

Annual Plan for 2026

Objectives, targets, and supporting activities

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Introduction

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

Our most recent inventory (carbon.taf.ca) revealed that the GTHA's carbon emissions increased again - but it also points to effective programs and approaches whose full impact has yet to be realized.

In short: we know what works to drive down emissions, but solutions are still not being implemented at the pace and scale needed to unlock the multiple social, economic, and environmental benefits of a net-zero region.

That's why TAF's 2026 plan remains focused on the key sources of emissions - buildings, transportation, and electricity generation - and is strategically designed to bust barriers, incubate and de-risk practical solutions, and invest in leaders.

That includes:

- Region-wide, industry-oriented, market building strategies supported by clear policy and regulatory frameworks, to enable project planning and implementation
- Capital mobilization, workforce and economic development in way that supports people and communities and taps the resilience and strength of the GTHA as a whole

How TAF's 2026 Annual Plan works

The 2026 Annual Plan is organized into two sections.

The first presents long-term objectives, in-year targets and specific activities for each of TAF's Focus Areas.

The second describes activities implemented by our functional teams to ensure we meet financial, operational, regulatory and other requirements, and generally enable and continuously improve the organization's work.

Collaboration is one key to TAF's success. Internally, implementation of this plan is achieved through integrated working groups and campaign teams.

Externally, we engage with a wide range of stakeholders including the Low Carbon Cities Canada (LC3) network, industry across multiple sectors, government staff

and elected officials, and community organizations.

In keeping with TAF's practical nature and innovation culture we review progress on this plan three times a year to track progress. We determine if pivots in our approach are required in response to evolving priorities and opportunities while maintaining our focus on the targets and objectives.

It's an ambitious plan that relies on good governance and effective operations, leverages TAF's volunteers, staff, endowments and reputation, and stays focused on the Strategic Directions for 2024 to 2030.

Any comments and opportunities for collaboration are welcome as we continue advancing local climate solutions for the GTHA.

Focus Areas

Our work is organized into four focus areas, determined by the largest sources of carbon in the GTHA (see: carbon.taf.ca). They are supported by teams with different skills and services from across the organization:

- **Accelerating Retrofits** - addresses the emissions associated with existing buildings (mainly from the use of methane gas for space heating) and can generate many co-benefits including for health and local economic development
- **Accelerating Clean Transportation** - decarbonizes transportation by focusing on convenient and affordable access to EV charging and reducing emissions per total kilometers travelled
- **Accelerating Net-Zero Ready New Construction** - ensures demand for new housing is met with efficient, affordable, and resilient buildings, leveraging the economic opportunity to strengthen the construction industry
- **Accelerating Clean Electrification** - recognizes how more clean electricity is needed to electrify other sectors, and focuses on the key role that distributed energy can play

Accelerating Retrofits

Space heating with fossil fuels still produces nearly half of regional carbon emissions, making upgrades to existing buildings a critical priority. Renewing the places where we live, work, and play not only cuts emissions but also lowers operating costs, improves health and comfort, strengthens resilience, and stimulates the local economy.

In 2026, we will focus on securing a fair and effective Building Emissions Performance Standards (BEPS) for existing buildings; supporting owners through retrofit planning and implementation via the Retrofit Accelerator; investing directly in retrofits while mobilizing additional capital; and accelerating the adoption of high-impact technologies by removing regulatory “red tape.”

OBJECTIVE

Successful building retrofits are proving economic, health, and resilience outcomes, motivating industry and policymakers to scale up the retrofit market.

2026 TARGETS

- ✓ A metric to quantify the economic health benefits of retrofits (per tonne of carbon reduced) is developed and shared with stakeholders
- ✓ At least 10,000 hours of social contracting are created via TAF’s Retrofit Accelerator
- ✓ An industry toolkit for integrating social contracting into procurement reaches at least 100 high-potential users

ACTIVITIES / INITIATIVES

- ✓ Cultivate grant(s) focused on securing co-benefits of retrofits in the GTHA (e.g. health, jobs through social procurement, local economic benefits, resilience to extreme weather) alongside energy and carbon reduction impact
- ✓ Co-develop with industry experts a GTHA-relevant metric for “health benefits per tonne of carbon reduction” that can be used to strengthen the case for retrofits
- ✓ Publish a resident engagement guide to support building owners and retrofit delivery partners
- ✓ Develop an understanding of the condition and needs of Indigenous owned and serving buildings in the GTHA

OBJECTIVE

GTHA buildings are being upgraded at the pace and scale needed to achieve 2040/50 carbon targets

2026 TARGETS

- ✓ Retrofit Accelerator is supporting 200 buildings and 6,500 housing units, including at least one building/portfolio with a new Indigenous partner
- ✓ At least \$5 million in private financing and \$25 million in public funding and financing is mobilized for TAF supported retrofits
- ✓ At least 25 Enhanced Reserve Fund Studies and/or Enhanced Building Condition Assessments are initiated, highlighting their value for decarbonization planning
- ✓ At least five heat pump technologies and two pre-fabricated envelope approaches are implemented and showcased in GTHA retrofits

ACTIVITIES / INITIATIVES

- ✓ Streamline the due diligence and approval processes for the finance facilities earmarked for Efficiency Capital retrofit projects
- ✓ Support multi-residential building owners interested in building decarbonization through all phases of the retrofit lifecycle including origination, planning, financing, implementation, post-retrofit optimization and warranty
- ✓ Support upgrades for Toronto's 5% most-in-need buildings, with a view to BEPS compliance
- ✓ Design and deliver marketing and communications to meet Retrofit Accelerator targets, deepen market demand and implementation capacity including via content, local advertising, thought-leadership, and earned media

OBJECTIVE

Policies and programs are in place to support building decarbonization in the GTHA

2026 TARGETS

- ✓ A fair and effective building emissions performance standard (BEPS) by-law and implementation supports are crafted, supported by stakeholders and ready for presenting to Toronto Council in Q1 2027
- ✓ At least two more GTHA municipalities are developing EWRB bylaws
- ✓ At least two municipalities remove zoning barriers to heat pump adoption
- ✓ Retrofit funding and financing is announced in the Federal and Provincial budgets, in the Demand-Side Management (DSM) budget, and for municipal BEPS implementation
- ✓ Canada's Energy Efficiency Act is modernized and strengthened, including by allowing equipment regulations to address carbon emissions

ACTIVITIES / INITIATIVES

- ✓ Convene key stakeholders, build understanding of concerns and solutions, grow interest in and mobilize support for development and adoption of a BEPS bylaw in Toronto
- ✓ Provide analysis of economic value and recommendations based on best practice for BEPS and EWRB by-law design and drafting
- ✓ Advocate for effective provincial utility funding for retrofits
- ✓ Engage with building owners, financiers and other stakeholders to understand the barriers to uptake of CTITCs for retrofits and offer relevant support to project proponents

OBJECTIVE

Industry in the GTHA has the capacity to deliver GHG reductions from building renewal at the pace and scale needed to hit 2040/50 targets

2026 TARGETS

- ✓ A regional economic development strategy is developed to retain, grow and attract manufacturers and suppliers of retrofit and construction goods and services
- ✓ A Collaborative Contracting model, supported by qualified leads, is adopted and showcased by at least two retrofit partners

ACTIVITIES / INITIATIVES

- ✓ Cultivate grant(s) focused on fostering a vibrant local retrofit/construction industry
- ✓ Establish channel partner agreements with prequalified retrofit suppliers who can bring projects to Retrofit Accelerator
- ✓ Develop and publish rosters of prequalified suppliers including M&V providers and panelization technologies
- ✓ Help develop the capacity of two social enterprises through their involvement in TAF-supported retrofits
- ✓ Use virtual audits, drone-based infrared thermography, AI-based decarbonization and other technologies to optimize processes and improve outcomes

Accelerating Clean Transportation

Transportation emissions have grown with population and now represent 37% of the emissions profile, while sales of electric vehicles (EV) slowed as rebates ended.

Making the transition from fossil fuel to electricity convenient and affordable is a key theme this year including demonstrating a business model for comprehensive EV charging in multi-residential buildings, a strategy to build out publicly-accessible charging, and public policy and funding to spur EV adoption.

New attention will be on the many benefits of reducing emissions per kilometer and total kilometers travelled, introducing other transportation priorities beyond electric vehicles.

OBJECTIVE

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

2026 TARGETS

- ✓ EV Ready Pilot achieves substantial completion in at least 8 buildings and is on track to install 500 chargers by Q2 2027
- ✓ Public funding is committed to support comprehensive EV-ready upgrades in existing multi-residential buildings

ACTIVITIES / INITIATIVES

- ✓ Develop performance metrics for EV-Ready Pilot, aligning with TAF KPIs and incorporating quantitative data and qualitative insights
- ✓ Provide communications to support EV Ready Pilot, including launch event, website, promotion to condo owners, sharing progress and results, and to promote scaling EV readiness to policymakers, utilities, and industry
- ✓ Implement EV Ready Pilot in all participating buildings including oversight of feasibility studies, electrical contracting, execution of Charging Service Provider operating agreements, and training and onboarding
- ✓ Map the scaling pathway for EV-Ready Pilot based on factors including electricity grid and building infrastructure, EV demand projections, financing and business model and V2G potential

OBJECTIVE

Expansion of public charging in the GTHA is sufficient to support widespread growth in EV adoption by 2030

2026 TARGETS

- ✓ A plan for reliable public EV charging in Toronto on non-City properties is completed, endorsed by key stakeholders, and integrated with planning across the GTHA
- ✓ Three to five actions are positioned to be implemented to increase the availability of public charging on non-City properties
- ✓ Red-tape barriers to installing EV charging infrastructure, including permitting and design standards, are identified and commitments are made to address at least three barriers in GTHA municipalities and/or provincially

ACTIVITIES / INITIATIVES

- ✓ Collaborate with official partners on public charging initiatives to realize synergies across consultations and activities with local governments, utilities and other stakeholders
- ✓ Disseminate the public charging plan to key audiences, establishing a compelling vision for implementation
- ✓ Advocate for federal, provincial and other sources of funding/ financing for public charging infrastructure

OBJECTIVE

Emissions per vehicle-kilometre travelled (VKT) are reduced across the GTHA

2026 TARGETS

- ✓ A regulatory and trade policy framework exists to support the availability of smaller and more affordable low-emission vehicles in the GTHA market
- ✓ Solutions to accelerate EV adoption in shared mobility fleets are assessed for viability

ACTIVITIES / INITIATIVES

- ✓ Determine, based on the policy and market context, whether to pursue the Electric Driver Fund
- ✓ Develop and disseminate communications to highlight key determinants of VKT per capita and potential solutions
- ✓ Advocate for a robust federal EV Availability Standard and renewal of federal purchase incentives
- ✓ Cultivate grant(s) related to improving market access to smaller and/or more affordable low emissions vehicles

OBJECTIVE

Overall vehicle-kilometres travelled (VKT) is decoupled from economic and population growth across the GTHA

2026 TARGETS

- ✓ Policy and program options for managing VKT growth are identified and at least one is being actively supported by TAF

ACTIVITIES / INITIATIVES

- ✓ Develop communications to promote solutions for managing VKT growth
- ✓ Explore grantmaking options related to managing VKT growth

Accelerating Net-Zero-Ready New Construction

The demand for housing needs to be met with efficient, affordable and resilient construction. Despite challenges to local development standards, support will be offered for alternative strategies and approaches; strengthening local capacities and supply chains; scaling the industrialized construction industry; and promoting adoption of key technologies and district energy systems.

OBJECTIVE

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

2026 TARGETS

- ✓ A financing program with preferential treatment for net-zero ready new construction is developed
- ✓ Policy frameworks and market conditions that support accelerated investment in low-carbon district energy are in development

ACTIVITIES / INITIATIVES

- ✓ Identify and advocate for funding/financing, regulatory adjustments and market mechanisms needed to increase adoption of low carbon district energy
- ✓ Document the capacity needed for 'green' construction in the GTHA (including technologies, materials, skills and knowledge) and insights for how they can be met
- ✓ Advance the deployment of district energy waste heat recovery in Hamilton

OBJECTIVE

Codes and standards are progressively strengthened, and supportive policy frameworks are in place to ensure all new construction is net-zero ready by 2030

2026 TARGETS

- ✓ At least two GTHA municipalities are implementing locally-relevant strategies to advance green development in the context of an evolving policy landscape
- ✓ There is multi-stakeholder knowledge of and buy-in for stronger Ontario Building Code efficiency requirements, including the potential for a provincial opt-in Step Code

ACTIVITIES / INITIATIVES

- ✓ Create and distribute compelling communications for policymakers, building industry and media advocating for and contextualizing the value of stronger building codes/local development standards and complementary supports for industry
- ✓ Cultivate grant(s) championing adoption of higher tiers of the National Model Building Code and the National Model Energy Code for Buildings by municipalities and/or province
- ✓ Support GTHA municipalities in developing and advocating for complementary strategies to mandatory GDS, including policies, incentives, labelling, and capacity building
- ✓ Engage in legislative and/or regulatory consultations related to updating carbon and energy aspects of the Ontario Building Code

OBJECTIVE

Regulatory frameworks, funding/financing and business models are in place to enable accelerated development of industrialized construction to build affordable, low carbon housing

2026 TARGETS

- ✓ Build Canada Homes has structured its program to effectively drive supply of and demand for low-carbon industrialized construction
- ✓ At least one impact investment is approved to advance high-performance industrialized construction, and the sector has improved access to capital needed to scale up production
- ✓ At least two GTHA municipalities are working to streamline permitting and approvals for industrialized construction projects

ACTIVITIES / INITIATIVES

- ✓ Support and participate with industry coalition to identify and advocate for regulatory requirements at all levels of government, private and public financing mechanisms and supply chain development, and advise on development and rollout of Build Canada Homes programs
- ✓ Share knowledge of the value of and requirements for low carbon industrialized construction and engage stakeholders in advancing this emerging industry
- ✓ Identify, assess and promote strategic opportunities for growth and development of the industrialized construction supply chain in the GTHA

Accelerating Clean Electrification

Emissions associated with Ontario's electricity jumped a shocking 28% last year due to increasing use of fossil fuels (natural gas).

To advance a cleaner and affordable approach in the GTHA, TAF will launch Home Solar Accelerator; support GTHA municipalities and stakeholders to implement Distributed Energy Resources (DERs) including solar, storage, conservation, peak-shaving and load management, waste heat recovery; and engage in regulatory and other processes to secure policies, programs and investment for affordable, low-carbon electrification.

OBJECTIVE

97% of electricity demand in the GTHA is met with affordable, non-emitting supply by 2035, including 2,000 MW of distributed energy resource capacity

2026 TARGETS

- ✓ All new investments in electricity generation are low-carbon and consistent with a net-zero future
- ✓ Home Solar Accelerator is launched and at least 150 new solar and/or storage systems are installed
- ✓ Establish partnerships with at least two social housing providers to implement solar and storage systems in their portfolios

ACTIVITIES / INITIATIVES

- ✓ Develop and deploy marketing, communications and educational materials for Home Solar Accelerator
- ✓ Establish working relationships with cities and LDCs to promote Home Solar Accelerator
- ✓ Provide municipalities and communities with evidence-based multi-solving benefits of clean energy to enable informed public response and Municipal Support Resolutions
- ✓ Use quantitative and qualitative information from Home Solar Accelerator to advocate for reducing soft costs, approval time and other barriers that will improve user experience and increase uptake
- ✓ Explore financing for Home Solar Accelerator clients
- ✓ Collaborate with key stakeholders to advance an ambitious "virtual power plant" as a project of national interest

OBJECTIVE

Ontario's electricity system accommodates and facilitates economy-wide electrification by 2030

2026 TARGETS

- ✓ Sufficient information on grid-constrained areas and the ability of DERs to address them is available to support local energy planning and project development
- ✓ At least two LDCs are scaling implementation of DERs with proven capacity to reduce infrastructure cost and grid impact

ACTIVITIES / INITIATIVES

- ✓ Cultivate grant(s) focused on ensuring data centre developments are low-carbon, provide load flexibility and integrate DERs and/or waste heat recovery
- ✓ Cultivate grant(s) focused on enabling distributed and/or Indigenous control and ownership of DERs
- ✓ Develop and disseminate a tool for assessing the economic (arbitrage) value and emissions reduction potential of rooftop solar, battery storage and V2G
- ✓ Using OEB's Open Data Inventory, assess trends in distributed resources, behind-the-meter, and front-of-the-meter generation capacity and develop a standardized analysis approach

OBJECTIVE

Policies and programs are in place to enable local utilities, municipalities, communities, residents, businesses and other market players to deploy cost-effective clean energy demand and supply investments.

2026 TARGETS

- ✓ At least three changes to processes, policies, regulations and/or pricing have been made to improve market and economic conditions for clean energy projects and distributed energy resources
- ✓ Uptake of incentives/tax credits and utility programs by public and private proponents for local clean energy projects is doubling and re-doubling
- ✓ At least four GTHA LDCs have tapped into the Local Programs Fund to build capacity for deploying demand-side solutions

ACTIVITIES / INITIATIVES

- ✓ Develop and distribute communications to encourage uptake of clean energy incentives, tax credits and programs to communities, municipalities, utilities, and SMEs
- ✓ Cultivate grant(s) focused on opportunities, benefits and stakeholder support for clean energy in the agricultural sector
- ✓ Advocate for federal policies and programs including passage of Clean Electricity Investment Tax Credit rules that are practical and applicable for DERs in the GTHA and preservation of Clean Energy Regulations which serve as a 'guardrail' for carbon emissions
- ✓ Advocate for updated, favourable provincial policies and programs for renewables and storage (including Save On Energy solar incentives, community net metering, connection fees, and 'red tape' removal) and for rate design that improves the business case for end use electrification
- ✓ Publish an updated 2026 Ontario Electricity Emissions Factors and Guidelines
- ✓ Support municipalities on assessing lifecycle environmental risks and mitigations related to solar and storage systems

Functional Teams

In addition to integrated teamwork on TAF's Focus Areas, functional teams ensure the smooth day-to-day operation and productivity of the organization. This section summarizes each team's always-on functions and highlights additional priorities for 2026.



Campaigns and Communications

Always-on Activities

- Provide TAF-wide support to ensure strategic, impactful and consistent campaign design, program-related content, knowledge transfer and outreach through our channels, and TAF presence and influence in key venues
- Manage TAF's processes, platforms and outputs including content quality control, growth and engagement targets, analytics, monitoring and reporting, and subscriptions
- Build TAF communications skills and capacity (e.g. media training) and manage external vendors

Additional Activities for 2026

- Refresh TAF's website to improve user experience and engagement
- Increase contacts, relationships and engagement with campaigns across the region, including in Peel and York and with multi-solving stakeholders and Indigenous organizations
- Pilot an approach to support and strengthen local climate journalism

Equity, Diversity, and Inclusion (EDI) Working Group

Always-on Activities

- Plan and deliver at least six Lunch & Learns and two staff training sessions
- Participate in and learn from LC3's Equity & Reconciliation community of practice
- Monitor TAF's EDI survey data annually to identify trends and areas for action

Additional Activities for 2026

- Create and maintain a calendar of TAF observances and EDI working group events, informed by staff
- Create and maintain a resource of GTHA socioeconomic and demographic data to support Focus Area work

Finance

Always-on Activities

- Financial management: oversee and deliver day-to-day, quarterly and year-end functions including payables/receivables, banking functions, quarterly and annual reports, investment advances and returns
- Accountability and compliance: support financial and program audits and reporting; complete corporate filings; oversee signing authorities; and other compliance requirements
- Budgets: coordinate budget development and management (including cashflow forecasts, redemptions and other revenue sources); provide Department/Project financial information and analysis

Additional Activities for 2026

- Refine Department/Project reports to support financial management, ensure budget compliance and enhance decision making and risk mitigation
- Integrate Finance team participation in formulating large/complex project budgets and external funding agreements

Governance

Always-on Activities

- Board, Committees and advisory groups: support our fiduciaries and volunteers; undertake recruitment (including Indigenous representation), onboarding of new members and appreciation/recognition; and update Terms of Reference and appointment process as required
- Compliance, Risk Management and Accountability: support, monitor and report on compliance with all requirements associated with Toronto, Ontario and Canada funds; monitor and support proactive risk mitigation; advance integration and implementation of Strategic Directions via annual plans; and deliver Annual Plans, Annual Reports and impact reporting to Board, funders and other stakeholders
- Low-Carbon Cities Canada (LC3): lead and guide strategic collaboration with the network
- Regional and Indigenous engagement: coordinate, support and monitor outreach, establishing collaborations, and delivering on strategic directions and commitment to reconciliation

Additional Activities for 2026

- Identify options, cost/benefit and value for in-house legal services, including potentially shared with LC3, and advance for Board consideration
- Guide and support TAF-wide data collection and analysis for KPIs and non-carbon benefits, concentrating on workforce development/job creation, economic and health outcomes

Grants

Always-on Activities

- Manage all aspects of grant intake, internal evaluation, Committee review and Board decisions, and Contribution Agreements
- Manage and report on grants and programs including budgets, outputs, and impacts
- Support grantee capacity through training, resources and other tools
- Work with LC3s and other funders to identify opportunities to co-fund projects

Additional Activities for 2026

- Develop and share resources to support potential grantees' understanding of TAF's granting priorities and assessment criteria
- Expand grant and partnership cultivation efforts with GTHA-based community organizations and municipalities to identify new partners and projects aligned with TAF's granting priorities
- Explore and identify how TAF can better support Indigenous communities and Indigenous reconciliation through grantmaking
- Explore opportunities and mechanisms to support multi- municipality collaborations on shared climate policy, program and/or funding priorities

Impact Investing

Always-on Activities

- Investment Origination: originate, screen, and maintain a pipeline of qualified direct investment opportunities informed by and predominantly aligned with TAF's Focus Areas
 - Committee Oversight and Reporting: engage and support the Investment and Direct Investment Committees and prepare timely and accurate reporting on performance, including against benchmarks, and impact for all direct investments
 - Portfolio Administration: manage the portfolio of direct and alternative (private equity) investments, including tracking capital calls and returns of capital; administering the TAF-financed Energy Savings Performance Agreement (ESPA) retrofit investments; and monitoring investment compliance
 - Capital Mobilization: strive to maximize external capital mobilized for each of TAF's new direct investments
 - Portfolio Management: in collaboration with Finance, determine how to redeploy capital to manage our total portfolio
- consistent with the Statement of Investment Objectives and Principles (SIOP) targets and Investment Committee guidance
 - Capital Deployment: advance at least \$6 million in direct investment opportunities, consistent with progressing toward an asset allocation of 30% Direct Investments and 5% Alternative (private equity) Investments, as set out in the SIOP
 - Due Diligence and Investment: undertake due diligence (including piloting use of AI tools) with explicit consideration of co-benefit potential and TAF's "Solve for All" strategic approach, securing approval for at least three new Direct Investments predominantly aligned with TAF's Focus Areas and a total value of at least \$7 million
 - Impact Reporting: work with investees to complete annual impact reporting aligned with TAF's impact metrics and, in collaboration with Research & Innovation, engage key investees to support improved impact quantification and monitoring

Additional Activities for 2026

- Asset Mix: work with Hub Proteus to conduct an Asset Mix study and with the Investment Committee to implement any recommendations
- Public Equities: work with the Investment Committee, through its subcommittee and Hub Proteus, to reassess current managers and identify opportunities for even better alignment with TAF's mandate
- Committee Governance: recruit and orient two new members for the Direct Investment Committee
- Portfolio Liquidity: review the portfolio to ensure future Direct Investments provide sufficient cash flow to support TAF's ongoing core operations

Operations

Always-on Activities

- Ensure a highly productive workplace (including TAF Board and Committees) by providing proactive and responsive support for IT; events and meetings; TAF’s organizational calendar; end-to-end procurement support; and other activities as needed
- Update, promote and provide training on policies and processes to stay in compliance and keep work flowing well, including related to cybersecurity and workplace safety

Additional Activities for 2026

- Guide the use of Collaboration Agreements as an effective way to work with partners, in keeping with appropriate procurement requirements
- Apply learnings from the first year of using new procurement tools to refine templates and guidelines, set timelines, and support efficient and compliant procurement planning
- Coordinate planning, logistics and on-site support for 2026 TAF All-Staff retreat
- Manage SharePoint migration end-to-end, focusing on clean structure, security compliance, and smooth user experience (no workflow interruptions)

People

Always-on Activities

- Support team capacity through resource planning, tools and processes; role development and recruitment; contracting and onboarding
- Support staff well-being including providing a touch-point for questions and concerns, and engagement activities and accommodations as needed
- Monitor and maintain compliance with evolving legal/regulatory developments, continuously improve/update HR policies, and provide regular staff education and training
- Oversee delivery of TAF's total rewards program
- Support performance review and feedback processes including professional development and growth

Additional Activities for 2026

- Develop the annual HR Committee workplan and support their work
- Manage rollout of new EDI and workplace culture data collection tools and approaches, ensuring smooth integration and high uptake
- Lead total rewards review including benchmarking compensation, pathways for growth, and other innovative benefits solutions

Policy

Always-on Activities

- Monitor policy developments across all TAF Focus Areas and provide timely updates and support to all teams
- Evaluate policy-related grant applications and advise selected grantees on policy matters
- Submit recommendations for the Ontario and Federal budgets and economic statements
- Maintain briefing notes and resources related to Focus Area priorities to enable efficient, informed response to communications and advocacy opportunities

Additional Activities for 2026

- Develop a brief regarding municipal climate action priorities in advance of the 2026 municipal elections
- Scan and canvass key stakeholders to identify priority needs and opportunities for reducing municipal, provincial, and federal climate 'red tape'
- Explore potential for advancing a new Ontario climate action plan and targets
- Coordinate briefings and guidance for all team leads to ensure organization-wide awareness of and responsiveness to governmental priorities and directions and opportunities for synergistic activities

Research & Innovation

Always-on Activities

- Publish and present the 2025 GTHA Carbon Emissions Inventory, expanding on areas of interest such as: urban/suburban carbon emission comparisons; analyzing key technology uptake trends; and mapping distributed energy resources, gas plants, and retrofit activity across the region
- Collaborate with GTHA regions and municipalities to strengthen and support their climate planning including presenting actionable insights, trends and progress toward achieving their targets; sharing quantification methodologies and insights; and enabling informed decision-making through access to key data and information
- Build carbon and co-benefits quantification knowledge, skills, best practices and collaboration among strategic GTHA practitioners, Low Carbon Cities Canada (LC3), and wider audiences
- Undertake carbon quantification of grant applications, impact investment opportunities, policy reform initiatives, and internally led programs
- Provide analysis and data on TAF's key performance indicators, supplementary indicators, and other metrics aligned with TAF's Strategic Directions for use in reporting and communications

Additional Activities for 2026

- Explore and develop streamlined, multi-year data sharing agreements
- Complete training on Indigenous ways of knowing and champion best practices to staff



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