

## Strategic Directions for 2015-2020

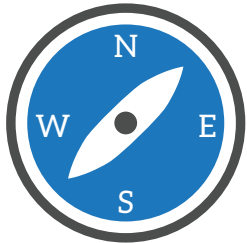
TAF invests in urban solutions to reduce greenhouse gas emissions and air pollution. City-wide, Toronto's greenhouse gas emissions are already down 20% compared to 1990. But major efforts are still needed to reach our 2020 target of 30% reduction and an 80% reduction by 2050. These strategic directions, developed with external stakeholders and approved by TAF's Board of Directors, will guide the organization's grantmaking priorities, investment strategy and communications initiatives.

### #1 KEEP EYES ON THE HORIZON



*Keep the long-play (the City of Toronto 80x50 target) firmly in mind.* Demonstrate how successful achievement of this target will bring multiple benefits to the City of Toronto and its residents. Create and leverage interim targets and milestones to help drive successfully towards the 2050 target, while ensuring that strategies to meet more immediate targets should also maximize contribution to the longer range target.

### #2 CREATE THE MAP AND COMPASS



*Play a lead role in improving and analyzing GHG emission data,* policy opportunities, and the stakeholder landscape. Use this analysis to chart a course towards a positive, practical, and inspiring vision of Toronto. Use this vision to refine TAF's focus and engage the community in transforming Toronto into a leading low-carbon city that aligns the City's emission reduction goals with its social and economic aspirations.

### #3 TRAVEL WITH OTHERS



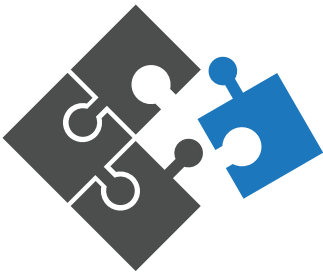
*Place carbon solutions in broader context to build relevance and support across multiple sectors.* Partnership and collaboration is a long-standing hallmark of TAF's work and further emphasis will be placed on linking low-carbon solutions to social, economic and technological trends, public interests, and public and private spending/investment priorities. TAF will focus communications effort towards the "boardroom table" not the "kitchen table," and work with and through key stakeholders in multiple sectors to reach their networks. This strategy recognizes that many partners may have unrelated issues, concerns, and priorities that synergistically align with an agenda of deep decarbonization.

#### #4 MOBILIZE NEW RESOURCES



*Continue to leverage TAF's excellence as a finance and grant-making innovator and impact investor* to encourage the flow of more capital towards low-carbon investments. Continue and amplify project fundraising but avoid competing with affiliates in our sector. And, scan for opportunities that could supplement the TAF endowment to allow more core capacity to deliver on our current mandate.

#### #5 SEEK INTEGRATED APPROACHES



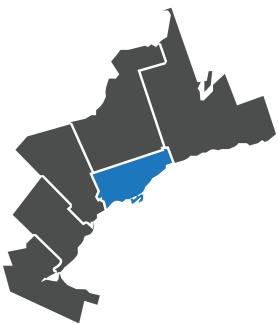
*Continue to provide attention to buildings and transportation sectors, but find ways that integrates both of these sectors to create synergies.* TAF will continue to drive energy efficiency opportunities in Toronto's building stock while also seeking out strategic opportunities to help tackle transportation emissions, given their high contribution to both climate and air pollution emissions. TAF will also determine a relevant role in advancing the potent carbon reduction outcomes that can be achieved through changes in urban form and transformative shifts in mobility patterns, which occur at the intersection between buildings and transportation, and which have other compelling social, environmental and economic benefits.

#### #6 KEEP EXPLORING



*Continue to flush out new concepts with high-impact potential* to improve air quality and/or reduce GHG emissions by providing modest but well-considered early supports. The path to the 2050 emission reduction target will require transformational change, much of which is not clearly understood today. TAF's role as incubator has helped launch important new approaches in the past, from community power funding methods, to auto-sharing, to deep lake water cooling. While focus is important for impact, finding the right focus begins with fostering innovation, so TAF should continue to seed-fund promising new concepts.

#### #7 REGIONAL IF NECESSARY, BUT NOT NECESSARILY REGIONAL



*Focus on the 416, building successful models here that can influence and inspire others,* but remain open to working, as an advisor, exemplar, or project partner across municipal boundaries – or in broader spheres – if there is a strategic advantage to doing so. TAF must be sure to carefully evaluate any emerging opportunities to expand our scope and decline them if they will erode our ability to deliver fully on our core mandate. To ensure that TAF's local work can be fully leveraged elsewhere – and can generate lessons for further local work – TAF will remain committed to evaluation and place greater emphasis on gathering and transferring knowledge gained from its efforts.