

STRATEGIC PLAN FOR 2025-2029

Shaping Tomorrow's
Digital Landscape



The Canadian 
Internet Society



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Executive Summary

By 2030, The Canadian Internet Society (TCIS) envisions being the leading voice in Canadian digital policy, driving key initiatives to shape a vibrant and equitable digital landscape.

This strategic plan sets out a clear direction for TCIS for the next five years, emphasizing capacity-building, digital policy leadership, public education, and national engagement.

We remain focused on fostering long-term sustainability, increasing national engagement, and influencing policy decisions that will shape Canada's digital future for years to come.

Methodology

The development of this strategic plan was overseen by a Strategic Planning Committee, composed of Board members and senior staff. Three planning sessions were held in September and October 2024.

To ensure the plan was informed by a broad range of perspectives, corporate members were interviewed to gather their insights. Additionally, a survey was distributed to all members, offering them the opportunity to provide anonymous feedback.

This collaborative and inclusive process ensured the strategic plan aligns with the needs and expectations of our community.

About TCIS

Founded as the Internet Society - Canada Chapter in 2012, The Canadian Internet Society (TCIS) advocates for an open, accessible, affordable, and secure internet for all Canadians. Over the years, TCIS has grown into a respected leader, influencing key digital policy decisions across the country.

Notably, over the last seven years, our membership has played a vital role in shaping media legislation to better serve Canadians. Through op-eds, presentations to parliamentary committees, and meaningful collaboration with other organizations, we have provided informed, proactive contributions to policy development.

These efforts have resulted in significant outcomes, such as ensuring user-generated content is exempt from regulatory overreach and safeguarding reasonable investment rights for streaming services. While the work continues, these achievements highlight the value of our collective expertise in guiding decisions that benefit all Canadians.

In 2024, TCIS underwent a significant rebranding, further solidifying its commitment to bridging the digital divide and ensuring all Canadians can reap the socio-economic benefits that the internet provides.

Today, TCIS actively engages with policymakers, industry leaders, and the public to address pressing challenges such as cybersecurity, privacy, and equitable access to the digital economy. Through proactive advocacy and collaboration, TCIS continues to shape Canada's digital future.

Mission and Vision

Mission:

The Canadian Internet Society aims to be the voice of internet users, including creators and service providers. We advocate for an open, accessible, affordable, and secure internet for all Canadians.

Vision:

By 2030, TCIS will be the leading voice in Canadian digital policy, driving initiatives that create secure, inclusive, and innovative digital spaces where all Canadians can thrive.

Strengths, Challenges, Opportunities, and Risks

TCIS has several strengths that position it as a leader in the digital policy space. First, the organization has established strong credibility in digital policy discussions, which has earned it a respected reputation. Additionally, TCIS benefits from interaction with an extensive network of policymakers, industry leaders, and academic experts, allowing it to influence key decisions and collaborate on important initiatives.

However, there are some internal challenges to address. One such challenge is the limited internal capacity to respond rapidly to emerging issues, which can affect TCIS's ability to stay ahead of evolving digital trends.

Furthermore, the organization currently relies on a small number of key funding sources, creating potential financial vulnerabilities.

Despite these challenges, there are significant opportunities on the horizon. Public and governmental interest in digital policy, particularly around issues like cybersecurity, is growing. This increased attention presents a chance for TCIS to expand its influence and impact. Additionally, there is potential for growth in tech hubs where we are underrepresented, such as Toronto, Waterloo, Vancouver, and Halifax, allowing TCIS to broaden its national presence.

Strategic Priorities and Objectives

Priority 1: Building Capacity and Expertise

TCIS must build its capacity and expertise. With the right support, TCIS will be well-positioned to address emerging digital challenges effectively and deliver on this ambitious strategic plan.

- **Objective 1.1:** Develop and implement a strategic fundraising framework and fundraising strategy starting in Q1 2025, focusing on expanding corporate memberships and launching new membership tiers.
- **Objective 1.2:** Conduct a comprehensive evaluation of the skillsets currently represented in TCIS's leadership by Q1 2025 and recruit specialized experts in key areas where gaps exist, such as cybersecurity, data privacy, and digital policy, to strengthen TCIS's ability to address emerging challenges effectively.

Priority 2: Offering Proactive Digital Policy Leadership

TCIS is positioning itself as a leader in shaping Canada's digital future by proactively influencing digital policy and providing essential guidance to policymakers and the public.

- **Objective 2.2:** Establish a **Speakers Bureau** by Q4 2025, positioning TCIS as a go-to resource for digital policy expertise.
- **Objective 2.2:** Publish annual **Canada's State of the Internet Report** starting 2026 to further position TCIS as thought leaders on Internet policy.

Priority 3: Public Awareness and Education

Raising awareness and improving digital literacy is at the core of TCIS's mission. TCIS wants to help Canadians better understand critical digital issues and how they impact them.

- **Objective 3.1:** Re-launch the **Net Positive Podcast** with bi-weekly episodes by early 2025, addressing current digital policy issues and building public understanding.
- **Objective 3.2:** Launch a **Digital Policy Toolkit** by Fall 2026 to provide individuals and organizations with the resources needed to navigate the digital landscape.

Priority 4: National Engagement and Community Building

Expanding TCIS's reach across Canada is essential to building an inclusive digital policy community. TCIS aims to foster local and national conversations around digital issues.

- **Objective 4.1:** Expand TCIS's **geographical footprint**, starting with Toronto and Waterloo by the end of 2025, and future engagement in Vancouver and Halifax by the end of 2026.
- **Objective 4.2:** Establish monthly **Digital Policy & Pints** events in Ottawa by Q1 2025 to foster community discussion and networking around digital issues.

Priority 5: Formalizing Flagship Events

TCIS is strengthening its external engagement by formalizing annual marquee events. TCIS provides crucial platforms for discussion on pressing regulatory and technological issues.

- **Objective 5.1:** Host **Digital Access Day** annually, starting in Q1 2025, establishing it as a marquee event for digital policy discussions in Canada.
- **Objective 5.2:** Organize an annual **Internet Policy Forum** starting in Q4 2025, providing a platform for experts to discuss critical regulatory and technological trends.

Implementation Plan

Building Capacity and Expertise

1.1. Implement a funding framework and campaign

Steps:

- Identify potential revenue-generating opportunities.
- Develop a case for support.
- Recruit new members through targeted campaigns.

Timeline: Q1 2025.

Responsible: Development and Fundraising Team.

Resources: Fundraising software, sponsorship materials.

KPI: Funds raised, number of new members.

1.2. Conduct an evaluation of TCIS's leadership skillsets

Steps:

- Conduct internal audits.
- Recruit specialized experts.
- Develop leadership development programs.

Timeline: Q1 2025.

Responsible: HR Manager, Executive Director.

Resources: Recruitment budget, partnerships with expert organizations.

KPI: Number of experts recruited leadership development progress.

Offering Proactive Digital Policy Leadership

2.1 Establish the *Speakers Bureau*

Steps:

- Identify and recruit thought leaders across Canada.
- Develop promotional materials.
- Secure speaking engagements.

Timeline: Launch Q4 2025.

Responsible: Executive Director, Communications Director.

Resources: Staff time, external partners, marketing materials.

KPI: Number of speaking engagements secured annually.

3.1 Publish *Canada's State of the Internet Report*

Steps:

- Gather data from ISPs, government agencies, and consumer feedback.
- Compile the report.
- Release the report publicly.

Timeline: Annually, starting Q4 2026.

Responsible: Policy Committee.

Resources: Data analysis tools, researchers, design, and publishing budget.

KPI: Number of downloads and media mentions.

Public Awareness and Education

3.1: Re-launch the *Net Positive Podcast*

Steps:

- Develop a content calendar.
- Secure funding partners.
- Secure guest speakers.
- Produce and promote episodes.
- Monitor audience engagement.

Timeline: Early 2025.

Responsible: Communications Team.

Resources: Recording equipment, guest speaker stipends, podcast promotion budget.

KPI: Podcast listenership, social media engagement.

3.2: Launch the *TCIS Digital Policy Toolkit*

Steps:

- Collaborate with educational and industry experts to create content.
- Design interactive materials.
- Promote the toolkit across various channels.

Timeline: Fall 2026.

Responsible: Policy Committee.

Resources: Content creation, partnerships with educational institutions.

KPI: Number of toolkit downloads and engagement metrics.

Engaging and Building a National Community

4.1 Expand in TCIS' National Presence

Steps:

- Establish partnerships with local organizations.
- Host introductory events in these cities.
- Grow local memberships.

Timeline: Q4 2025 (Toronto and Waterloo), Q4 2026 (Vancouver and Halifax).

Responsible: Regional Board representatives.

Resources: Event budgets, travel, marketing materials.

KPI: Number of new memberships and partnerships established.

4.2 Launch *Digital Policy & Pints*

Steps:

- Secure venues.
- Identify discussion topics.
- Promote events through local channels.

Timeline: Q1 2025.

Responsible: Community Engagement Team.

Resources: Venue rental, event promotion budget.

KPI: Event attendance and engagement metrics.

Formalizing Flagship Events

5.1 Host an annual *Digital Access Day*

Steps:

- Secure speakers and sponsors.
- Promote the event nationally.
- Ensure high media coverage.

Timeline: Q1 2025.

Responsible: Event Manager.

Resources: Event budget, speaker fees, sponsorship packages.

KPI: Event attendance, media coverage, sponsor satisfaction.

5.2 Organize an annual *Internet Policy Forum*

Steps:

- Plan the event format.
- Invite experts.
- Promote the event across digital policy networks.

Timeline: Q4 2025.

Responsible: Policy and Event Team.

Resources: Event budget, speaker fees, sponsorships.

KPI: Event engagement, number of expert speakers.

5.3 Other Events

We will continue to organize events across key digital policy areas, including **Cybersecurity, AI, Competition, Privacy**, and other emerging topics. A featured event will focus on **AI adoption**, examining its impact across sectors.

Steps:

- Identify timely subject areas in collaboration with the Board and Policy Committee.
- Reach out to like-minded organizations and subject-matter experts to co-develop and co-host topic-specific events.
- Invite expert speakers across disciplines.
- Promote events through digital policy networks and TCIS channels.

Timeline: Q4 2025.

Responsible: Policy and Event Team.

Resources: Event budget, speaker fees, sponsorships.

KPI:

- Event attendance, media coverage, sponsor satisfaction.

Financial Projections and Budget

Formalizing Flagship Events

- Corporate Partnerships
- Membership Dues
- Event Registration Fees
- Grants

Estimated Budget for Flagship Events (Digital Access Day, Internet Policy Forum):

- \$150,000 annually

Target Fundraising Goal:

- \$500,000 by 2027 to support capacity-building and public education initiatives.

Monitoring and Evaluation

- Executive Committee and management to conduct quarterly reviews to assess progress against strategic goals.
- Annual Reports shared with the Board and members, detailing outcomes, challenges, and adjustments.
- KPIs include policy engagement metrics, podcast listener growth, toolkit usage statistics, and event attendance figures.

Conclusion

TCIS's strategic plan reflects our commitment to expanding digital access, shaping national policy, and fostering a vibrant, well-connected digital community across Canada.

As we grow, we will remain adaptive to the ever-changing digital landscape while focusing on long-term sustainability and impact.





**The Canadian 
Internet Society**



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