



# Annual Plan for 2023

Published January 2023

## 1. Introduction

TAF invests in low-carbon solutions with a goal to support and accelerate their uptake across the Greater Toronto and Hamilton Area (GTHA). The plan below outlines next year's direction for investing, providing grants, influencing policies and programs, and running programs to help scale urban climate solutions. Our 2023 plan is informed by several key considerations including:

**Social progress is climate progress.** We know that climate action also needs to address multiple challenges in order to be supported and enduring, therefore we have fully embraced a multi-solving approach. This year there are several specific goals and targets in our annual plan to advance this work. Across the board, TAF efforts will be reviewed with an equity and co-benefits lens, and resources to advance social outcomes will be a priority focus. This will be an area of collaboration with the Low Carbon Cities Canada (LC3) network.

**Economic uncertainty is a given.** Our 2023 plan will be implemented during a period of economic downturn, impacting TAF as an endowment-funded organization. However, macro-economic shifts, positive and negative, also create opportunity: climate action coupled with global and local responses to the COVID-19 pandemic, climate disasters, and war and invasions, are driving economic transitions, divestments, and investments. Resilience will be a theme this year, and we also aim to seize opportunities through fundraising and direct investments.

**Advancing policy amid political differences.** The current municipal and federal policy environments generally enable climate action; however, the prevailing provincial direction requires us to simultaneously play defence while advocating for multi-solving policy opportunities. We will leverage major new and ongoing policy initiatives including the development and adoption of municipal climate plans, Canada's 2030 Emissions Reduction Plan, and the US Inflation Reduction Act which can aid and abet emissions reduction in the GTHA.

**The team and network we need.** TAF is its people, and that includes staff, board and committee volunteers, and key partners and collaborators. Investment in staff development and retention, recruitment of several new Board and Committee members, and stewardship and establishment of partnerships will keep us strong. This includes engagement with the LC3 network, which enables Canada's seven largest cities and regions to collaborate on climate action.

**Follow the carbon and co-benefits.** The 2023 annual plan is grounded in the GTHA carbon emissions inventory and our emerging and growing understanding of the multiple benefits of climate action. We will continue to use evaluations and retrospectives to adapt to changing contexts and improve our focus and approaches.

## 2. Summary of Objectives, Targets and Supporting Activities

### I. ACCELERATING RETROFITS

Overall Objectives	2023 Targets
<i>Funding for retrofit market acceleration is deployed in the GTHA and across Canada</i>	<ul style="list-style-type: none"> <li>• \$8 million secured to fund TAF’s Retrofit Accelerator</li> <li>• Two additional, viable GTHA accelerators apply to federal fund</li> <li>• \$1 million in funding secured for co-benefits in Accelerator retrofits (e.g., job creation, community investments, health, and comfort)</li> </ul>
<i>GTHA Multi-Unit Residential Building (MURB) retrofit market scales towards a tipping point through strong, local delivery</i>	<ul style="list-style-type: none"> <li>• Retrofits of 7,500 MURB suites in GTHA are in motion with support from TAF’s Retrofit Accelerator</li> <li>• Retrofits initiated with two more new GTHA portfolio owners</li> <li>• \$200 million in capital in Accelerator retrofits secured and mobilized, including \$30 million secured with TAF assistance</li> <li>• Three new retrofit technologies identified and at least one incorporated for testing</li> </ul>
<i>Policy frameworks are in place for existing buildings to achieve net-zero by 2050</i>	<ul style="list-style-type: none"> <li>• One GTHA municipality adopts building performance standards (BPS) for existing buildings, and at least one more is in development</li> <li>• The federal Green Building Strategy includes a commitment for all new space and water heating to be at least 100% efficient and net-zero ready by no later than 2030</li> </ul>
<i>New tools, approaches and financing are mobilized that increase retrofit activity, reduce cost and time and improve outcomes</i>	<ul style="list-style-type: none"> <li>• Commercial scale retrofit financing is announced from at least two capital providers (e.g., utilities, banks, and insurance companies)</li> <li>• One retrofit innovation (e.g., heat pump aggregation, integrated project design, prefabricated overcladding) is identified for standardization in 2024</li> </ul>

### Team Activities in Support of this Focus Area

#### Campaigns and Communications

- Support stakeholder engagement and mobilization to advance BPS
- Showcase retrofit projects, research, collaboration, and other insights to advance industry knowledge, generate Accelerator leads, and advance market development and policy objectives

## Grants

- Cultivate at least two successful grant applications related to accelerating deep retrofits, including one focused on advancing strong BPS

## Impact Investing

- Explore opportunities and mechanisms for mobilizing capital for deep retrofits from major providers (e.g., big banks, insurance companies, utilities)
- Pursue TAF co-investment in the St. James Town district energy project

## Policy

- With Pembina Institute and other stakeholders, advocate for enhanced and ongoing federal funding and programs for retrofit market development
- With Efficiency Canada and other stakeholders, and leveraging shared research, secure a commitment to phase out gas-burning heating and hot water appliances
- Engage and mobilize champions and experts (including municipalities, architects, engineers, contractors, manufacturers and building operators) to advance the development and adoption of BPS in the GTHA; convene the 2023 Dan Leckie Forum focused on BPS; explore the feasibility of incorporating maximum temperature limits into BPS

## Research and Innovation

- Complete Toronto Community Housing (TCHC) building archetype study to support its Net-Zero Portfolio Strategy, with support from Retrofit Accelerator Team
- Complete assessment of opportunities for heat pump aggregation and develop key insights for knowledge transfer
- Support Retrofit Accelerator team in finalizing prefabricated overcladding technical specifications and evaluating supplier submissions

## Retrofit Accelerator

- Continue supporting new market development and demand including:
  - The Pocket Change neighbourhood scale approach for single-family homes
  - The United Way and Canada Mortgage and Housing Corporation Inclusive Local Economic Opportunity retrofits initiative in the Greater Golden Mile
  - Secure new strategic partnerships and contracts to extend Retrofit Accelerator services and capacity (e.g., monitoring and verification, resident engagement, indoor environmental quality studies)
  - Support uptake of TAF's prefabricated overcladding roster in a retrofit project by at least one building owner/retrofit project
  - Implement, track, and report on key performance indicators (KPIs) for GTHA retrofit market development
- Increase capital for retrofit activity including:
  - Secure at least \$30 million for Retrofit Accelerator projects

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- Work with Impact Investing team to identify and evaluate the technical viability of new retrofit technologies for investment opportunity and demonstration in Retrofit Accelerator projects
- Assess opportunities for incorporating Investor Ready Energy Efficiency (IREE) into a Retrofit Accelerator project this year
- Protect and advance resident priorities including:
  - Build resident protections into our standard building owner agreements of Retrofit Accelerator projects
  - Establish standardized approaches and processes for assessing owner and resident satisfaction and other engagement procedures
  - Document and standardize Retrofit Accelerator resident engagement procedures
- Support and leverage TCHC momentum to drive retrofit innovation and scale including:
  - Complete phase two feasibility study for St. James Town District Energy Study, assessment work required for TCHC buildings, and (if relevant) apply for project implementation funding if feasibility confirmed
- Advance community equity priorities and co-benefits through retrofits including:
  - Initiate a community benefits agreement on one Retrofit Accelerator project site (targeting St. James Town)
  - Document and standardize indoor environmental quality monitoring and evaluation processes for Retrofit Accelerator projects
- Continue to improve and advance Retrofit Accelerator operations including:
  - Establish retrofits database and incorporate it into workflows
  - Strengthen project management services and processes, utilizing Customer Relationship Management (CRM) and Project Management (PM) software
  - Establish templates for proposals, project agreements, etc.
  - Identify opportunities to improve Integrated Project Delivery processes and develop market awareness
  - Establish an efficient, scalable Measurement & Verification approach and process for retrofits

### Cross-over Activities with Other Focus Areas

- Accelerating Net-Zero Electricity
  - Begin to screen retrofits for the potential to include Distributed Energy Resources (DERs) to reduce summer peak impacts (with an eye toward future winter peaking), and integrate a DER solution into at least one MURB retrofit project
- Accelerating Electric Vehicle (EV) Uptake
  - If funding becomes available, promote EV Station Fund incentives and/or EV-ready MURB funding retrofits supported by Retrofit Accelerator
  - Explore the feasibility of incorporating EV-ready requirements into BPS

## II. ACCELERATING EV UPTAKE

Overall Objectives	2023 Targets
<i>All parking spaces in GTHA MURBs are EV-ready by 2035</i>	<ul style="list-style-type: none"> <li>• All EV Station Fund projects supported with initial \$2 million Zero Emission Vehicle Infrastructure Program (ZEVIP) funding completed; \$3 million in follow-on funding secured and contracts executed for at least \$1 million from the second tranche</li> <li>• Financing model to enable EV-ready retrofits in MURBs developed and piloted, drawing on the LC3/Green Municipal Fund study</li> <li>• EV-ready MURB proof-of-concept program funded and launched</li> <li>• Three additional GTHA municipalities, including Mississauga, adopt requirements for at least 50% EV-readiness in new MURBs</li> </ul>
<i>Public charging in the GTHA is sufficient to support 30% of the vehicle fleet by 2030</i>	<ul style="list-style-type: none"> <li>• City of Toronto Public EV Charging Plan approved by Council includes the incentives, investments, and requirements needed to meet Toronto’s public charging goals for 2025 and 2030</li> <li>• City of Toronto parking strategy adopted by Council includes incentives for EVs, including shared EVs</li> <li>• GTHA municipalities understand the value of Clean Fuel Regulation (CFR) credits for EV charging and how to claim their credit entitlements</li> </ul>
<i>All new vehicles-for hire (VFH) in Toronto are electric as of 2025 and all new VFH in the GTHA are electric by 2030</i>	<ul style="list-style-type: none"> <li>• City of Toronto Net-Zero by 2030 VFH strategy is adopted by Council and includes the supports and requirements needed to transition the sector to net-zero by 2030</li> <li>• Potential financing solutions for VFH purchases assessed and, if viable, made available to the market</li> </ul>

### Team Activities in Support of this Focus Area

#### Campaigns and Communications

- Share knowledge and success stories from leading jurisdictions and organizations to support stakeholder capacity and policy objectives
- Develop and execute campaign strategies to support the adoption of municipal EV policies
- Communicate the value of CFR credits to GTHA municipalities and encourage them to claim their credit entitlements to support investment in public and fleet charging
- Pending funding, support marketing of recapitalized EV Station Fund and EV-ready MURB pilot, and share knowledge and insights from implemented projects

#### EV Charging Program Delivery

- Secure funding for and launch EV-ready MURB proof-of-concept project

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- Identify the challenges and opportunities related to EV charging accessibility and TAF's role in advancing solutions
- Oversee research on how to realize the benefits of implementing at-scale Vehicle-to-Grid (V2G) for EV owners, governments, utilities, ratepayers, and businesses

### Fundraising

- Secure at least \$3 million in additional funding to recapitalize the EV Station Fund
- Secure at least \$2 million in funding for a proof-of-concept initiative demonstrating the value of supporting comprehensive EV-ready retrofits in MURBs

### Grants

- Cultivate a project to advance implementation of V2G at scale based on research outcomes

### Impact Investing

- Develop a financing/business model for MURB EV-ready retrofits drawing on study results, and structure a pilot to test it
- Structure and test the viability of a VFH financing solution and, if relevant, determine a pathway to make it available to the market

### Policy

- Advise the City of Toronto on the development of:
  - A strong Net-Zero by 2030 Strategy for the VFH sector
  - A strong EV Public Charging Plan
  - Financial and non-financial incentives to encourage the adoption of EVs as part of the City of Toronto's Parking Strategy
- With relevant stakeholders, advocate for additional provincial government support for EV charging infrastructure and EV adoption
- Support and advise grantees (Pembina Institute and Electric Mobility Canada) in advocating for strong federal Zero-Emission Vehicle mandates, including by engaging GTHA municipalities and/or LC3 network

### Research and Innovation

- Analyze data collected from TAF's EV Station Fund to support program evaluation and inform opportunities for future EV and electricity systems programming
- Support preliminary analysis of VFH data to assess the feasibility of and likely market for a financing solution to cover the EV premium

### Cross-over Activities with Other Focus Areas

- Accelerating Retrofits
  - Promote the Retrofit Accelerator services to MURBs that apply to the EV Station Fund
  - Assess the technical opportunities and challenges of retrofitting buildings to accommodate the concurrent electrification of vehicles and heating

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- Accelerating Net-Zero Electricity
  - Oversee V2G research with a focus on maximizing the value of this distributed resource in electricity-constrained areas and how to scale
- Accelerating Net-Zero Ready New Construction
  - Advocate for the adoption of a model by-law for EV-ready requirements in all new residential and non-residential buildings throughout the GTHA



### III. ACCELERATING NET-ZERO READY NEW CONSTRUCTION

Overall Objectives	2023 Targets
<i>Industry has the capacity and products to build net-zero ready buildings</i>	<ul style="list-style-type: none"> <li>• Strategy for addressing new buildings performance gap (design vs. actual) developed with research initiated to characterize the gap</li> <li>• Strategy for addressing product/technology gaps for net-zero ready construction developed and research initiated to characterize and prioritize gaps</li> </ul>
<i>Codes and standards are progressively strengthened to ensure all new construction is net-zero ready by 2030</i>	<ul style="list-style-type: none"> <li>• Existing municipal Green Development Standards (GDS) in the GTHA are maintained</li> <li>• At least two new or updated GDS are passed by GTHA municipalities, including Mississauga, and operational &amp; embodied carbon requirements are incorporated</li> </ul>
<i>Net-zero ready construction is cost-competitive, affordable to operate, and delivers multiple benefits</i>	<ul style="list-style-type: none"> <li>• The need for financing strategies or models to support industry adoption of higher tiers of GDS is assessed and options developed, if applicable, for deployment in 2024</li> </ul>

#### Team Activities in Support of this Focus Area

##### Campaigns and Communications

- Follow and learn from groups vulnerable to housing affordability including their challenges, objectives, and needs
- Develop and execute campaign strategies to support the adoption of at least two new or updated GDS in the GTHA, including Mississauga
- Share knowledge and insights from various TAF-funded embodied carbon projects with target audiences, in collaboration with Research and Innovation team
- Promote awareness and uptake of the federal clean technology tax incentive for heat pumps and other DERs (in collaboration with Retrofit Accelerator)

##### Fundraising

- Determine external funding needs for achieving research and capacity-building targets and, if needed, identify opportunities and submit application(s)

##### Grants

- Cultivate a project focused on addressing performance gap and/or technology/product gaps

## Impact Investing

- Assess the need for financing strategies or models to support industry adoption of higher tiers of GDS; if applicable, develop options for potential deployment in 2024

## Policy

- Engage with municipalities and key stakeholders in support of maintaining and expanding GDS, and in advancing opportunities for provincial green development policies as they arise
- Advise and collaborate with Efficiency Canada (via TAF/LC3 funding) in advocating for a net-zero emissions ready code that covers both operational and embodied carbon, solar-ready, and EV-ready requirements

## Research and Innovation

- Characterize the new buildings performance gap (design vs. actual)
- Characterize the product/technology gaps for net-zero ready buildings

## Cross-over Activities with Other Focus Areas

- Accelerating EV Uptake
  - Advocate for 100% EV-ready requirements for new residential construction and at least 25% EV-ready requirements for non-residential construction
- Accelerating Retrofits
  - Research technology gaps (via Pembina Institute grant)
- Accelerating Net-Zero Electricity
  - Integrate DERs into new construction, including via GDS

#### IV. ACCELERATING NET-ZERO ELECTRICITY

Overall Objectives	2023 Targets
<i>A federal guardrail that ensures net-zero electricity in Ontario by 2035</i>	<ul style="list-style-type: none"> <li>• A strong federal Clean Electricity Regulation (CER) is passed, including prescribed life exemption of no more than 15 years and minimum carbon requirements for hydrogen compliance path</li> <li>• At least \$500 million in federal funding committed for Ontario clean energy infrastructure</li> </ul>
<i>Widespread confidence and policy certainty in DERs underpinned by 1.5 GW of new installed DER capacity in the GTHA by 2028 with benefits accruing to local communities and the provincial grid</i>	<ul style="list-style-type: none"> <li>• Program initiated with strategic partners (utilities and/or solutions providers) to demonstrate and de-risk at least one priority DER in the GTHA in 2024</li> <li>• Plan developed and partners secured to influence a post-2024 conservation and demand management (CDM) program that is, at minimum, aligned with the Independent Electricity System Operator’s (IESO’s) Maximum Achievable Potential scenario for energy savings</li> </ul>
<i>Electricity distribution systems that enable and encourage electrification of buildings, transportation, and industry</i>	<ul style="list-style-type: none"> <li>• Plan developed (for implementation in 2024) to address at least two high-priority system barriers to electrification, informed by engagement with end users, utilities, and other system participants</li> </ul>

#### Team Activities in Support of this Focus Area

##### Campaigns and Communications

- Brief immediate stakeholders and solicit feedback on TAF-commissioned report, [Scenarios for a Net-Zero Electricity System in Ontario](#)
- Support stakeholder mobilization and knowledge dissemination related to advancing net-zero grid objectives, including with municipalities regarding gas plants and local DERs, with business consumers and solutions providers, and other key constituencies
- Identify vulnerable groups and representatives who are impacted by energy poverty and ensure their priorities are integrated into TAF’s communications and policy advocacy

##### Fundraising

- Secure at least \$350,000 to support the execution of the plan in 2023 and beyond

##### Grants

- Cultivate projects to:
  - Mobilize the clean energy sector in support of clean electricity in Ontario

- Advance policy certainty and support for DERs and/or enhanced CDM in the post-2024 framework

### Impact Investing

- Guided by the IESO report, [Ontario's Distributed Energy Resources \(DER\) Potential Study](#), make at least one investment in a project or company that helps to demonstrate, de-risk, and increase confidence in the DER as viable and investible

### Policy

- Federal
  - With key partners, advocate to ensure the federal CER backstops the phase-out of Ontario gas plants including: a hydrogen carbon assessment or maximum carbon intensity requirement; a maximum prescribed life exemption of no more than 15 years for gas generators built before 2025; an interim 2030 target and/or tightening rate for electricity generation under the Output-Based Pricing System
  - Engage with relevant partners, potentially including municipalities, ENGOs, and industry associations, to advocate for and secure federal funding for clean electricity infrastructure with a priority focus on urban DERs
- Provincial
  - Engage with the IESO and other stakeholders on upcoming resource procurement Requests for Proposal to minimize new investment in natural gas generation
  - Collaborate with other stakeholders to secure Ontario Energy Board, IESO and government rules, programs and/or procurements that enable large-scale investment in cost-effective DERs
- Municipal
  - Engage with GTHA municipalities regarding their decisions on the endorsement of new/expanded gas generation projects and commitment to DERs

### Accelerating Net-Zero Electricity Focus Area Team (with support from Research and Innovation)

- Develop a program to demonstrate and de-risk at least one high priority DER, including:
  - Identify highest priority DERs for near-term adoption at scale based on existing barriers to implementation and potential impact, informed by engagement with utilities, DER companies, and other stakeholders
  - Capture lessons learned from past pilots and other jurisdictions related to the deployment of high-priority DERs
  - Clarify the IESO/Province's success criteria for demonstrating the viability of DERs and incorporating them into program design
  - Explore collaboration opportunities with utilities, building operators, solutions providers, and municipalities
  - Select preferred DER(s), implementation partners, and support mechanisms (e.g., grants, program funding, impact investment)
  - Finalize demonstration program for implementation beginning in 2024

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- Develop primer characterizing electricity system-related barriers to electrification of other sectors (buildings, transportation, and/or industry)
- Complete a jurisdictional scan of net-zero electricity initiatives across North America

### Cross-over Activities with Other Focus Areas

- Accelerating Retrofits
  - Explore feasibility and potential benefits of participation of MURB space conditioning loads in demand response programs
- All focus areas
  - Engage GTHA utilities to identify and explore strategies for overcoming grid-related constraints to the electrification of EVs and buildings

### 3. Additional Team Objectives In 2023

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 2023.

#### Campaigns and Communications

Ongoing core activities: Provide cross-team support for strategic policy advocacy, knowledge transfer and thought-leadership, program-related outreach, and corporate profile through our channels including TAF’s website, blog, campaigns, webinars, events, newsletters, social media, and traditional media.

<b>Key Activities for 2023</b>
Improve campaign strategies and increase team capacity, including through procuring ongoing creative services for strategy and production for website and digital content, writing and copyediting support, and media and presentation training for TAF spokespeople
Deepen stakeholder relationships by identifying new contacts and segmenting existing contacts in the CRM system, with a focus on multi-solving stakeholder groups
Develop strategy and tactics to increase engagement with impact investing target audiences
Standardize media briefing format to improve the quality and content of TAF’s earned media, aiming to reach broader journalist targets from new and diverse publications
Integrate equity, diversity and inclusion objectives into TAF’s outreach efforts and communication approaches

#### Equity Diversity and Inclusion (EDI) Working Group

Ongoing core activities: Support EDI focused education and awareness activities; share advice to support the adoption of EDI objectives across our workstreams and external relationships.

<b>Key Activities for 2023</b>
Develop and implement an annual TAF EDI Survey, including a process for regular evaluation
Publish the first EDI report, providing transparency and metrics for progress
Launch an EDI-focused curriculum for all staff: <ul style="list-style-type: none"> <li>• Assemble and create foundational training material for new staff and integrate it into the onboarding process</li> <li>• Launch a library of resources for staff</li> </ul>

Deliver additional, opt-in learning opportunities

- Two “deep dive” training opportunities in 2023, including one on microaggressions
- Eight lunch & learn sessions, drawing on staff and/or external speakers outside of the EDI Working Group

Develop a set of facilitator/Chair/Host guidelines to support use of TAF’s Code of Conduct and land acknowledgement in meetings and sessions

## Finance

Ongoing core activities: Execute payables/receivables; reconciliations; quarterly and annual reporting and compliance requirements (to TAF Board, Investment Committee, City of Toronto, Ontario, FCM); filings and signing authorities; budget and cashflow development; financial and program audits.

### Key Activities for 2023

Secure Board and Council approval for TAF Debt Policy (an element of governance updates)

Undertake further refinement and implementation of Dynamics accounting system including:

- Requisition training (including internal projects coding)
- Project-level accounting and reporting
- Electric Funds Transfer integration

Standardize regulatory and repayment requirements in all Direct Investment agreements to streamline back-end management, drawing on insights from past transactions

Refine budget and cashflow development to support management response by incorporating major expense predictions quarterly and monitoring portfolio performance monthly

## Grants

Ongoing core activities: Manage grant intakes throughout the year; review 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; coordinate meetings of the Grants and Programs Committee and ensure its smooth functioning.

### Key Activities in 2023

Develop a TAF Grants Policy (an element of governance updates) and, as required, update the Grants and Programs Committee Terms of Reference

Incorporate an equity-focused metric into TAF’s grant application and evaluation processes
Expand grant cultivation by launching at least one targeted call for proposals and sourcing grant opportunities through stakeholder convenings
With support from Research and Innovation, develop a methodology for evaluating the performance of TAF’s grants program and complete an evaluation of a segment of the portfolio
Map GTHA funders and explore partnerships for advancing common goals

### Impact Investing

Ongoing core activities: Support and engage the Investment and Direct Investment Committees; originate investment opportunities and maintain a pipeline of three to five qualified opportunities predominantly aligned with focus areas; manage the portfolio including capital calls and returns of capital; track and report impacts using established metrics; administer the Energy Savings Performance Agreement (ESPA)-financed retrofit investments; maintain TAF’s presence and thought-leadership in the market; seek opportunities for co-investment; collaborate with other TAF teams including with Finance to monitor and rebalance the portfolio.

<b>Key Activities in 2023</b>
Secure approval for at least three transactions and/or achieve \$3 million in net new investments; ideally, at least one is completed with an LC3 partner and the majority are tied to TAF’s focus areas
Attract co-investment in transactions and/or funds at a ratio of at least 1:3 of TAF’s own capital
Provide the Direct Investment Committee with regular reporting for each direct investment using an updated timeline and format established in collaboration with investees
With HUB/Proteus, complete an Alternatives (infrastructure) Fund search and selection
With HUB/Proteus, present options to improve impact and risk/return of the fixed income portfolio
Refine reporting to include regular risk assessment for the Direct Investment Committee
Assess use of the Efficiency Capital warehouse line and practical impact on committed funds
Refine and align risk/return, diversification, impact and niche in TAF’s investment strategy and underpin origination and selection



## Operations

Ongoing core activities: Provide administrative and operational support for cross-team and all-staff functions including meetings and events; Board and Committee communications and meetings; software and information management; improvements to key policies and procedures; procurement; staff engagement activities; annual planning and reporting.

<b>Key Activities in 2023</b>
Update and implement a new internal purchasing practice to improve outcomes including cost, time, quality, and supplier relationships
Improve /update policies and procedures for: <ul style="list-style-type: none"> <li>• Hybrid working</li> <li>• IT and cyber security</li> </ul>
Provide TAF team with support and training to ensure a smooth and effective hybrid work environment through: <ul style="list-style-type: none"> <li>• Computer skills fundamentals training</li> <li>• Adoption of Teamwork, MS Dynamics, Humi, Applied, and Salesforce</li> <li>• Availability of hybrid-ready off-site meeting rooms</li> </ul>
Coordinate with Finance team to support setup and implementation of processes to improve quarterly financial reporting and other accounting needs

## People

Ongoing core activities: Support recruiting, hiring and onboarding; coordinate and support performance review and staff development; manage HR information (payroll, benefits, perks, compliance requirements); ensure an equitable, safe, professional workplace working in coordination with the EDI Working Group.

<b>Key Activities in 2023</b>
Secure new fractional HR services to help TAF keep up to date on workplace compliance policies and best practices, and other needs as may arise
Complete and launch TAF organizational values
Implement and monitor compensation adjustment roll-out
With HR Committee and City, update TAF Executive Compensation Framework

## Policy

Ongoing core activities: Support TAF's focus areas by advancing high-impact climate policies and programs at all levels of government; monitor and provide strategic advice on emerging opportunities for policy engagement; provide policy advisory support to grantees; liaise with partners and stakeholders to advance shared policy priorities.

### Key Activities in 2023

Submit recommendations for the Federal and Provincial Budgets and Economic Statements when submissions are invited

Build equity goals into TAF's advocacy work in a more structured way, including by embedding equity considerations into the team's policy appraisal document and formal policy submissions

## Research and Innovation

Ongoing core activities: Support TAF's functional teams with their quantification and research needs; share the latest information and best practices including those related to embodied carbon, health, and other co-benefits; track, monitor and report on TAF's KPIs; identify and evaluate new and emerging research opportunities to advance outcomes in our focus areas.

### Key Activities in 2023

Build quantification knowledge skills among strategic GTHA practitioners regarding carbon and co-benefits data, marginal electricity emission factors and fugitive emissions

Improve climate action planning through thought-leadership and strategic research including:

- Publish 2022 GTHA Carbon Emissions Inventory, integrating some embodied carbon and building efficiency impacts analysis
- Publish updates to TAF Quantification Methodology and Electricity Emission Factors Guidelines
- Develop an internal topic 'explainer' outlining TAF's position on the role of renewable natural gas and hydrogen, and support the development of external communications (e.g., through a myth-busting blog)
- Apply current list of data visualization and modeling tools to our work where necessary

Operationalize the database to store and manage all quantification datasets and processes; support Retrofit Accelerator in using it for analytics.

## Strategy and Governance

Ongoing core activities: Support effective governance by TAF's Board and Committees, including recruitment and on-boarding of new members and supporting well-informed decision-making; deliver effective and timely reporting related to the City, Ontario and Canada

endowments; ensure ongoing compliance with governance-related policies and other requirements; lead the development of TAF’s annual plan and report; update risk register to reflect current realities and undertake quarterly analysis and reporting.

<b>Key Activities in 2023</b>
Update TAF’s Strategic Directions for 2023 and beyond, including new approaches and types of services in line with our mandate and Theory of Change
Host an appreciation event for past and current volunteers
Review the Ontario Transfer Payment Agreement after seven years (October 2023) with the City of Toronto and Ministry of Municipal Affairs and Housing
Secure amendments to the TAF Act related to Ontario’s Not-for-Profit Corporations Act and other housekeeping matters as approved by Council.
Consider options and advance approach to legal services that manage cost, support good governance, and contribute to innovation objectives
Shepherd full implementation of TAF governance updates
Identify and implement opportunities to engage committees more deeply to advance TAF objectives, including potential cross-committee collaboration
<p>Advance social priorities across the GTHA through TAF’s climate-centered work:</p> <ul style="list-style-type: none"> <li>• Deliver a collective learning approach to give all staff an initial experience with analyzing co-benefits and equity in their work at TAF</li> <li>• Use an equity lens and undertake a co-benefits identification exercise to initiate improvements and updates to our programs, campaigns, and projects</li> <li>• Identify organizational equity and co-benefits priorities and partnerships</li> </ul>