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The State of Practice

Patterns & Dynamics in
Canadian Impact Investing

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tiip Table of Impact
Investment Practitioners

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Letter from the Executive Director: :

This inaugural State of Practice brief reflects a simple premise: at this stage of the impact investing ecosystem's development, practitioners are the field's most critical infrastructure.

Fund managers and intermediaries sit at the point where capital, policy, and enterprise realities collide. Through their daily decisions like how funds are structured, how capital is deployed, how risk is absorbed, they encounter the system as it actually operates, not as it is designed to appear. Long before patterns are visible in aggregate data or policy debates, they surface signals about where assumptions hold and where strain is accumulating.

Much of this intelligence, however, remains fragmented or informal. Practitioner insight is often treated as anecdotal rather than as early system signal. This brief reflects TIIP's commitment to take that signal seriously by listening for patterns that recur across contexts, strategies, and stages of maturity.

The analysis that follows does not offer solutions or prescriptions. That is a deliberate choice. Many of the dynamics described here around capital fit, liquidity, governance, and coordination, cannot be resolved through individual excellence alone. They are system-level tensions that require time, shared reference points, and trust to address.

Action-oriented, practitioner-led problem solving takes place through TIIP's Knowledge Exchange, where challenges are addressed in context and in real time. This publication serves a different function: to support shared understanding across a broader set of actors by synthesizing what practice is revealing at the system level.

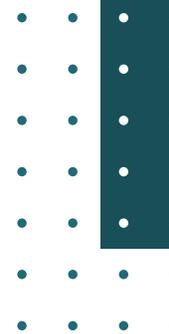
Fields do not mature by declaration. They evolve through cycles of experimentation, reflection, and coordination as norms and infrastructure gradually take shape. How the field responds to these signals will shape not only what scales, but what endures.

Read with care. The signals deserve our attention.

Elena Yugai

Executive Director | Table of Impact Investment Practitioners

Executive Summary



The impact investing field in Canada remains in an extended phase of experimentation as shared infrastructure and coordination continue to take shape. Practitioners are adapting, but progress toward coordinated growth remains uneven and incremental.

This brief synthesizes stabilized signals emerging from impact investment practice, drawing on practitioner experience observed under real operating conditions. The insights presented here reflect patterns that have appeared consistently across geographies, asset classes, and stages of institutional maturity, indicating system-level dynamics rather than isolated challenges.

Across the ecosystem, fund structure, capital fit, liquidity management, and governance capacity continue to shape which models are viable and how capital is deployed. Allocation logic, particularly among institutional investors, plays a disproportionate role in determining which forms of experimentation are legible and scalable. While capital for impact is increasingly available, mismatches between capital expectations and enterprise realities remain a central constraint.

In response, practitioners are adapting. Co-investment is being used as a credibility and risk-translation mechanism rather than solely as a financial strategy. Funds are differentiating roles and coordinating across the ecosystem rather than pursuing scale through replication. Flexible structures are emerging to bridge institutional capital requirements with real-economy needs, reflecting a growing sense of stewardship toward enterprises and communities. At the same time, liquidity stress is being actively managed rather than eliminated, underscoring the structural nature of timing and cash-flow pressures in the current system.

These adaptations point to areas where infrastructure is emerging but remains underdeveloped. Stage-appropriate capital pathways are uneven, liquidity support mechanisms are largely fund-level and

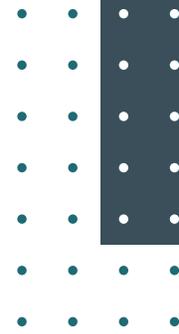
bespoke, and coordination and learning infrastructure is still in nascent stages. While peer-based knowledge exchange among practitioners is growing, learning remains relational and time-bound, limiting how quickly insight can diffuse across the field.

Different actors intersect with these dynamics in distinct ways. Limited partners shape the system primarily through allocation logic and comparability requirements, influencing which models survive and how funds structure themselves. Foundations and philanthropic actors operate at the boundary between grants, guarantees, and catalytic capital, shaping early credibility and risk absorption. Public-sector and policy actors influence feasibility indirectly through regulatory interpretation and signal-setting. Practitioners and peer networks function as the system's early sensing layer, while ecosystem builders play a critical role in translating fragmented practice into shared understanding.

Taken together, these signals suggest a field that is still in an extended phase of experimentation and adaptation. Progress toward coordination and collective action is occurring, but unevenly and over time. The persistence of these tensions should not be read as failure, but as an indication that shared infrastructure, reference points, and trust are still forming.

TIIP will continue to surface and synthesize practitioner intelligence through ongoing knowledge exchange and research, supporting the translation of lived experience into shared understanding as the ecosystem evolves.

About This Brief



Purpose

This inaugural brief is intended for practitioners, capital providers, policymakers, and ecosystem actors seeking a clearer view of how the field is evolving in practice. It surfaces stabilized patterns shaping the impact investing ecosystem, based on practitioner experience observed under real operating conditions. Rather than offering prescriptions, it aims to strengthen shared understanding of the structural dynamics influencing how capital is mobilized, governed, and deployed. The focus is on system-level implications, not individual fund performance, to support informed dialogue across the field.

Methodology

The analysis is grounded in insights generated through TIIP's ongoing practitioner-facing knowledge exchange and research activities, including peer-based discussions and practitioner practice briefs developed over multiple months. Insights come from 32 funds and 37 fund

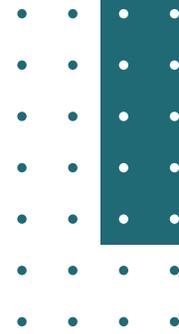
managers that span geographies, asset classes, and stages of institutional maturity. The brief does not attempt comprehensive coverage of the field or evaluation of individual initiatives; instead, it concentrates on recurring themes that appear consistently across diverse contexts, indicating broader system relevance.

Insights presented here are derived from qualitative evidence surfaced through structured, practitioner-led engagement and synthesized through repeated observation and cross-comparison. All practitioner contributions are anonymized. This approach enables candid discussion of challenges, trade-offs, and failures without jeopardizing individual fund credibility, allowing analysis to focus on system dynamics rather than attribution.

Internally, TIIP maintains a disciplined research and evidence architecture that links synthesized insights back to their qualitative sources. While individual sources are not disclosed publicly, this internal rigor supports consistency, traceability, and accountability across TIIP's knowledge products.

System Framing

Where the Field Sits in Its Development Arc



Lasting system change follows a sequence from legitimacy to experimentation to institutionalization. Canada's impact investing ecosystem is largely in the experimentation phase, where viability is being tested but shared norms and infrastructure are still forming.

Canada's impact investing intermediary ecosystem is often treated as novel or exceptional. Viewed through a system's lens, however, it exhibits many of the features common to early-stage institutional development in other forms of durable economic change.

Across sectors like mortgage finance or venture capital, early institutional phases tend to share recognizable characteristics: high experimentation, limited standardization, reliance on informal coordination, and uneven distribution of learning. Over time, these phases typically give way to clearer pathways, shared norms of competent practice, more predictable interfaces between actors, and a more legible relationship with policy and institutional capital. Canada's impact

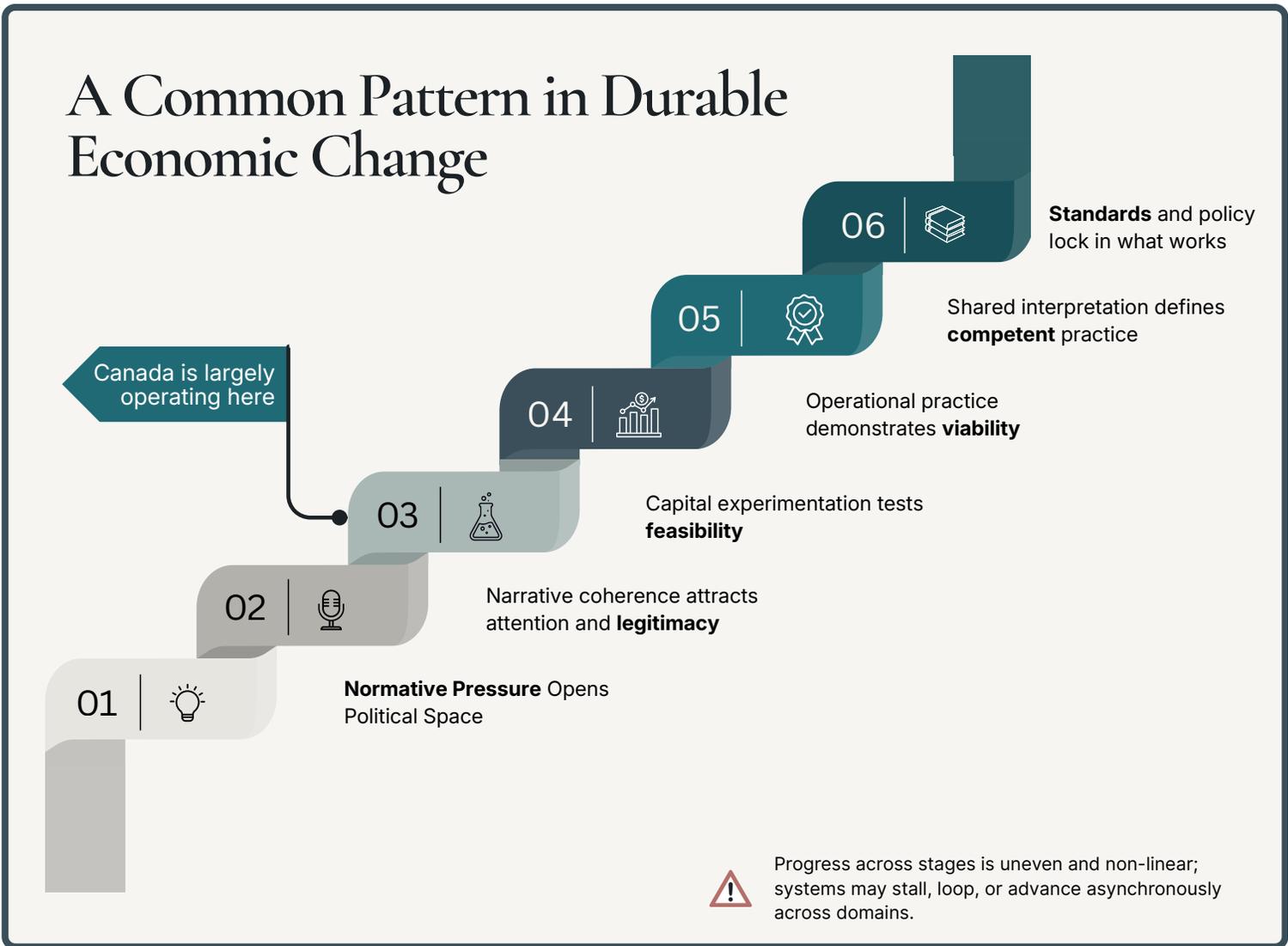
investing intermediary field is still firmly situated in the earlier part of this arc.

This moment is best understood not as disorder, but as active experimentation under real constraints. Funds are testing structures, instruments, governance models, and partnerships in the absence of mature market infrastructure. Variation remains high, precedents are limited, and adaptation is continuous, which are all conditions typical of systems still consolidating their institutional architecture.

Several stabilized signals reinforce this interpretation. Structural design choices carry outsized consequences. Capital flows remain sensitive to familiarity and credibility rather than standardized benchmarks. Coordination occurs largely through

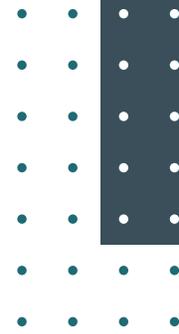
relationships rather than shared platforms. Together, these dynamics shape a field that is generating insight faster than it is codifying it.

Understanding the ecosystem as being in an experimentation and consolidation phase helps contextualize the patterns surfaced in this brief. The structural tensions and adaptive behaviors that follow are not anomalies, but expected pressures in a system that has not yet developed shared norms, standardized interfaces, or durable coordination mechanisms.



Structural Signals From Practice

What the system is revealing under real operating conditions



This section surfaces stabilized patterns that have repeated across contexts, fund types, and geographies. These signals reflect how the impact investing intermediary ecosystem behaves under real operating conditions, rather than how it is designed to function in theory. Together, they point to structural constraints that persist despite adaptation and learning.

Fund Structure as a Determinant of Outcomes

Fund structure consistently shapes outcomes. Legal and financial forms influence which capital can engage, how risk is held, and where decision-making authority sits. Across practice, intermediaries operating under different structures encounter materially different constraints, regardless of mission alignment.

Structural choices made early, often under funding or timing pressure, continue to condition feasibility over time. While funds adapt around these constraints, structure remains a primary determinant of trajectory rather than a neutral technical choice.

✦ The ecosystem is still in a phase where structural experimentation remains necessary, but where the consequences of structural misalignment are becoming more visible and costly.

Capital Fit, Not Capital Availability, as the Primary Constraint

Across sectors and regions, practitioners consistently report that the dominant constraint is not a lack of capital in aggregate, but a mismatch between available instruments and real-economy needs.

Enterprises often require capital that reflects uneven cash flows, long time horizons, and context-specific risk. Yet the capital most readily available tends to assume either venture-style growth or senior debt-style predictability. The space between these assumptions, where many social enterprises and community assets operate, remains thinly served.

This mismatch produces predictable outcomes: viable opportunities stall, funds decline otherwise aligned investments, or enterprises accept ill-fitting capital that introduces downstream risk. Importantly, these outcomes persist even where investor appetite exists, indicating that the constraint lies in design rather than demand.

✦ The repeated nature of this signal suggests a systemic issue in how capital pathways are structured and sequenced, rather than a temporary market imbalance.

Liquidity Mismatch as a Systemic Stressor

Liquidity timing has emerged as a persistent system-level stressor. Misalignment between capital commitments, deployment timelines, and repayment or return horizons places ongoing pressure on intermediaries.

Funds manage this through adaptive measures such as staged closings, credit facilities, and active investor communication. While effective in the short term, these approaches remain bespoke and unevenly

accessible. The recurrence of liquidity stress indicates a structural feature of the ecosystem rather than a management failure.

The recurrence of liquidity stress across fund types indicates that this is not a management failure, but a systemic feature of the current ecosystem.

✦ Liquidity risk is structurally embedded, yet institutionally unsupported. As scale increases, this stressor becomes more consequential, influencing underwriting behavior, deployment pace, and organizational sustainability.

Governance Capacity as a Constraint on Capital Deployment

Governance architecture has not evolved at the same pace as capital complexity. Across practice, decision-making authority, risk ownership, and mandate clarity frequently lag behind the realities of hybrid capital deployment.

Boards and investment committees are often asked to adjudicate unfamiliar risk profiles, balance fiduciary duty with impact ambition, and make decisions in the absence of established benchmarks. Where governance structures remain optimized for single-instrument or single-objective models, this complexity can slow deployment or default decisions toward conservatism. This pattern signals a design lag, rather than insufficient commitment or expertise

✦ Governance capacity (defined as the ability to hold complexity, ambiguity, and hybrid objectives) is increasingly a rate-limiting factor in capital deployment.

Credibility and Risk Are Socially Interpreted, Not Purely Analytical

Finally, practitioner experience consistently shows that perceptions of credibility and risk are shaped as much by social and institutional signals as by financial fundamentals.

First closes, co-investment partners, familiar structures, and recognizable intermediaries significantly influence how opportunities are perceived. Conversely, unfamiliar models or contexts often face higher scrutiny regardless of underlying viability. These dynamics are especially pronounced in early-stage or place-based initiatives, where precedents are limited.

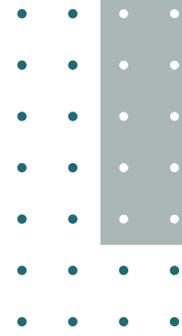
✦ Risk is not evaluated solely through quantitative analysis, but through social interpretation embedded in institutional norms. As a result, capital allocation tends to converge toward familiar forms, reinforcing path dependence even as innovation continues elsewhere.

Interpreting These Signals Together

These signals point to a field that is learning quickly, but operating without fully developed institutional scaffolding. Adaptation occurs primarily at the level of individual actors, while shared pathways, norms, and infrastructure remain emergent. The result is a system where insight accumulates faster than it is codified or absorbed.

Adaptation and Alignment Patterns

How the field is responding in the absence of mature infrastructure



Alongside persistent structural constraints, the field is exhibiting recognizable patterns of adaptation. These responses are not uniform solutions, nor do they resolve underlying design tensions. Rather, they reflect how intermediaries are pragmatically adjusting in order to operate, deploy capital, and maintain credibility in the absence of shared infrastructure and standardized pathways. Taken together, these patterns suggest a system that is learning and coordinating informally, even as formal institutional supports remain underdeveloped.

Co-Investment as a Credibility and Risk-Translation Mechanism

Co-investment is increasingly used not only to pool capital, but to translate risk and confer legitimacy. Practitioners consistently describe co-investment as a way to normalize unfamiliar models, shorten diligence cycles, and signal credibility to more risk-averse capital.

In this context, co-investment functions as a social and institutional signaling mechanism, not merely a financial strategy. The presence of trusted partners often carries as much weight as underlying deal fundamentals, particularly in early-stage or place-based investments.

Scale Through Alignment and Role Clarity

Rather than pursuing scale primarily through organizational growth or replication, funds are increasingly differentiating roles within the ecosystem. Intermediaries are clarifying whether they act as lenders of record, first-loss providers, aggregators, convenors, or capacity builders, and coordinating accordingly.

Across practice, funds are not converging toward a single dominant model. Multiple intermediary forms continue to coexist, shaped by differences in mandate, capital sources, governance, and place. This pattern reflects the absence of a universally optimal structure under current conditions.

Compared to venture-oriented models, the field exhibits less emphasis on scale-through-replication and greater emphasis on fit, role clarity, and institutional durability. Scale increasingly appears to be treated as a consequence of alignment rather than a primary objective.

Flexible Structures Responding to LP and Enterprise Realities

Funds are treating structure less as a fixed design choice and more as an adaptive interface between institutional capital and real-economy needs. Parallel vehicles, sidecars, layered capital, and differentiated investor classes are increasingly used to reconcile divergent LP requirements with enterprise realities.

These adaptations are responsiveness

signals that reflect a field learning how to absorb complexity in service of enterprise viability, rather than simplifying structures to optimize scale or returns or to transfer risk and misalignment downstream.

Market-Building Alongside Capital Deployment

Capital deployment is increasingly accompanied by informal or structured market-building activities, including pipeline development, enterprise readiness support, relationship brokerage, and ecosystem coordination in order to make transactions viable in the first place. These functions are often undertaken without dedicated resources and sit outside formal mandates.

In more mature investment markets, many of these market-building functions are carried by external institutions and shared infrastructure. In the impact investing ecosystem, they remain embedded within intermediary practice. As a result, funds are often compensating for gaps in shared coordination and support structures while also deploying capital.

This pattern does not reflect mission drift or inefficiency. Rather, it signals a market still in formation, where the conditions for repeatable transactions are not yet fully established. Market-building is therefore occurring alongside capital deployment, rather than as a separate or fully recognized function.

Liquidity Stress Is Being Actively Managed, Not Eliminated

Rather than attempting to eliminate liquidity mismatch, funds are developing strategies to contain and communicate it. Staged closings, credit facilities, capital parking, and explicit investor communication are used to manage timing risk and maintain operational stability.

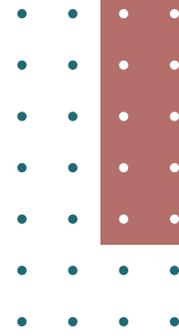
In mature markets, liquidity risk is either priced, transferred or externalized. Funds are not expected to “hold” it themselves.

This pattern points to a structural absence of shared liquidity infrastructure. While intermediaries have developed pragmatic ways to manage timing risk, liquidity stress continues to be absorbed at the fund level through bespoke arrangements. Without system-level mechanisms to support or normalize liquidity risk, these pressures persist regardless of managerial competence.

Interpreting These Patterns

These adaptations demonstrate a field that is pragmatic, responsive, and increasingly coordinated through informal means. At the same time, they underscore the limits of adaptation in the absence of shared infrastructure. Many of these responses compensate for system-level gaps rather than resolving them, setting the stage for the design tensions explored in the following section.

Forces Shaping the Field



The operating environment for impact investing intermediaries is shaped by forces that sit largely outside individual funds' control. These forces influence what is considered viable, credible, and fundable, often indirectly, but materially. Understanding them helps explain why certain patterns are consolidating while others remain fragile.

LP Allocation Logic Is Driving Convergence and Exclusion

Across capital providers, allocation decisions are increasingly shaped by internal risk management frameworks and the need for comparability. Even where appetite for impact exists, capital is more readily allocated to familiar structures, standardized instruments, and risk profiles that fit within existing decision systems.

Exclusion is rarely explicit. Instead, it emerges through routine requirements, such as minimum scale, prior track record, liquidity expectations, and peer comparability, that are individually reasonable but collectively privilege established models. The result is convergence around a narrow set of approaches and constrained access to

capital for place-based, hybrid, or non-standard intermediaries.

What this reveals is a system-level gap in stage-appropriate capital pathways. Intermediaries at different stages of institutional maturity are often assessed against uniform criteria, creating pressure to signal readiness before underlying capacity is in place. This misalignment reflects how capital is allocated and compared across the system, rather than how any one intermediary performs, and cannot be resolved by individual funds alone.



Macroeconomic Conditions Are Stress-Testing Impact Models

Recent macroeconomic volatility has amplified existing structural tensions rather than introducing new ones. Rising interest rates, tighter credit conditions, and heightened risk sensitivity have increased pressure on liquidity, capitalization timelines, and enterprise resilience.

These conditions have exposed fragilities in models that rely on patient capital assumptions without corresponding backstops, while also testing the durability of blended and catalytic structures. The stress is unevenly distributed, with early-stage and place-based models often bearing disproportionate impact.

Market Maturity Is Uneven Across Sectors

Capital flows are strongly influenced by sector maturity, particularly where revenue models, risk profiles, and exit pathways are well established. Sectors such as affordable housing or renewable energy, where transaction history and comparables exist, tend to attract capital more readily.

By contrast, capital is slower to move into emerging or hybrid sectors where revenue models, outcomes, or pathways to scale remain less legible. In these areas, intermediaries often face higher thresholds

for credibility and must invest additional effort in market-building alongside deployment.

Foundations Are Shifting from Project Support to System Orientation

Foundations are increasingly engaging at the system level, moving beyond project-by-project support toward roles that address structural barriers, coordination gaps, and market infrastructure. This shift reflects growing recognition that isolated interventions are insufficient to unlock durable change.

At the same time, tools, expectations, and internal processes are still evolving. Many foundations are navigating how to balance experimentation with accountability, and how to support system-level outcomes without defaulting to short-term project metrics.

Coordination Failures Are Becoming More Visible

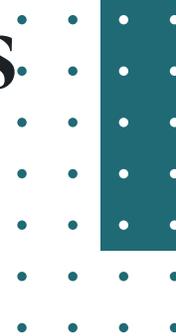
As activity and capital increase, coordination failures across the ecosystem are becoming more apparent. Fragmentation among actors leads to duplicated effort, inconsistent signals to enterprises, and slower learning, even in environments with significant resources.

Peer-based knowledge exchange is emerging as an important coordination mechanism among fund managers. At the same time, the volume and reach of this learning mechanism remain limited, requiring time and repeated interaction before it can meaningfully accumulate and diffuse across the ecosystem.

✦ Taken together, these dynamics highlight that shared infrastructure for core coordination and learning functions is still in nascent stages. In the absence of common reference points, intermediaries are left to duplicate effort and negotiate alignment bilaterally. Peer-based knowledge exchange is emerging among fund managers, but its reach and cumulative impact remain limited. As a result, alignment continues to rely on bilateral relationships and repeated effort, rather than functioning through established system-level supports.

Engagement Pathways: Across the Ecosystem

How different actors intersect
with these dynamics



Limited Partners and Institutional Allocators

Limited partners and institutional allocators shape the impact investing ecosystem primarily through allocation logic rather than intent. Their internal risk management frameworks, comparability requirements, and governance processes determine which fund structures, instruments, and strategies are legible and justifiable within investment committees. Even where appetite for impact exists, these decision systems tend to favor familiar models and standardized profiles, indirectly shaping which forms of experimentation are tolerated and which struggle to attract capital.

As a result, LPs exert disproportionate influence over how intermediaries structure themselves and pace their development.

Their role is less about selecting outcomes and more about defining the conditions under which certain models can survive, adapt, or scale within the system.

✦ LPs don't choose outcomes; they choose which outcomes are *legible*.

Foundations and philanthropic actors

Foundations and philanthropic actors occupy a distinctive position at the boundary between grantmaking, risk mitigation, and catalytic capital. Through grants, guarantees, and early-stage support, they influence liquidity conditions, early credibility, and the feasibility of models that may not yet align with institutional capital requirements. This positioning allows

philanthropic capital to absorb forms of risk that other actors cannot, shaping which intermediaries are able to form and persist.

Increasingly, philanthropic engagement is oriented toward system-level enablement rather than project-specific outcomes. At the same time, tools, expectations, and norms for operating in this role are still evolving, leaving considerable variation in how foundations translate their flexibility into durable system effects.

✦ Foundations shape what can exist before it becomes investable.

Public-Sector and Policy Actors

Public-sector and policy actors shape the ecosystem largely through boundary-setting rather than direct intervention. Regulatory interpretation, procurement rules, tax treatment, and public financing instruments influence what is perceived as viable, bankable, or permissible, often without being explicitly designed to support impact intermediaries. Small shifts in policy signals or administrative practice can therefore have outsized structural effects.

✦ Public actors shape the field less by intervention than by defining what is possible.

In this context, public-sector influence is often felt indirectly, through the incentives and constraints that shape capital behavior

across the system. Rather than determining specific outcomes, policy environments define the parameters within which intermediaries and capital providers adapt and operate.

Impact Investment Practitioners and peer networks

Impact investment practitioners operate at the point where capital meets enterprises, making them the primary source of real-time signal about what is working and where friction persists under current market and policy conditions. Through fund design, capital deployment, and portfolio management, practitioners encounter structural constraints such as liquidity mismatch, governance complexity, and misaligned capital expectations long before these issues appear legible in aggregate data.

Peer networks extend this sensing function by creating spaces where practitioners can compare experience, test assumptions, and interpret emerging patterns collectively. These networks function as early-warning systems, surfacing system stress and adaptive responses as they occur. At the same time, practitioner learning remains time-bound and relational. While insight is accumulating, its reach and diffusion are still limited, constraining how quickly local learning can translate into system-level understanding.

✦ Practitioners are the system's early-warning layer; they surface system stress through real-world operation.

Ecosystem builders and Field-level actors

Ecosystem builders, including networks, research organizations, convenors, and field-building institutions, play a distinct role in shaping how practitioner experience is aggregated, interpreted, and communicated.

Their influence lies less in directing outcomes than in improving the system's capacity to sense, translate, and coordinate around what is emerging from practice.

As activity and experimentation increase, the need for clearer translation across sectors, audiences, and stages of development becomes more pronounced. Field-level actors are increasingly positioned to support this function through research, education, convening, and shared reference-building.

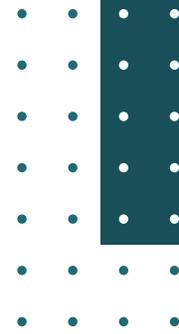
However, these capabilities remain unevenly developed, and coordination across ecosystem efforts is still emerging. Strengthening the system's ability to turn fragmented practice into shared understanding remains an open, collective challenge.



Ecosystem builders influence the system by improving its capacity to sense and coordinate.

Looking Ahead

From Signals to Collective Action



The dynamics surfaced in this brief reflect more than isolated challenges or transitional growing pains. Across structures, capital flows, governance arrangements, and coordination mechanisms, consistent signals are emerging about how the Canadian impact investing ecosystem currently functions under real operating conditions. Taken together, these signals suggest a field moving through an extended period of experimentation, adaptation, and boundary-testing rather than linear maturation.

At the same time, many of the tensions identified here remain unresolved. Stage-appropriate capital pathways are still uneven, liquidity risk continues to be managed rather than absorbed at the system level, and coordination infrastructure is developing but remains nascent. These are not problems that can be solved through individual excellence or isolated interventions. They reflect system-level design challenges that require alignment across capital providers, practitioners, eco-

system builders, and public actors over time. Progress in this context is unlikely to be rapid or uniform. Collective action depends not only on shared intent, but on shared understanding, trust, and reference points that accumulate gradually through repeated interaction and learning. The persistence of these tensions should therefore be understood not as failure, but as a signal that the field is still building the foundations required for more coordinated action.

TIIP will continue to surface, synthesize, and interpret practitioner intelligence through ongoing peer-based knowledge exchange, research, and field-level analysis. This work is designed to track how patterns evolve over time, identify emerging points of alignment, and inform future coordination across the ecosystem.



About this publication

The State of Practice is a TIIP publication that synthesizes anonymized practitioner experience to surface system-level patterns shaping impact investing in Canada. The analysis reflects stabilized signals observed through repeated engagement with practitioners operating under real market conditions.

This report is intended to support shared understanding across practitioners, capital providers, policymakers, and ecosystem actors. It does not evaluate individual funds or offer prescriptive recommendations.

Generative AI tools were used in the preparation of this report to support tasks such as grouping statements by theme, producing draft language, images, and proofreading. No identifying or confidential data was entered into any AI system. All final interpretation, editing, and analysis reflect the judgment and work of the TIIP team.

About Table of Impact Investment Practitioners

The Table of Impact Investment Practitioners (TIIP) is a pan-Canadian community of practice for impact investment fund managers and intermediaries. TIIP supports the field by convening practitioners, synthesizing lived experience, and translating practice into shared understanding that can inform coordination, policy, and system development.

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