the continuation of TAF's current **FleetWise** project to deploy 300 electric vehicles in GTA fleets, to assess the business case, the implications for the local electricity grid, and any need for policy reform.
- **Local goods movement.** Increasing knowledge of the role this sector plays in local emissions and identifying and pilot testing related emissions reduction strategies, such as logistics streamlining and consolidation centres.
- **Non-commuter travel.** Increasing knowledge of the role weekend and evening passenger travel plays in local emissions and identifying and pilot testing reduction strategies, such as delivery services, enhanced local service provision or consumer behaviour change.
- **Reduced commute.** Increasing knowledge of opportunities to reduce commutes through approaches such as work-from-home policies or establishment of neighbourhood office centres.

Incubating Climate Solutions helps the City of Toronto test new climate program approaches with very little risk or cost to the City, and to take advantage of the resulting knowledge to take programs to city-wide scale.



## core programs

Numerous reports and case studies show unequivocally that investments in energy efficiency improvements yield positive financial returns.

Natural gas projects under preliminary review include:

- **Multi-unit residential energy efficiency.** Supporting deeper energy efficiency results in this sector, drawing on the results of TAF's **TowerWise** program, and by working in a way that complements and enhances other efforts in this sector.
- **Single family residential energy efficiency.** Working with the Toronto Environment Office, supporting the design and pilot testing of approaches to achieve deep efficiency results in single family homes.
- **Green heating and cooling.** Advancing energy options for natural gas displacement such as solar thermal, geothermal, and air-to-air heating and cooling, drawing on TAF's significant technology assessment experience gained through implementation of the **SolarCity Partnership**.

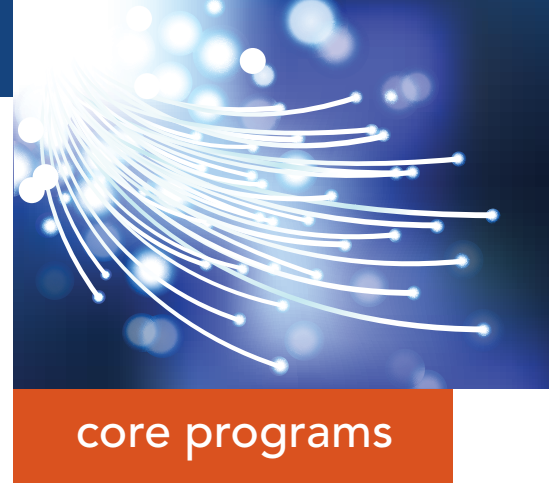
## Mobilizing Financial Capital

Numerous reports and case studies show unequivocally that investments in energy efficiency improvements yield positive financial returns. Yet outdated policies, split incentives and competing investment priorities all stand in the way of accelerating investment in this sector. What is needed is financing that is accessible and fits the specific needs of the sector. TAF seeks to demonstrate that conventional financiers can profit from energy efficiency investments — ultimately releasing a level of capital investment required to support the deep and broad level of energy efficiency activity needed to meet Toronto's emission reduction targets.

During 2011-2014, TAF will build on its existing Mandate-Related Finance Program, which has cultivated and committed approximately \$4 million in direct investments as part of TAF's portfolio, by seeking out leading-edge low-carbon investment opportunities. TAF's goal is to expose potential investors to excellent opportunities, craft innovative approaches especially related to financing energy efficiency projects, address security and other concerns, and clear the way for greater commercial interest and participation in emission reduction initiatives.

**The objective** of this program is to significantly increase the amount of public and private capital available for the deployment of market-transforming greenhouse gas reduction initiatives. **Achieving this objective is premised on continued prudent and effective management of TAF's assets, in keeping with TAF's Statement of Investment Objectives & Principles.**

**Success** would be a tenfold increase in the assets influenced by TAF (i.e., not necessarily under direct management or control, but leveraged by our knowledge and products) and the creation of new external resources to complement and extend City resources available for investment in energy efficiency.



## core programs

Projects underway and under development include:

- **Indirect asset management.** Leverage TAF's existing resources through co-financing, demonstrating and promoting responsible green investing, participating in guiding/governing others funds, and attracting financial resources to advance emissions reduction activities in Toronto.
- **Energy efficiency fund(s).** Work with government and other partners to significantly enhance the capital available for public and private sector energy efficiency investment in Toronto and beyond.
- **The low-carbon business case.** Improve investor confidence by creating documented case studies and by providing and demonstrating tools for establishing financial returns associated with low-carbon approaches,
- **New financial products.** Through research and partnerships, identify investor and implementation barriers to energy efficiency and alternative investments, develop and pilot prototype solutions, starting with TAF's mandate-related investments.

## Mobilizing Social Capital

Given the complex and inter-disciplinary nature of the climate change challenge, solutions require engaging more people and more sectors in more creative ways. The City will need access to creative ideas from its own staff and the diverse community at large using the best possible mechanisms to engage these constituencies in order to align policies, budgets, programs and messages with Council-approved climate-energy objectives and to help shift the way people move, work, shop, and play.

TAF will leverage its 20 years of experience in community granting and convening to engage more people in effective climate collaborations and generate good ideas that can translate into significant emission reduction action.

**The objective** of this program is to significantly increase the amount of public and policy support for the creation and deployment of high-impact greenhouse gas and air pollution reduction initiatives.

**Success** would see a doubling of projects receiving TAF support, including grants, finance and advisory support.

Through this program TAF has several projects under consideration including:

- **Paving the way for solutions.** Working with municipal professionals in Toronto and elsewhere, TAF will help ensure that Toronto's policies facilitate deployment of low-carbon technologies, practices and behaviours. This builds on two successful policy alignment initiatives undertaken

TAF seeks to demonstrate that conventional financiers can profit from energy efficiency investments – ultimately releasing a level of capital investment required to support the deep and broad level of energy efficiency activity needed to meet Toronto's emission reduction targets.



## core programs

Given the complex and inter-disciplinary nature of the climate change challenge, solutions require engaging more people and more sectors in more creative ways.

by the City and supported by TAF — establishment of a residential solar thermal permitting system and the amendment of the motion-sensor controlled lighting by-law.

- **Expanding TAF’s “projects under influence.”** Working with other energy-related funders in Ontario, TAF will develop and pilot new methods of granting that attract more, and more diverse, community-based grantees. TAF will also work to attract the support of more voluntary advisors and collaborators to add their expertise to program design and to provide critical evaluation support. TAF senior staff, in turn, will play advisory roles with external partner groups as a way to further TAF’s influence.
- **Urban climate solutions innovation hub.** In consultation with City of Toronto departments and divisions along with other key Toronto climate stakeholders such as universities, utilities, environmental groups and other professionals, TAF will create physical and online space to convene multi-party groups to work together on initiatives that reduce transportation and natural gas-related greenhouse gas emissions in Toronto. TAF would also seek to attract and host professional leaders from other municipalities or agencies to share their knowledge.
- **ClimateSpark.** Harnessing the power of social media, TAF will run a series of online challenges to generate new emission reduction business and community engagement initiatives and to engage high-profile reviewer teams in refining the ideas through online critique and response methods. The first challenge, launched on November 3, 2010, focuses on a viable business idea; subsequent challenges could focus on development of a community project focused on accelerating emission reductions in specific target areas.



## hand-off & scale-up

# Hand-Off and Scale-Up

TAF has modest core capacity so before launching new projects, TAF must properly wind-down, hand-off or re-purpose existing ones. Given the evolving focus on natural gas conservation and reduction of transportation emissions, the electricity conservation-focused **LightSavers** will be wound-down in 2011 as utilities, regulators and others take up the smart lighting agenda.

Projects with residual obligations and value to this strategic plan will be re-purposed. For example, practices developed through **SolarCity** with respect to technology pilot testing and best practices development may be re-purposed to support technologies that replace natural gas use. Similarly, the local policy development aspects of **LightSavers** and **SolarCity** will be developed into a broader-themed municipal policy alignment initiative.

Because TAF does not have the capacity to support broad program roll-out, it must seek out and support the partners that do have scale-up capacity. This must be done from the inception of any new project to ensure that the investments TAF and its partners make do not languish at the prototyping stage. TAF's primary concern is to satisfy climate program prototype needs with City of Toronto divisions and agencies and other Toronto groups. But **a close second priority will be to build partnerships with GTA partners and groups** that have the capacity to *implement* climate programs at a regional level.

Many external factors — such as policy decisions at the provincial and federal levels or timing and capacity within potential scale-up agencies — affect whether or not successful prototypes can advance. TAF must plan to support prototypes through to the “sustaining” phase, initiating solutions to policy and financial barriers, building allies, and accepting that ready for scale-up solutions may need to be set aside until the right windows of opportunity for advancement appear and/or elements of the concept can be re-purposed.

TAF's primary concern is to satisfy climate program prototype needs with City of Toronto divisions and agencies and other Toronto groups. But a close second priority will be to build partnerships with GTA partners and groups that have the capacity to implement climate programs at a regional level.



# Implementation Approach & Considerations

## implementation

As our stakeholders and program evaluations have made clear, TAF punches above its weight because we work with partners, and this strength will be the mechanism by which we grow our operational capacity.

### ***Collaboration and partnerships — the root of TAF's strength***

As our stakeholders and program evaluations have made clear, TAF punches above its weight because we work with partners, and this strength will be the mechanism by which we grow our operational capacity.

The City of Toronto's size and importance in the provincial, national and international spheres allows TAF to open doors with respect to partnership development. As an arm's-length City agency, TAF has the opportunity to interact with colleagues within the City (for example, as a member of the Executive Environment Team), has access to senior decision-makers in other levels of government, and relationships with key private sector and citizen leaders involved in city-building.

TAF's unique structure and function offers TAF insight and opportunities to facilitate inter-divisional and multi-sectoral collaborations. The increase in capacity in the climate sector, both within the City and externally, requires sensitivity to the mandates and efforts of others in order to avoid duplication, build synergies and to maximize the resources dedicated to achieving outcomes. TAF is nimble and able to readily respond to new opportunities and gaps, as well as to withdraw and re-direct its resources when they are no longer needed.

Tapping expert external resources (rather than increasing operations and staffing) hinges on continuing to provide positive value to partnerships. For example, TAF provides the City with a no- or low-cost mechanism for testing and refining new program approaches before City departments embark on wider program scale-up. We also directly support the implementation of new efficiency approaches within the City with grants and financing and by attracting cost-sharing partners to the table. Within the community, TAF can support new ideas through grants and can convene diverse community players to foster knowledge exchange and mentoring.

### ***Board and Committees — a steady hand on the tiller***

TAF has been fortunate in attracting a high-calibre and committed roster of volunteers to our Board of Directors and to our Investment and Grants and Special Projects Committees. These volunteers bring professional expertise in the areas of law, finance, program and policy design, emissions measurement, and citizen engagement.

TAF volunteers are both a governance requirement and a key resource, providing TAF with access to their insights, influence and networks to help



## implementation

achieve TAF's objectives. TAF will build on this legacy and continue to rely on an engaged and informed Board of Directors and Committee members to steer implementation of this strategic plan, to carefully steward the organization's resources, and to increase TAF's reach and influence. Further, TAF will be working with the Board of Directors to explore ways to attract more volunteers and to mobilize them in ways that directly support TAF's directions and program structure.

### ***Net-positive resourcing — lean and leveraged***

TAF draws no funding from the City of Toronto's annual operating budget. As an endowment fund, TAF uses investment revenues to support its annual operating, granting and program expenses. TAF supplements these resources by undertaking fundraising. During the last four years, external contributions totalling \$1.3 million have been received, largely from provincial and federal governments, but also from utilities and corporate donors.

TAF extends its reach by adopting a "hub-and-spoke" model, partnering with other groups and adding externally funded temporary expertise as needed to ensure we have the resources to get the job done. Opportunities for enhancing capacity through secondments, student internships or inter-organizational collaborations will continue to be actively pursued.

TAF intends to continue to maintain a lean organization with a modest core staff of seven. In most cases, the staff will be deployed not as day-to-day project managers, but as project directors, providing intellectual leadership, program design support, and implementation guidance while reaching out to attract the resources of others to accelerate TAF's efforts.

### ***A learning and sharing organization***

TAF is committed to learning from others, sharing resources and ideas, and being mindful of the inter-connectedness of our world, even as we take action within the boundaries of our home city.

With a primary focus squarely on the need for greenhouse gas and air pollution emissions reduction in the City of Toronto, TAF also recognizes the need for attention and action in a broader context and the opportunities for synergies since many City actions are affected by policies of other levels of government.

Toronto's innovative approaches often have transferability to other jurisdictions and similarly, Toronto has plenty to learn from cities elsewhere. As the airshed knows no political boundaries, and because people and vehicles move freely throughout the GTA, we must take a regional perspective when considering any emission reduction solutions. Further, demonstrating the broader relevance of TAF's local work also helps to build external funding and support.

TAF has been fortunate in attracting a high-calibre and committed roster of volunteers. These volunteers bring professional expertise in the areas of law, finance, program and policy design, emissions measurement, and citizen engagement.



## implementation

In the past four years, TAF has attracted \$1.3 million largely from provincial and federal government sources, but also from utilities and other corporate donors.

### ***A clear and compelling communicator***

With a reputation as an organization that “gets things done,” strong communications at the project level can both help to disseminate and, ultimately, scale-up ideas that get their start at TAF and can attract a wider range of partners to participate in our work or assist in taking it to the next level.

Key elements of our approach to communications include:

- **Urgency:** Clearly conveying why our work matters in a world already experiencing climate change, including the economic, social and health implications of both success and failure.
- **Transparency:** Undertaking evaluation and being frank about outcomes in order to maintain a strong level of credibility and trust.
- **Balance:** A constructive, cooperative character, an openness to diverse partnerships, and respect for different ideas and perspectives.
- **Innovation:** Proactively seeking and using new and effective tools and approaches to advance our work and build societal support for our objectives.





# Moving Forward

The development of this plan has been supported by an Ad Hoc Strategic Advisory Committee established by the Board of Directors in Spring 2010 involving TAF Board members, members of TAF's Investment and Grants & Special Projects Committees, and external advisors. Dozens of stakeholders — grant and loan recipients, City colleagues, corporate and public sector partners, and funders — provided insights about TAF's role, strengths, partnership opportunities and emission reduction strategies.

While addressing global warming and air pollution remains a large and complex challenge, there is much broader support for action today as well as a wider variety of tools available for addressing emissions. TAF is also fortunate to be able to build on growing recognition of Toronto's leadership in advancing practical, creative, urban approaches to addressing the linked issues of climate change, air pollution and energy security. Building on 20 years of results and working with City, community and private-sector partners, TAF is confident that the multiple benefits of the power of efficiency can be fully realized for Toronto.

TAF is committed to learning from others, sharing resources and ideas, and being mindful of the interconnectedness of our world, even as we take action within the boundaries of our home city.

---

## Acknowledgements

TAF would like to thank McKinsey and Company, which served as a management consultant in the preparation of this strategic plan. In particular, we would like to thank Ehren Cory, Marco Albani, Gillian Pais, Jayanti Kar, Klara Michal, Gordon McGregor, and Stephen Young for their guidance and facilitation. McKinsey is a global management consulting firm and each year it selects one project it considers to be unique and important and offers pro bono consulting services. TAF is honoured and very grateful to have been selected in 2010 to receive this generous and vital support from McKinsey.



 **TORONTO** Atmospheric Fund

[www.toronto.ca/taf](http://www.toronto.ca/taf)