



Table of Impact
Investment Practitioners

2026–2030 Strategic Plan

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The North Star

TIIP translates Canadian impact investing practice — enabling practitioners to learn from each other, and giving funders, policymakers, and partners a shared reference for understanding the field, so that capital, policy, and practice can align around what actually works.

How This Plan Was Developed

This plan was informed by extensive engagement across the ecosystem throughout 2025, including a Strategic Planning Day with ecosystem stakeholders in February 2025, a research partnership with Propel Impact examining practitioner learning needs, one-on-one conversations with members and partners, and the insights generated through the Knowledge Exchange pilot. It was approved by the Board of Directors in January 2026.

Why This Plan, Why Now

The Canadian impact investing field has matured faster than the shared understanding of what it is and how it works. Practitioners are deploying capital, managing portfolios, and learning hard lessons, but funders, intermediaries, and policymakers are working from different definitions of what success, risk, and good practice look like.

This creates real costs: misaligned expectations, poorly named risk, funder hesitation, policy that over-designs to compensate, and capital that could flow but doesn't. At the same time, scrutiny on the field is increasing. Without shared language and shared evidence, fragmentation slows the field's ability to grow.

TIIP's view is that the field now needs better translation between what practitioners are actually doing and how the rest of the ecosystem understands it. That is what this plan is about.

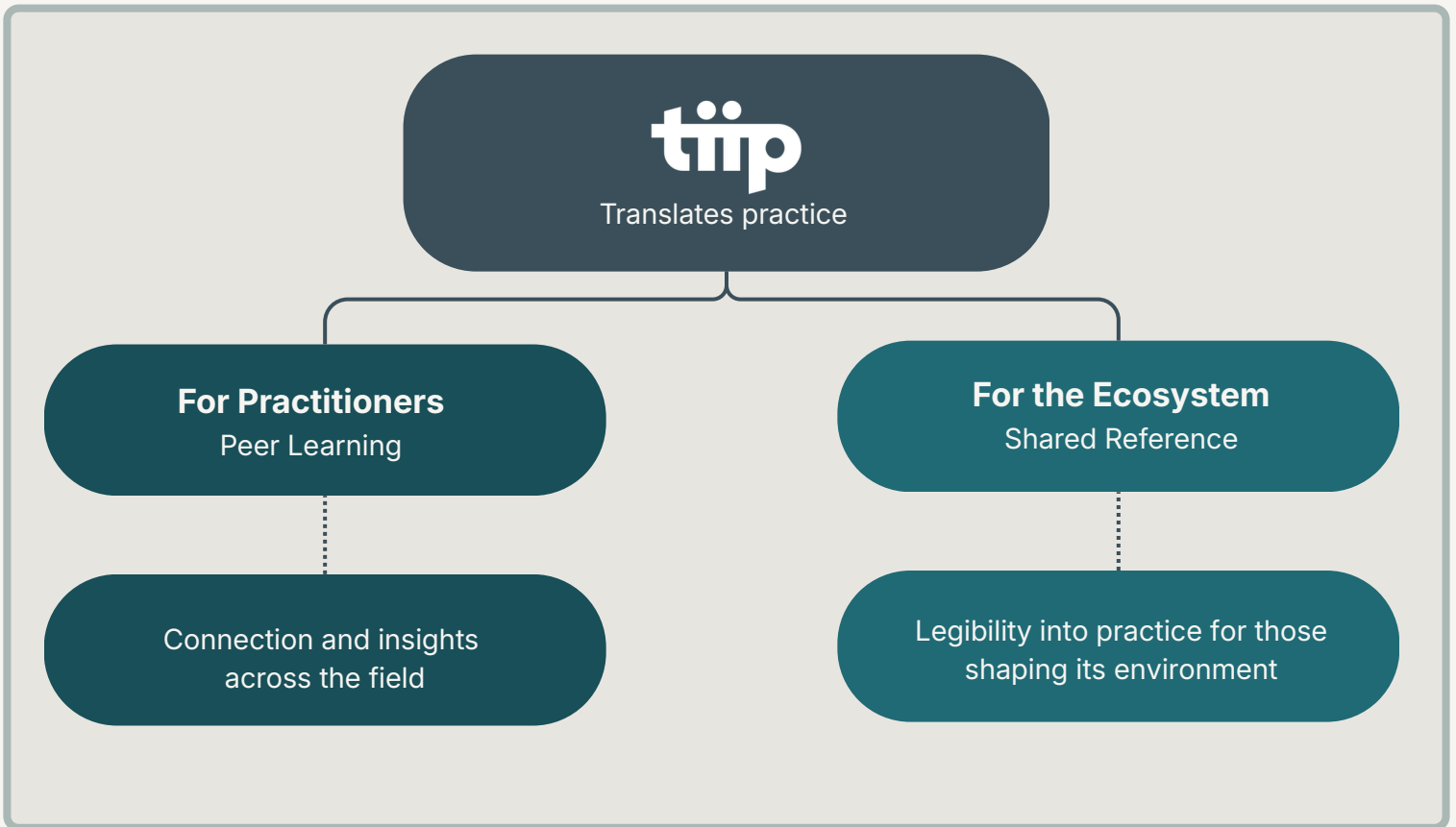


The Work, In Two Directions

TIIP's translation work serves two audiences with different needs.

For practitioners, TIIP enables peer learning. Knowledge Exchange convenings, practitioner reports, and shared analysis help them learn from each other's experience — what's working, what isn't, and what patterns are emerging across the field. The value is connection and shared insight that no single fund could generate alone.

For funders, policymakers, and partners, TIIP serves as a shared reference for understanding what's happening in Canadian impact investing. Public reports, briefings, and policy translation give people who aren't deploying capital a credible, neutral way to read the field. The value is legibility, i.e. making practice visible to those whose decisions shape its environment.



How We Decide What to Work On

Knowledge Exchange is TIIP's primary sensing infrastructure. From there, we apply discipline to focus on work that is:



Systemic

Not solvable by individual actors alone



Design- or coordination-based

Shared infrastructure, not capital allocation or program delivery



Addressable without selection, certification, or enforcement

TIIP describes practice; it does not select winners



Likely to reduce future system risk

Where careful work now prevents larger problems later

What TIIP Will Not Do

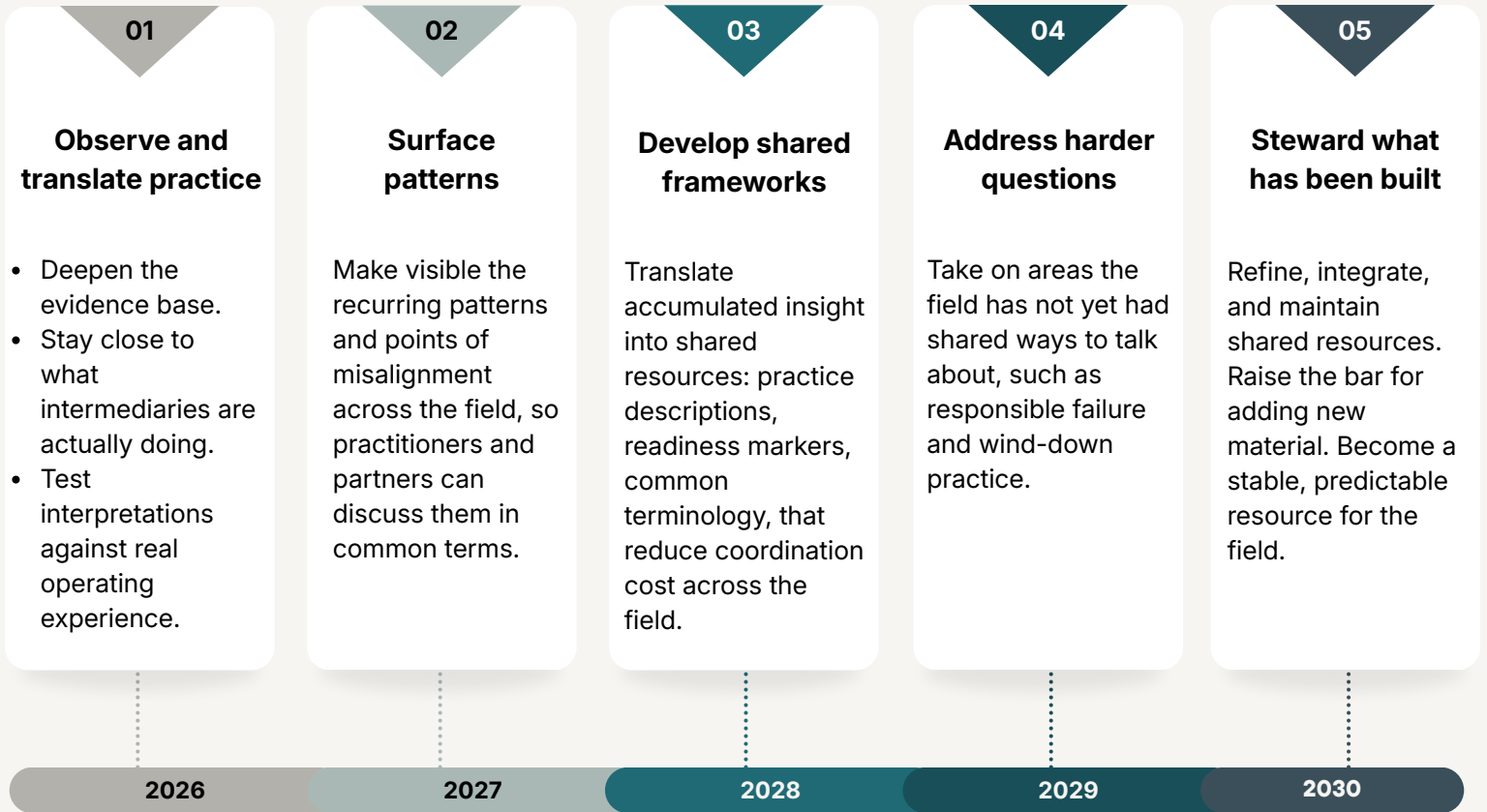
To protect neutrality and long-term usefulness to the field, TIIP will not:

- **Operate funds or deliver capital programs.** TIIP does not deploy capital, manage vehicles, or compete with the intermediaries it serves.
- **Select, certify, or endorse individual funds or deals.** TIIP describes what practice looks like across the field; it does not confer legitimacy on specific actors.
- **Act as a marketing or promotion channel.** TIIP shares practice and learning, not investability or readiness for capital.
- **Police, regulate, or enforce behaviour.** TIIP articulates patterns and norms as they emerge; it does not investigate, sanction, or adjudicate.
- **Allow funding relationships to dictate our agenda, analysis, or conclusions.** TIIP collaborates where goals align, while retaining independent control over what we study, how we interpret it, and what we publish.
- **Chase one-off initiatives without durable value.** TIIP prioritizes shared infrastructure over pilots that end with the funding cycle.
- **Position ourselves as the sole voice of impact investing in Canada.** TIIP contributes shared framing; it does not seek to monopolize representation of the field.

These commitments are constraints on our work. They are also what makes the work possible.

The Five-Year Arc

TIIP's strategy follows a five-year arc. Each year describes a posture rather than a fixed list of projects.



The arc reflects increasing maturity, responsibility, and restraint. It is also non-linear; fields don't move through stages cleanly, and TIIP's work will adapt to where the field actually is.

How Translation Becomes Useful

Today, fragmented interpretation produces misaligned expectations, poorly named risk, funder hesitation, and policy that compensates for uncertainty. Capital that could flow gets stuck.

When TIIP translates practice well by making it legible to practitioners as peer learning, and to funders and policymakers as a shared reference — interpretation across the field begins to align. Risk gets named more clearly. Policy can be grounded in real operating conditions. Learning cycles speed up.

Aligned interpretation produces healthier ecosystem dynamics: less friction, fewer avoidable failures, lower transaction costs, and more capital participating in the field.

Priorities by Year

YEAR 1 : FOUNDATION

The priority for 2026 is to deepen the foundation, staying close to operating practice and building the evidence base that everything else depends on.

- Knowledge Exchange. TIIP's core peer-learning and evidence-gathering infrastructure, supported by all three Social Finance Fund wholesalers.
- State of Impact Investing. A flagship research project establishing a shared baseline for the field.
- Policy Translation. Connecting what we learn from practice to the policy environment in ways policymakers can use.
- Sense-Making and Engagement. Testing interpretations with members and partners before committing them to print.

The pace and reach of this work depends on fundraising. The Board has approved a tiered budget that allows core work to continue under all funding scenarios, with additional capacity coming online as resources are secured.

YEARS 2-3: FROM EVIDENCE TO SHARED FRAMEWORKS

As the evidence base deepens, the focus shifts toward translating accumulated learning into shared frameworks that reduce misinterpretation and coordination friction.

Anticipated expansions include a **French-language Knowledge Exchange stream** and other possible field-building work, such as investment committee frameworks, national-local fund coordination protocols, and operating model archetypes describing viable intermediary models and their trade-offs.

YEARS 4-5: STEWARDSHIP AND MATURITY

The bar for adding new frameworks rises. The focus shifts toward stewarding what has been built, and refining, integrating, and maintaining shared resources. New work addresses persistent gaps the field has not yet had shared ways to discuss.

The intent by 2030 is for TIIP to be a stable, useful resource for the field – valuable precisely because it is reliable, predictable, and disciplined about what it adds.



How This Plan Will Adapt

The Board will review strategic priorities annually. Any new initiative representing a material expansion of scope or risk requires explicit Board approval. Incremental adjustments within the approved path will be managed by staff and reported through regular updates.

The five-year arc is a direction, not a script. What stays constant is the commitment: to be useful to the field, neutral in posture, disciplined in scope, and honest about what we know and what we don't.

Engagement and Feedback

This plan is being shared with members and the broader field for the first time. We welcome questions, reactions, and feedback, at the AGM and in the months that follow.





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