



*Photo credit: Greg Rakozy/ Unsplash*

# LOOKING UP

## 2022 Annual Plan

The Atmospheric Fund  
January 2022



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## Introduction

Currents in 2022 pick up where 2021 ended: amid deepening social divides and inequities; a seemingly never-ending pandemic which has permanently changed lives and exposed the fragility of our valuable public infrastructure; and arguably the widest and wildest climate change impacts observed across the planet, altering the lives of people everywhere, including communities across Canada and here in the GTHA.

The past year also saw new levels of climate action to renew motivation: the passing of a federal Climate Change Accountability Act; a commitment to a net-zero electricity grid in Canada; and overseas signals like ending of fossil fuel funding and regulating methane and coal. Signs of stronger commitments to ensuring climate justice are springing forward in the environmental movement, like the amplification of voices of young, racialized and other equity-seeking people, and recognition of the role of Indigenous knowledge, rights, and reconciliation in climate action. This progress is critical for us to acknowledge, support, and build upon.

TAF's endowment performed strongly in public markets and our direct investments which generate both financial and mandate-aligned ROI. Stable performance continues to create opportunities to leverage our funds further, invest in our team capacity and activities, and grow our impact. For instance, in 2021 we formally launched the Retrofit Accelerator; secured funding for our new EV Station Fund; worked with municipalities across the GTHA to advance green development standards, EV strategies and other climate policies and programs; and continued collaborating with partners, contributing thought-leadership and analysis in support of urban climate action.

Doubling down on systems thinking, we are deploying a 'multi-solving' lens to develop new opportunities to enhance regional carbon reduction and build relationships and trust beyond our current sphere. This will mean leveraging TAF's and others' capacity in program design, management, evaluation, and inclusivity to improve outcomes in programming and deepening our understanding of and ability to communicate the multiple benefits of high-impact urban climate solutions.

And so, as we go into 2022, we start with renewed momentum and continued focus. Addressing carbon emissions in the GTHA from transportation, buildings and our electricity system will continue to be our priority. Upcoming provincial and municipal elections create opportunity to emphasize the role of, and expectations of, all levels of government, as well as for citizens, to demonstrate tangible climate leadership. With the LC3 network now fully implemented, TAF can work in greater coordination with Canada's six largest cities and seize the full potential of the vision by together identifying, funding, and investing in urban climate action that multi-solves and scales.

This document outlines our plan for 2022, including the specific objectives and targets we aim to accomplish and how our team resources will be deployed throughout the year.

## Our Focus Areas

TAF’s annual plan is built from our mandate as set out in the TAF Act – to invest in low-carbon solutions that benefit the Greater Toronto Hamilton Area and help scale them up for broad implementation – and the 2019-2022 Strategic Directions. Ultimately, this can be summed up by “following the carbon.”

Buildings and transportation are the biggest emitters in the GTHA and must be efficient and electrified. This depends on clean electricity generation, so we must decarbonize the electricity grid to achieve the level of reductions required by our international commitments.

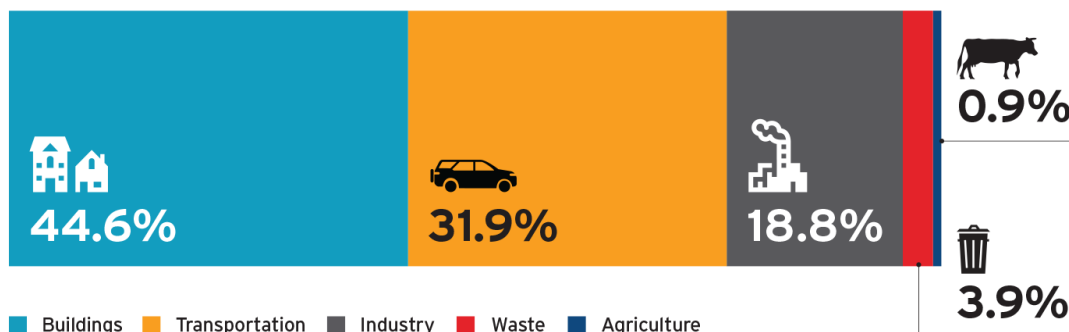


Figure 1: Greenhouse gas emissions sources, TAF 2021. [2019-2020 Carbon Emissions Inventory for the Greater Toronto Hamilton Area.](#)

Furthermore, we recognize that climate action can and should “multi-solve” by also seeking to address, and not worsen, systemic social issues and inequities. We acknowledge that pursuing the many benefits of climate action will ultimately lead to faster and more durable results.

Four Focus Areas for 2022 capture the most important climate work we are striving to accomplish. Achieving the objectives and targets for each of these Focus Areas requires integration of, and collaboration across, TAF teams.

In 2021 this integrated team approach helped us create alignment on key strategies, improved the total capacity we could deploy against our work, and promoted greater perspective, creativity, and outcomes through the effect of more teams and individuals working together.

In 2022 we will continue working in this way to ensure we leverage multiple fronts to advance the changes we are seeking.

The Focus Areas for TAF in 2022 are:

- I. Accelerate EV Uptake
- II. Accelerate Deep Retrofits
- III. Advance Near-Zero New Construction
- IV. Advance Modernization of Ontario’s Electricity System

In addition to activities to support priorities above, we have also provided an outline of team-specific objectives, critical to our organization’s continued health and success.

## I. ACCELERATE EV UPTAKE

We will work across a range of approaches to accelerate the transition from internal combustion engine vehicles to EVs throughout the GTHA. TAF’s EV Station Fund will be launched, with NRCan investment, to resource the deployment of EV charging stations where they are needed most. Through this program we will also identify barriers to EV charging and develop solutions to address them. Working with key stakeholders and all levels of government, this year we aim to secure the policies and programs needed to electrify urban vehicles as quickly as possible.

Objectives	Targets
<p><i>EV charging infrastructure is deployed strategically and equitably to help unlock at-scale installations in the GTHA.</i></p>	<ul style="list-style-type: none"> <li>• Detailed applications equivalent to the full EV Station Fund budget approved, with at least 80% aligning with TAF’s priority use cases of multi-family homes, on-street and other public places; at least 120 chargers installed</li> <li>• 1-2 systemic barriers to scaling EV charging in the GTHA identified for future programming</li> <li>• Proposals submitted for at least \$1M in additional funding to accelerate TAF’s EV charging efforts in priority areas</li> <li>• One high-impact financing opportunity under development to accelerate uptake of EV charging in key GTHA markets, for implementation in 2023</li> </ul>
<p><i>GTHA municipalities have the necessary policies and programs in place to accelerate local EV uptake.</i></p>	<ul style="list-style-type: none"> <li>• Draft strategy finalized for achieving an equitable, net-zero goal for Toronto’s vehicle-for-hire industry by 2030</li> <li>• Strong incentives to purchase EVs over internal combustion engine vehicles incorporated into the City of Toronto’s 2023 budget</li> <li>• At least two GTHA municipalities (in addition to Toronto) initiate development of 100% EV-ready parking requirements for new residential construction</li> </ul>
<p><i>Priority federal and provincial drivers of electrified transportation are advancing.</i></p>	<ul style="list-style-type: none"> <li>• The Clean Fuel Standard (CFS) regulation is strengthened and passed</li> <li>• Draft regulation finalized which mandates at least 50% of light-duty vehicles (LDVs) sold by 2030 be zero emission vehicles (ZEVs) and 100% by 2035</li> <li>• Regulated sales mandate in development for medium- and heavy-duty vehicles (MHDVs), requiring that 100% of MHDVs be zero emission by 2040</li> <li>• Provincial commitment to introduce EV incentives</li> <li>• Preferential/time-of-use rates introduced for EV charging</li> </ul>

## Team Activities in Support of this Focus Area

### Communications

- Launch TAF's EV Station Fund in collaboration with NRCan and other stakeholders
- Develop a dedicated program page on TAF's website to highlight the EV Station Fund and related content
- Develop and deliver promotional plan for TAF's target client groups

### EV Station Fund

- Manage all aspects of the EV Station Fund to ensure successful implementation of priority EV charging projects across the GTHA
- In collaboration with the LC3 network and Green Municipal Fund, co-develop a resource to support advocacy for the highest-impact municipal EV programs and policies
- Work with the City of Toronto to convene relevant stakeholders and develop a strategy to accelerate the equitable electrification of the vehicle-for-hire industry by 2030
- Research and identify barriers to scaling EV charging in the GTHA that will require additional TAF tools and resources to overcome

### Finance

- Create an accounting and reporting format that meets funder requirements and accommodates internal tracking and reporting needs

### Fundraising

- Submit follow-on funding application(s) to NRCan to build on TAF's initial ZEVIP program (subject to new funding availability aligned with TAF's charging priorities)

### Grants

- Cultivate successful grant applications related to advancing high-impact municipal policies and programs to drive the uptake of EVs, and spurring investment in an equitable and accessible network of on-street and public EV charging

### Impact Investing

- Outline potential financing mechanisms and opportunities to accelerate the uptake of EV charging; identify a preferred approach and potential transactions for testing

### Policy

- Engage and encourage GTHA municipalities to advance 100% EV ready requirements for new construction and other high-impact EV policies
- Advise and support on active grants to Electric Mobility Canada and Pembina to secure strong policy outcomes related to LDVs, MHDVs and CFS
- Work with partners to promote the adoption of strong EV-supportive policies at the provincial level

### Research and Innovation

- Identify EV-related research questions (e.g., barriers and solutions for on-street; supporting fleet turnover; financial opportunities) and how TAF can advance solutions to them
- Build a framework to analyze qualitative and quantitative data obtained through the EV Station Fund (e.g., electricity consumption or time of use, costs, etc.)

### Retrofits Team

- Screen and maximize opportunities for EV charging in all new retrofit projects

## II. ACCELERATE DEEP RETROFITS

Buildings represent the largest source of carbon emissions in the GTHA, driven primarily by the use of natural gas (methane) for air and water heating. Through the Retrofit Accelerator, we will continue to work directly on originating, aggregating and implementing major deep carbon retrofits in multi-unit family buildings across the GTHA. We will also work with national partners to grow the body of knowledge on key retrofit challenges, build up our knowledge and understanding of related housing priorities which we can advance, advance the regulatory environment, and help to support and mature a new “retrofit economy” for Canada.

Objectives	Targets
<i>Funding for Canada-wide retrofit market acceleration in place.</i>	<ul style="list-style-type: none"> <li>• Canada’s 2022 Budget includes \$100M per year in Federal funding to support retrofit market development activities across Canada</li> <li>• Secure 5-year funding for TAF’s Retrofit Accelerator</li> </ul>
<i>Increase market and public policy drivers to accelerate the pace and scale of deep retrofit activity.</i>	<ul style="list-style-type: none"> <li>• Carbon standards for existing buildings in development in at least two GTHA municipalities</li> <li>• Increased market capacity (design, construction, products) for implementation of deep retrofits in GTHA</li> <li>• TAF benefitting from and contributing to strong community of practice informing TAF Retrofit Accelerator</li> <li>• A multi-solving approach enables policy advocacy for retrofits to also address housing affordability and other intersecting issues</li> <li>• At least \$200M in new capital funding and financing available for deep retrofits in the GTHA, including funding that is easily accessible and rapidly deployable, decarbonization focused and social benefit oriented</li> </ul>
<i>Shift Retrofit Accelerator into higher gear as part of our ramp-up strategy.</i>	<ul style="list-style-type: none"> <li>• Retrofits of 5,000 suites completed or in design with support from TAF’s Retrofit Accelerator</li> </ul>

	<ul style="list-style-type: none"> <li>• Incorporate three new technologies into Accelerator retrofits to continue to advance knowledge, standards and outcomes</li> <li>• At least \$300M cumulative mobilized for investment in Accelerator-supported retrofits, including at least \$20M in public funding secured with TAF’s assistance</li> <li>• Benchmarks, indicators and methodology for measurement to assess cost, speed, and public benefits are finalized and strategies for improving in each benchmark category are in place</li> <li>• Draft decarbonization plan for TCHC’s portfolio is complete</li> <li>• New portfolio-scale partnership formalized with a social housing provider</li> </ul>
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## Team Activities in Support of this Focus Area

### Communications

- Produce Retrofit Accelerator collateral to support origination of new projects and generate more demand among building and portfolio owners
- Produce content and case study publications, to drive knowledge transfer and capacity-building within Canada’s nascent retrofit economy
- Showcase successes and multi-solving benefits of deep retrofits to increase public and stakeholder support

### Finance

- Provide project-level accounting for each retrofit and each funder with quarterly financial reporting to relevant stakeholders
- Provide financial data to support Retrofit Accelerator’s effectiveness

### Fundraising

- Develop and cultivate a pipeline of potential funders and make requests aimed at fully funding TAF’s Retrofit Accelerator

### Grants

- Fund leadership around key retrofit-related policies at all levels of government
- Fund training and capacity building for an inclusive retrofit workforce

### Impact Investing

- Identify mutually-beneficial mechanisms for partnering with private investors wishing to invest in deep retrofits originated and supported by Retrofit Accelerator



## Policy

- Build TAF's policy knowledge and stakeholder relationships related to how retrofit policies and programs can also advance and protect housing affordability and equity
- With partners, advocate for federal retrofit policy (equipment standards and retrofit code) and funding, including through the Net-Zero Advisory Body, the updated climate plan and buildings strategy, and the budget consultations
- With partners, advocate for provincial retrofit policy and funding, including through the post-2022 DSM plan
- Support the City of Toronto and at least one other city in developing efficiency/carbon performance standards for existing buildings
- Leveraging the broad range of supportive stakeholders already assembled, help design and advocate for a \$100 million annual Retrofit Acceleration Fund as part of Budget 2022

## Retrofits Team

- Participate actively in community of practice with other retrofit players
- Finalize Retrofit Accelerator indicators and benchmarks and implement strategies to drive continuous improvement
- Continue to refine business processes including project screening, procurement, contracting, certification, and quality assurance to reduce costs, compress schedules, and ensure quality outcomes
- Build up agile team culture to enable strong capitalization of learning-by-doing strategy
- Establish and document best practices on procurement and share with other organizations, including:
  - for social procurement to ensure job creation in the community and for priority groups
  - for bulk procurement of heat pumps to drive down costs and provide consistent outcomes
- Collaborate with Efficiency Capital to originate, finance and document the benefits of deep retrofits; collaborate with Greater Montreal Climate Fund to support their retrofit program objectives
- Strengthen monitoring and evaluation of Indoor Environmental Quality outcomes from Accelerator retrofits to demonstrate the benefits of and improve the case for retrofits
- Explore potential for developing Community Benefits Agreement for St. James Town project
- Work with regional municipalities to include Retrofit Accelerator in municipal climate plans and initiatives
- Support TCHC with development of a Net Zero Strategy for integration with their capital planning process
- Continue using Retrofit Accelerator-supported projects to demonstrate and stimulate the market for innovative products/technologies, including pre-fabricated over-cladding

### Research and Innovation

- Support and undertake research on the array of public health and other benefits of deep retrofits, with a priority focus on mitigating extreme heat-related mortality and morbidity

### III. ADVANCE NEAR-ZERO NEW CONSTRUCTION

The easiest reductions are the ones we never need to make. New construction codes and standards direct the market, standardize expectations, reduce costs, and increase quality. We need ambitious and enforceable standards, while ensuring requirements are performance based, achievable and consistent across the region (to minimize risk of policy rollbacks). Going beyond operational and embodied carbon, codes and standards are also a critical pathway to improved community design, densification, housing availability, and economic opportunity. Leading standards must be designed to transition to near-zero by-or-before 2030.

Objective	Targets
<i>Effective Green Development Standards adopted across the region with a stronger building code as a foundation.</i>	<ul style="list-style-type: none"> <li>• At least 4 additional cities adopt new or updated standards</li> <li>• At least 2 cities have leading-edge standards designed to transition to near-zero by-or-before 2030 and include embodied carbon requirements</li> <li>• Ontario Building Code harmonization with the new national code results in stronger energy performance requirements</li> </ul>
<i>The development industry and regulators have the necessary capacities to enable a rapid transition to near-zero new construction.</i>	<ul style="list-style-type: none"> <li>• At least 2 new tools and/or funding sources are available or in development to support municipal implementation of green development standards</li> <li>• Industry needs for the near-zero transition (e.g. financing and technologies/products) are identified and strategies developed to meet them</li> </ul>

### Team Activities in Support of this Focus Area

#### Communications

- Support policy advocacy through content and narratives showcasing green development and near-zero neighbourhoods, targeted at community, business and government audiences
- Support the policy team in identifying and engaging key champions to support near-zero new construction

#### Grants

- Explore potential to support improved implementation and compliance with GDSs through shared services and multi-municipality collaboration (e.g., energy model reviews) or other innovative approaches

- Explore potential to support industry capacity and/or knowledge sharing for near-zero new construction, with a focus on barriers and product/technology gaps identified by development industry stakeholders

### Impact Investing

- Engage industry stakeholders to identify financing gaps and needs for achieving net-zero construction and potential opportunities/solutions

### Policy

- Advance near-zero new construction as a provincial policy priority and, with a range of partners, advocate for a stronger Ontario Building Code and improved compliance monitoring
- Collaborate with cities in developing municipal policy options for limiting natural gas expansion and/or installation of new natural gas fired equipment
- Support the continued strengthening of the Toronto Green Standard with a priority on better integration of embodied carbon and improved incentives for higher tiers
- Advise GTHA cities developing new or updated development standards and advocate for their adoption at Councils
- Explore potential to advance net-zero new construction through Federal funding programs

### Research and Innovation

- Formulate a strategy for advancing knowledge of post-construction performance outcomes and policy effectiveness

## IV. ADVANCE MODERNIZATION OF ONTARIO’S ELECTRICITY SYSTEM

Today Ontario’s electricity system is 94% fossil fuel-free, but the planned increase of gas-fired electricity generation to meet future needs, including as we electrify everything, will increase the carbon-intensity of the grid by over 400%, undermining all local, provincial and national progress towards net-zero. This Focus Area builds on last year’s stakeholder engagement work that identified various concerns and challenges related to the current electricity system, and the many potential benefits including improved affordability through new technologies, opportunities for new market players, more transparency and equity for the community, and greater grid resilience. Using a systems-change approach, we will continue exploring the landscape and identify ways to engage, communicate, and support others in advancing practical and effective policy solutions.

Objectives	Targets
<p><i>Expand understanding of the opportunities and challenges, ecosystem and stakeholders associated with shifting to a clean, modern, affordable, resilient electricity system.</i></p>	<ul style="list-style-type: none"> <li>• Articulate clear problem statements informed by key stakeholders</li> <li>• Identify major policy and other trends and inflection points for 2022-24, and beyond</li> </ul>

<p><i>Identify resonant and compelling narratives that increase mass support for advancements to Ontario’s electricity system.</i></p>	<ul style="list-style-type: none"> <li>• Identify critical audience segments, their priorities, and pathways to reach and engage them</li> <li>• Develop and test messages with key audiences to inform future activity</li> </ul>
<p><i>Co-create and begin to advance short/reform and longer-term/transformational approaches to advancing the desired electricity system.</i></p>	<ul style="list-style-type: none"> <li>• 2-3 strategies are co-created focused on transformative change to the Ontario electricity system to achieve climate, equity and other desired outcomes</li> <li>• 2-3 strategy-aligned local initiatives with or by partners are advanced with TAF grant(s) and/or investment(s)</li> <li>• Federal Clean Electricity Standard regulation process initiated and carbon price exemption for electricity generation phased out</li> </ul>

## Team Activities in Support of this Focus Area

### Communications

- Lead effort to identify audience segments and insights, develop and test narratives to reach and influence
- Monitor emerging campaigns and resources related to electricity grid advancements, including benefits of community-owned energy and renewables

### Fundraising

- Mobilize funding for work in this space both in the Ontario and national context

### Grants

- Cultivate potential grants to advance strategies to transform the Ontario electricity system

### Policy

- Leverage the IESO process to introduce compelling narratives, engage stakeholders, and advocate for a net-zero electricity system by, or before, 2035
- Along with partners, advocate for development of the Federal Clean Electricity Standard regulation to start in 2022, and to ensure gas used for electricity generation is subject to a carbon price
- Work with municipal partners (including utilities) to advance electricity conservation and demand management as a key strategy for decarbonizing the electricity system

### Program team

- Identify critical stakeholders and create spaces for broader dialogue and collective action to achieve the benefits of a clean, affordable, modern, resilient electricity system for Ontario
- Identification and cultivation of 2-3 “long-game” partnerships for this work area, especially including those that represent parties that have not traditionally been included in the

conversation, and provide support to include these parties and their goals and perspectives in the co-creation work

### Research and Innovation

- Explore and if relevant help advance modelling of various scenarios for and related impacts of decarbonizing the electricity system

## Additional TAF Team Objectives in 2022

In addition to working on the Focus Areas, TAF teams ensure day-to-day function and productivity of the organization. This section summarizes these activities and each team's priorities for the upcoming year.

### Communications

The coming year will be about continuing to embed our communications team as a resource alongside our policy work, narrative development, and of new focus: improving our research and knowledge sharing to drive intended outcomes. Specific strategic priorities for the team in 2022 include to:

- Grow TAF target audience and influence (as measured by comms performance, earned media, and new major partnerships)
- Introduce and integrate new Theory of Change (ToC) and metrics into TAF content and narratives to support audience growth and engagement objectives, including stakeholder engagement and policy advocacy
- Support TAF teams by monitoring media, narratives, and trends; with campaign design and delivery; and strategic improvements to research publication/knowledge transfer in support of TAF's ToC
- Implement and improve software and systems integration to identify and fill audience gaps, expand reach, improve monitoring and performance

### EDI Working Group

This staff-led working group will continue to lead internal efforts at TAF to ensure we meet our aspiration of being an inclusive, equitable and diverse workplace. Priorities in 2022 include to:

- Ensure all staff have basic knowledge on Indigenous Cultural Competency and on Anti-Racism/Anti-Bias action
- Create a calendar of important days and host events to increase EDI awareness, support ongoing learning and inspire greater dialogue among the TAF team
- Standardize an annual EDI survey and report on our Board, Committee and Staff make-up
- Plan and organize management training on policies relating to workplace harassment and discrimination, and how to handle issues and concerns

### Finance

This team delivers budgeting; disbursements including payroll, investments and grants; manages receivables; and supports financial and program audits and reporting to our endowment and external funders. Leveraging new accounting software installed in 2021, the

team will increase the quality and consistency of project-level financial management and reporting. In addition to this activity, in 2022 this team will:

- Support the Investment Committee and execute their re-balancing directions
- Establish credit analysis standards and process, including with external support
- Refine and streamline financial and program audits and reporting to all stakeholders

### Governance

In 2021 we initiated updates to TAF's governance policies and procedures to enable effective and efficient delivery on our mandate. The aim is to complete and secure approval of updates to our purchasing policy and process, the TAF/City Relationship Framework (RF), By-Law and Statement of Investment Objectives and Principles (SIOP) by June 2022. In support of that effort and following that approval, our focus will be to:

- Renew our asset mix to include Alternatives and make progress towards Target Portfolio
- Launch a new Direct Investment Committee and Investment Committee to promote greater oversight and strategic deployment of TAF funds in service of achieving carbon, social and financial targets
- Hold 1-2 investment-focused Board meetings per year, as needed, to facilitate rebalancing and investment reviews/approvals
- Review 2019-2022 organization-wide progress, insights and context and, as needed, coordinate a new strategic planning process to guide the work of future years

### Grants

TAF will continue to focus our grant cultivation efforts on specific, high-impact opportunities to accelerate progress in our four Focus Areas. We will also remain receptive to promising project concepts advanced by community groups which are well-aligned with our grant-making priorities. In addition to receiving, managing and funding grant proposals, the Grants Team's priorities for 2022 will be to:

- Incorporate new community benefits and scaling metrics into the grants and internal project application processes
- Build grantee and staff capacity specifically to identify scaling pathways (or barriers) and community benefits, in addition to carbon reductions
- Participate in our first (and at least one) collaborative granting project with an LC3 partner

### Impact Investing

The investment environment, including current interest rates, inflation, market volatility, and high demand for ESG impact, sets the tone for 2022. With guidance from the Investment Committee in 2021, the direct investment strategy will focus on achieving both impact and return in a few key sectors while recognizing that new approaches are needed given the competition for transactions. The team will continue to seek out opportunities for collaboration with like-minded investors, including the LC3 network, leveraging the expertise of the TAF investing team which has grown to four staff, and will welcome a new senior leader as our veteran VP-Impact Investing retires. Priorities in 2022 for this team include to:

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- Incorporate new evaluation criteria for community benefits and scale into investment processes and support refinement of financial capital mobilization metric to increase measurability
- Support re-balancing the TAF portfolio to mitigate risk, secure performance and return and maximize impact
- Hit Direct Investment core performance targets including:
  - Maintain a qualified pipeline of 3-5 projects and companies
  - Secure approval for at least 3 transactions (project or enterprise), ideally one completed with an LC3 partner
  - Advance between \$1-2 million and increase gross revenue (including accruals) by 5-10% by year end
  - Attract (leverage) co-investment in transactions and/or funds at a ratio of at least 1:3 of TAF's own investment
- Undertake a search for aligned Alternative Investments (once SIOIP approved) and add at least one manager to the portfolio
- Develop an Impact Investing plan to achieve the Target Portfolio, including an updated direct investment strategy reflecting the current context, the focus, impact and risk/return expectations, and roles geared to achieving the 30% target
- Participate with key stakeholders on development of financing approaches and project origination to assist GTHA municipalities in upgrading wastewater facilities to include anaerobic digestion and renewable natural gas production
- Based on consultation with LC3 colleagues, identify and initiate our first (and at least one) mutually-beneficial investment-related opportunity for collaboration, either network-wide and/or with a subset of centres

## People & Operations

This team continues to support staff with attention to maintaining stability amid COVID-19 response measures. This includes internal process improvements, staff-level communication and engagement activities, software and IT support, updating key policies and procedures, as well as all Human Resource related functions, including recruiting, hiring, on-boarding, performance monitoring and recognition. Last year, TAF also added Board-level capacity to this critical function via a dedicated HR Committee. Two priorities initiated last year and which will continue in 2022 include executive recruitment for the VP Impact Investing and a Compensation Study and Framework. In addition, this team will:

- Ensure all staff are fully trained on SharePoint and Salesforce and support the roll-out and adoption of these tools over the year
- Reduce total costs for legal services and improve legal process to help us work faster and more cost-effectively
- Update TAF's purchasing practice, through staff training and improved supporting process documentation
- Complete the Compensation Study and implement recommendations, including improving transparency with staff; ensuring pay equity across the organization; and enabling managers with tools and processes to support growth of their team members

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- Support leadership transfer of VP Impact Investing to new hire, including onboarding, ensuring continuity of projects, supporting knowledge transfer, team engagement, and other priorities
- Develop and invest in additional staff engagement activities to maintain morale, energy levels, and creative and strategic thinking, including retreats, learning/development opportunities and other unique activities (pandemic restrictions to be considered)
- Set up new policies and practices to support TAF as a hybrid workplace in 2022 and beyond; including approaches to team meetings; HR handbook updates; right-to-disconnect legislation; and other policies
- Ensure all staff have completed all Ministry-mandate training, including Accessibility Training and Workplace Harassment Training

### Policy

In addition to the Focus Area work, this team actively scans for urban climate policy initiatives and opportunities at all levels of government and determines whether there is a role for TAF. That could include providing briefings, participation in consultations, advancing specific standards and regulations as well as active research to identify relevant climate policy activity from other jurisdictions, academic literature and other sources. In 2022, priorities for this team will be to:

- Incorporate new community-benefits/multi-solving priority into policy advocacy efforts
- Engage the LC3 network in addressing provincial and federal opportunities that can have an impact in the GTHA
- Leverage CRM to improve work with existing allies, expand our outreach and network of partners, and engage regularly and effectively with stakeholders
- Scan for upcoming urban climate policy consultations and decisions at all levels of government and evaluate/determine TAF action (including no action) based on alignment with focus areas, impact, niche/need
- Provide all TAF teams with government relations and advocacy support
- Provide advisory support to select grantees on climate policy work

### Research and Innovation

Among TAF's newest teams, Research and Innovation houses our Quantification practice and extends its mandate to include centralizing and overseeing all TAF-led or TAF-supported research initiatives. In this way, this team will also champion the analysis, capture and sharing of knowledge and insights that drive effective, inclusive and durable climate actions. In addition to supporting our Focus Areas, in 2022 Research and Innovation at TAF will:

- Formalize and disseminate a process for identifying and screening new research opportunities across the organization, ensuring alignment with TAF's strategic objectives and establishing internal and external resourcing needs and commitments
- Develop an agile-based process for managing and evaluating the research TAF invests in, embracing the uncertainty inherent in research and discovery while prioritizing tangible results and knowledge mobilization
- Build knowledge/expertise among strategic practitioners, including LC3 and key public and private stakeholders, to quantify and understand carbon and co-benefits data



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- Establish an internal database to store, manage, and refine all quantification datasets and related processes
- Improve climate action planning through thought-leadership and strategic research including:
  - Publish updates to the GTHA Carbon Emissions Inventory (including a chapter dedicated to Scope 3 emissions), associated Quantification Methodology, and TAF's Electricity Emissions Factors and Guidelines
  - Publish a white paper on the role of the natural gas grid in a low-carbon future, with a focus on dispelling common myths around renewable natural gas and green hydrogen
  - Produce a synthesis of the best available online tools including data visualization, inventory data sources (e.g., NRCan's MEED tool) and modeling
- Collaborate with the LC3 network including by:
  - Supporting the centres with GHG quantification and reporting
  - Supporting the central office in KPI development and supplementary research
  - Conducting a post-hoc assessment of completed LC3-relevant TAF projects to demonstrate and refine the post-hoc evaluation protocol that will be used by the centres
- Update the strategy for the Carbon Data Network for 2022 and beyond, to continue to help municipalities and other decision-makers make use of best available data and methodologies to advance informed climate action and improve emission quantification in the GTHA

## Performance Monitoring and Measurement

The carbon and greenhouse gas quantification methodology developed by TAF will continue to underpin all our grants, investments, program and policy work. In 2022, we also will also incorporate scale indicators and community benefits as key criteria for our work, using the rubrics developed by the LC3 network, and incorporating these screens into all assessments for TAF grants, investments and internal projects. Our end of year report will include results against all these indicators.

Once the network has finalized the equity and capital mobilization rubrics we will apply these to our work as well (expected in 2023).

These new considerations and dimensions of our climate action work will also be incorporated into communications and outreach efforts so that our community partners, key audiences and stakeholders understand the rationale and approach to multi-solving that TAF is undertaking.