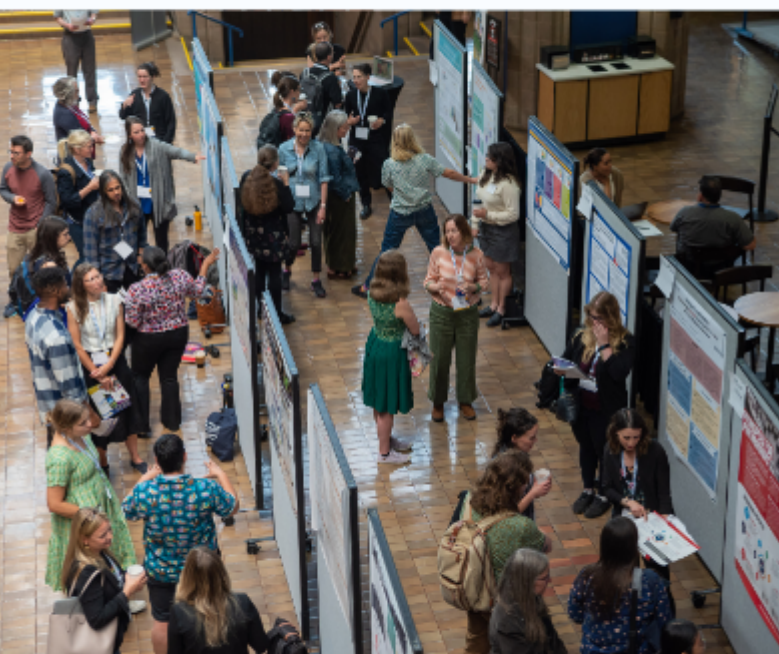




***Supporting Communities,  
Enabling Change***





# A Message from the Board Co-Chairs

*On behalf of the Board of Community Based Research Canada (CBRCanada), we are honoured to share our Strategic Plan 2026-2030. As the lead national organization supporting the growth, rigour, and impact of community engaged research, this plan charts a course to advance our mission and amplify our impact.*

*Over the next five years we aim to increase partnerships, celebrate excellence in community-based research, serve as a national advocate for institutional and government policy to expand the impact of community engaged scholarship, and secure sustainable resources to expand our programs and services. Our plan is designed to add value to the divergent goals and priorities of our partners: member universities, colleges, and non-profit organizations. By working together, we'll advance our shared objectives and drive positive change.*

*This Strategic Plan was developed through a collaborative process informed by Board of Directors' meetings and discussions with the support of the facilitator, Pieter de Vos. We also incorporated member feedback gathered through our programs and events (e.g., awards celebrations, C2UExpos at Lakehead in 2023 and MacEwan in 2025), various surveys and conversations. Many valuable insights were gained from participants in our national certified courses and training initiatives.*

*Guided by our vision, mission, and values, we've identified key priorities for the next five years: championing community-based research, strengthening partnerships, bridging capacities, mobilizing knowledge, and enhancing organizational resiliency and effectiveness. Integral to these priorities are our commitments to becoming a fully bilingual organization and to developing a National Training Institute that supports capacity building in community-based research.*

*We remain committed to authentic and reciprocal relationships with First Nation communities across Canada in ways that uphold Indigenous sovereignty, center Indigenous voices, and actively advance decolonization and reconciliation.*

*At its heart, CBRCanada is about the people with whom we work, the academic and community partners supporting positive change in our communities locally and globally. We look forward to moving ahead together.*

*Sincerely,*

*Joanna Ochocka and Steve Dooley  
Co Chairs, CBRCanada*

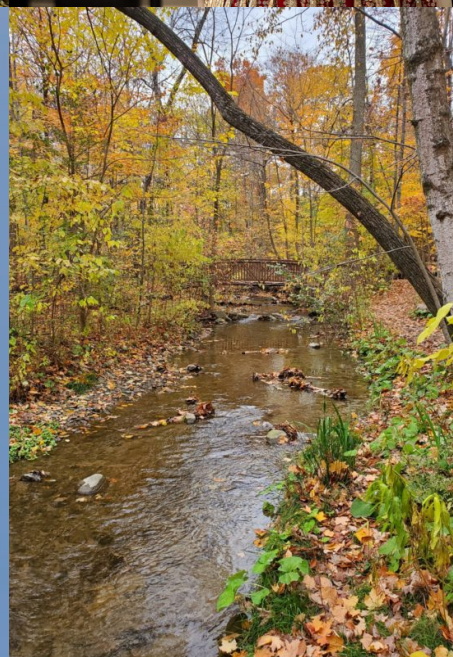
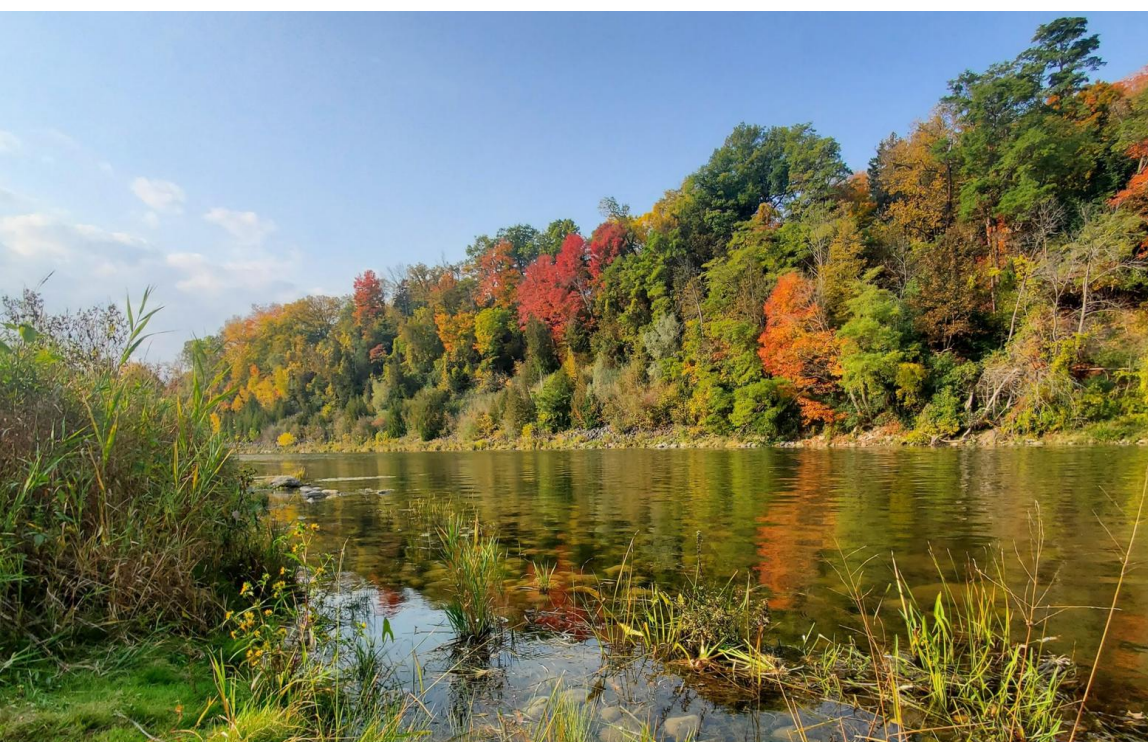




# Land Acknowledgment

Welcome | Bienvenue | Boozhoo | Pjila'dik | Tekwanonwerá:tons

We respectfully acknowledge that the Community-Based Research Canada (CBRCanada) Secretariat is located on unceded land promised to the Six Nations of the Grand River in the Haldimand Treaty in 1784, and on the traditional territory of the Neutral, Anishinaabe and the Haudenosaunee peoples. CBRCanada stands with First Nations, Métis, and Inuit communities and is committed to embracing Indigenous knowledge systems and Indigenous-led research to advance justice and reconciliation.





# Our Vision

Equitable, just, and sustainable communities advanced by community research.



# Our Mission

We facilitate connections, bridge capacities, and promote excellence in community-based research to drive positive social change.







# Our Values

## ✓ **Belonging**

We foster belonging by centering diversity, equity, access, and inclusion in all that we do. We connect people and form partnerships across cultures, disciplines, borders, and sectors to help address the local and global challenges of our time. We strive to serve as an authentic ally to Indigenous communities across Canada, recognizing their sovereignty and self-determination.

## ✓ **Change**

We use research to challenge the status quo. We strive to inspire social change addressing community issues by mobilizing people to create more just communities, especially those with limited power and opportunity. We aim to amplify marginalized voices and promote equitable solutions.

## ✓ **Learning**

We embrace ongoing learning, new ideas, and critical perspectives. We value multiple forms of knowledge and wisdom, including Indigenous knowledge, academic knowledge and knowledge gained through lived experience as well as through action towards social justice. We recognize the importance of humility and openness in our pursuit of knowledge and understanding.

## ✓ **Relationships**

We value and cherish authentic and reciprocal relationships, partnerships and collaborations. There is healing and power when trusted relationships and voices of lived experience are valued as essential in community research. We are passionate about bringing people together to share and co-create knowledge, imagine and act on innovative solutions to pressing societal issues, and experience the larger web of connections and our collective power to create positive change.

## ✓ **Accountability**

We value accountability and ongoing improvement through a results-driven approach, utilizing both qualitative and quantitative methods to measure success. We prioritize transparency by openly sharing our findings, including successes and challenges, with all individual and member organizations. Our commitment to continuous enhancement ensures that it is a dynamic and iterative process.





# CBRCanada in Context

CBRCanada has been the national support network and advocate for community-based research for almost 20 years. We are a non-profit organization of over 70 universities, colleges, and non-profit organizations. CBRCanada promotes community research as a tool for societal positive change at community, national, and international levels.

The mandate of CBRCanada is as divergent as the members we serve. We support the needs of emerging scholars in the university and college systems, we are training the next generation of practitioners, and we curate partnerships between community organizations and the academic community. We are the national champion of community-based research excellence, building capacity through our certificate courses, summer institutes, customized workshops, mentorship and coaching, and online resources.

A showcase for CBRCanada is our biannual C2UExpo conference that brings together more than 500 participants to share the results and impacts of community-university-college partnerships. This conference is the go-to place for academic faculty and students, community practitioners, leaders in community engagement, and Indigenous partners to share best practices in community-based research, thereby advancing social innovation and informing policy and practice. A key feature of C2UExpo is an awards program where excellence in community-based research across Canada is celebrated.

As a non-profit organization, CBRCanada is governed by a national based multi-sector board of Directors who bring a wealth of knowledge and experience to help inform the direction of the organization. CBRCanada is supported by a highly qualified secretariat hosted by Wilfrid Laurier University.

Internationally, CBRCanada maintains strong links with allied organizations, including the Living Knowledge Network in Europe, the UK National Coordinating Centre for Public Engagement (NCCPE), and the UN Co-Chairs in Community Based Research and Social Responsibility in Higher Education.



# Where We're Headed 2026 – 2030

| STRATEGIC GOAL |                                          | WHAT WILL THIS LOOK LIKE?                                                                                                                                                                                                                                                            |
|----------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1              | <b>Champion Community-Based Research</b> | Fostering excellence in community-based research that is nationally and internationally recognized for advancing knowledge and societal impact.                                                                                                                                      |
| 2              | <b>Strengthen Partnerships</b>           | Facilitating strong, authentic, and mutually beneficial relationships among individuals, communities, and organizations nationally and internationally, promoting the practice of community-based research.                                                                          |
| 3              | <b>Bridge Capacities</b>                 | Providing training and mentorship as well as promoting reciprocal learning and knowledge exchange of community-based research theory and practice that bridges individual, organizational, and community capacities for responsive, ethical, and impactful community-based research. |
| 4              | <b>Mobilize Knowledge</b>                | Sharing resources that support individuals, organizations, and communities to mobilize the results of action-oriented research for positive change.                                                                                                                                  |
| 5              | <b>Strengthen Sustainability</b>         | Fortifying the CBRCanada organization capacity, sustainability, and resilience for great national and global impact.                                                                                                                                                                 |



# Objectives & Indicators of Success

## GOAL 1: CHAMPION COMMUNITY-BASED RESEARCH

Recognize and celebrate examples of excellence in community-based researchers, research projects, and research partnerships to champion community-based approaches to research.

| OBJECTIVES                                                                                                                                                                                                                            | INDICATORS                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 Support institutions to develop guidelines that evaluate community-based researchers and research projects for excellence when considering grant requests, tenure, promotion, and advancement, or other recognitions of research. | <ul style="list-style-type: none"><li>• Collaborate with at least one major funding body to co-develop guidelines for assessing excellence in community-based research funding proposals by 2030.</li><li>• Co-develop recommendation guidelines for post-secondary institutions to recognize and assess excellence in community-based research by 2030.</li></ul>                                                                                                        |
| 1.2 Enhance mechanisms to showcase and reward excellence in community-based research through awards and public recognition.                                                                                                           | <ul style="list-style-type: none"><li>• Develop one new award to recognize a community researcher outside of the post-secondary sector and consider/develop additional award categories by 2030.</li><li>• Strengthen promotion of the current award program to increase the number of applicants each year.</li><li>• Provide opportunities for each award winner and special mention to showcase their work through CBRCanada nationally and internationally.</li></ul> |
| 1.3 Track and report on tangible impacts of community-based research on communities.                                                                                                                                                  | <ul style="list-style-type: none"><li>• Design and implement a framework to evaluate the impact of CBR on communities by 2030.</li><li>• Track and exhibit case examples of community impact from CBR projects.</li></ul>                                                                                                                                                                                                                                                 |
| 1.4 Promote opportunities for CBR funding locally, provincially, and nationally.                                                                                                                                                      | <ul style="list-style-type: none"><li>• Support both academic and community organizations in establishing and securing their own funding to carry out CBR projects.</li><li>• Advocate together with members for increased recognition and CBR funding provincially and nationally.</li></ul>                                                                                                                                                                             |



## GOAL 2: STRENGTHEN PARTNERSHIPS

Facilitate strong, authentic, and reciprocal relationships between individuals, campuses, and communities to promote the practice of community-based research.

| OBJECTIVES                                                                                                                               | INDICATORS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2.1</b> Expand national and international partnerships to grow the international community-based research movement.                   | <ul style="list-style-type: none"> <li>• Facilitate 2-3 online gatherings of community organizations and post-secondary institutions per year to collectively discuss societal challenges nationally and globally.</li> <li>• Increase social media engagement, website visits, and e-news subscribers nationally and internationally each year.</li> <li>• Recruit a minimum of one new national organization or international partner to CBRCanada membership each year.</li> <li>• Host, co-host, or support one international event per year (e.g., Living Knowledge, C2UExpo).</li> </ul> |
| <b>2.2</b> Advance reconciliation and decolonization of research by amplifying Indigenous-led research and Indigenous knowledge systems. | <ul style="list-style-type: none"> <li>• Host at least two events per year led by a First Nations, Métis, or Inuit individual or community.</li> <li>• Audit all programming to ensure respectful acknowledgement and inclusivity of Indigenous knowledge systems and practices.</li> </ul>                                                                                                                                                                                                                                                                                                    |
| <b>2.3</b> Deepen engagement with francophone communities through inclusive bilingual programming, communications, and partnerships.     | <ul style="list-style-type: none"> <li>• Offer all web-based resources and communications bi-lingually by 2030.</li> <li>• Recruit new francophone organizations as CBRCanada members annually.</li> <li>• Adapt CBRCanada workshops and trainings to be offered in French by 2030.</li> <li>• Host at least one event per year (CoP, E-Learning, or other event) led by a native French speaker.</li> </ul>                                                                                                                                                                                   |
| <b>2.4</b> Facilitate strategic collaborations among allied organizations and diverse communities.                                       | <ul style="list-style-type: none"> <li>• Attend at least one event annually hosted by an allied organization (e.g., the Social Impact forum, Research Impact Canada forum).</li> <li>• Organize or support a pan-Canadian gathering of allied organizations once per year.</li> </ul>                                                                                                                                                                                                                                                                                                          |



## GOAL 3: BRIDGE CAPACITIES

Provide training and mentorship as well as promote reciprocal learning and knowledge exchange of community-based research theory and practice that bridges individual, organizational, and community capacities for responsive, ethical, and impactful community-based research.

| OBJECTIVES                                                                                                              | INDICATORS                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3.1</b> Engage members, partners, and allies to regularly identify capacity-building needs.                          | <ul style="list-style-type: none"><li>• Host three gatherings of organizational members per year.</li><li>• Conduct and mobilize results of one member survey per year.</li><li>• Ongoing evaluation of all courses and training events.</li></ul> |
| <b>3.2</b> Expand training programs to disciplines underrepresented in community-based research, including STEM fields. | <ul style="list-style-type: none"><li>• Develop a STEM-focused adaptation of the Community-Based Research Certified Course by 2030.</li><li>• Establish a National Training Institute for Community-Based Research Excellence by 2030.</li></ul>   |
| <b>3.3</b> Facilitate reciprocal knowledge exchange among community, campus, and other diverse perspectives.            | <ul style="list-style-type: none"><li>• Host events, including Communities of Practice or facilitated expert panels, that contribute to reciprocal knowledge exchange.</li></ul>                                                                   |



## GOAL 4: MOBILIZE KNOWLEDGE

Share resources that support individuals, organizations, and communities to mobilize the results of action-oriented research for positive change.

| OBJECTIVES                                                                                                                                                                 | INDICATORS                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4.1</b> Maintain and contribute to national knowledge hub of community-based research resources through CBRCanada's resources, website and e-news.                      | <ul style="list-style-type: none"><li>• Update an online knowledge hub on the CBRCanada website monthly to add new publications or/and resources from across Canada and internationally.</li><li>• Publish or present on (in academic or grey literature) at least one conceptual article or presentation that advances/contributes to CBR theory or practice each year.</li></ul>    |
| <b>4.2</b> Advance democratization of community-based research knowledge through improved open access to inclusive and relevant resources on ethics, theory, and practice. | <ul style="list-style-type: none"><li>• Provide a minimum of one bursary spot in each cohort of the certified course, with a priority for the bursary spot to be filled by an individual from an under-represented population that typically experiences less power and privilege.</li><li>• Provide all CBRCanada-developed resources as open-access on CBRCanada website.</li></ul> |

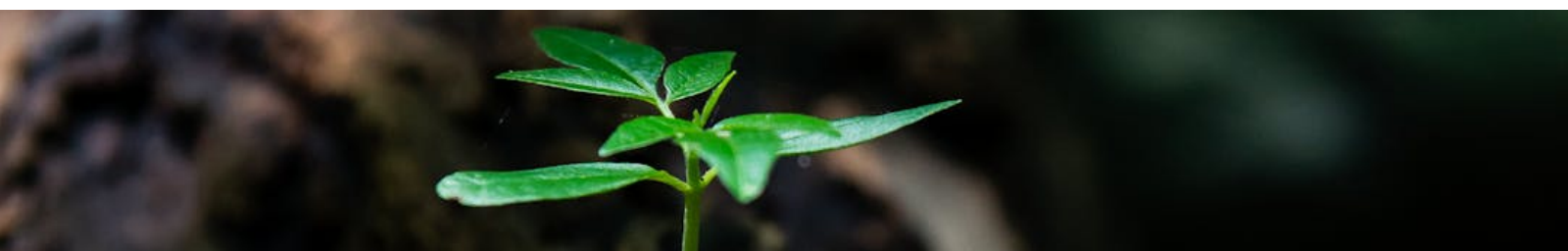




## GOAL 5: STRENGTHEN SUSTAINABILITY

Fortify the CBRCanada organization and operational capacity, sustainability, and resilience for great national and global impact.

| OBJECTIVES                                                                                                                       | INDICATORS                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>5.1</b> Design and implement a fund development strategy to diversify revenue streams for CBRCanada.                          | <ul style="list-style-type: none"> <li>• Secure operational funds to pay for two full-time secretariat salaries by 2030.</li> <li>• Secure funding to offer no- or low- cost community-based research training to individuals from underrepresented communities by 2030.</li> </ul>                                                                                                                                                                                                |
| <b>5.2</b> Optimize internal systems and governance to enhance operational efficiency and organizational resiliency.             | <ul style="list-style-type: none"> <li>• Define roles and responsibilities for board members by 2026.</li> <li>• Draft organizational bylaws and an organizational policy and procedure manual to provide clarity to the Executive Director and secretariat staff.</li> </ul>                                                                                                                                                                                                      |
| <b>5.3</b> Establish a framework for ongoing evaluation and learning to inform ongoing strategic organizational decision-making. | <ul style="list-style-type: none"> <li>• Implement an annual strategy to analyze data from member surveys that can drive annual program planning.</li> </ul>                                                                                                                                                                                                                                                                                                                       |
| <b>5.4</b> Enhance communications and marketing for brand awareness that will expand the reach and impact of CBRCanada.          | <ul style="list-style-type: none"> <li>• Re-develop the CBRCanada website for ease of navigation and clarity about organizational goals and programming.</li> <li>• Continue to regularly update the CBRCanada website to maintain an active web presence responsive to shifts in best practices or societal changes.</li> <li>• Develop a targeted marketing, recruitment, and social media strategy in 2026, to be continually revised as needed guided by analytics.</li> </ul> |



# Expected Outcomes

## Recognized Value

Proven and recognized value of our programs and services to the academic and community partners, demonstrating the impact of community-based research.

## Inclusive Membership

Expanded membership with more inclusive, bilingual, and equitable participation of diverse partners, fostering a vibrant and representative national community.

## Sustainable Partnerships

Long-term partnerships promoting mutual benefits and collaboration between academic and community partners that address shared challenges and drive societal change.

## Capacity Building

Enhanced skills and capacity for individuals, communities, and organizations to design and conduct community-based research that drives positive change.

## Advocacy and Funding

Successful advocacy for community-based research funding, support and recognition of CBRCanada's research community, including academic and community organizations and their intersectional and government partners.

## Operational Excellence

CBRCanada has the people, resources, and processes to be operationally effective, sustainable, and well governed, ensuring our ability to deliver on our mission.



# Our Impact

Advancing research for social change that is responsive, ethical, and community driven.





“

As an organization new to the CBR space, we've found tremendous value in being part of the CBRCanada family. Not only does membership connect us with others doing similar work, but it serves as a mechanism to share what we're up to, access resources, and work through common challenges.

– Julia Armstrong,  
Manager, Mental Health  
Commission of Canada

“

CBRCanada is an inspirational convening network that brings together academic and community researchers to share experiences, stories and wisdom. I continue to learn with and from this dynamic professional association and will continue to recommend it to others who are interested in creative modes of community engagement and policy influence!

– Dr. Sarah Marie Wiebe,  
Associate Professor,  
University of Victoria

“

We were lucky to have the opportunity to take part in a workshop series with CBRCanada. We worked closely with the instructors to cater workshops to what our needs were. It was such a collaborative approach, working together on what topics we wanted to cover, what's relevant to our needs. Our RA's could utilize these skills right away. Doing Indigenous research, we could share examples within an Indigenous context. The collaboration was really helpful to meet the needs of our organization and build on each others' strengths.

– Shawna D'Antimo,  
Researcher, Indspire

# Our Plan At A Glance

|   | PRIORITIES                               | GOALS                                                                                                                                                                                                                                                                                       | OBJECTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | DESIRED RESULTS                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                 |
|---|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| 1 | <b>Champion Community-Based Research</b> | <i>Fostering excellence in community-based research that is nationally and internationally recognized for advancing knowledge and societal impact.</i>                                                                                                                                      | 1.1 Support institutions to develop guidelines that evaluate community-based researchers and research projects for excellence when considering grant requests, tenure, promotion, and advancement, or other recognitions of research.<br>1.2 Enhance mechanisms to showcase and reward excellence in community-based research through awards and public recognition.<br>1.3 Track and report on tangible impacts of community-based research on communities.                           | <ul style="list-style-type: none"> <li>Recognized value: Proven and recognized value of our programs and services to the academic and community partners, demonstrating the impact of community-based research.</li> </ul>                                                                                                                                                                                                                        | <b>IMPACT</b><br>Improved societal outcomes through research that is responsive, ethical, and community driven. |
| 2 | <b>Strengthen Partnerships</b>           | <i>Facilitating strong, authentic, and mutually beneficial relationships among individuals, communities, and organizations nationally and internationally, promoting the practice of the community-based research.</i>                                                                      | 2.1 Expand national and international partnerships to grow the international community-based research movement.<br>2.2 Advance reconciliation and decolonization of research by amplifying Indigenous-led research and Indigenous knowledge systems.<br>2.3 Deepen engagement with francophone communities through inclusive bilingual programming, communications, and partnerships.<br>2.4 Facilitating strategic collaborations among allied organizations and diverse communities. | <ul style="list-style-type: none"> <li>Inclusive membership: Expanded membership with more inclusive, bilingual, and equitable participation of diverse partners, fostering a vibrant and representative national community.</li> </ul>                                                                                                                                                                                                           |                                                                                                                 |
| 3 | <b>Bridge Capacities</b>                 | <i>Providing training and mentorship as well as promoting reciprocal learning and knowledge exchange of community-based research theory and practice that bridges individual, organizational, and community capacities for responsive, ethical, and impactful community-based research.</i> | 3.1 Engage members, partners, and allies to regularly identify capacity-building needs.<br>3.2 Expand training programs to disciplines underrepresented in community-based research, including STEM fields.<br>3.3 Facilitate reciprocal knowledge exchange among community, campus, and other diverse perspectives.                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Sustainable partnerships: Long-term research partnerships that promote mutual benefits, trust, and collaboration between academic and community partners.</li> </ul>                                                                                                                                                                                                                                       |                                                                                                                 |
| 4 | <b>Mobilize Knowledge</b>                | <i>Sharing resources that support individuals, organizations, and communities to mobilize the results of action-oriented research for positive change.</i>                                                                                                                                  | 4.1 Maintain and contribute to national knowledge hubs of community-based research resources through CBRCanada's resources, website, and e-news.<br>4.2 Advance democratization of community-based research knowledge through improved open access to inclusive and relevant resources on ethics, theory, and practice.                                                                                                                                                                | <ul style="list-style-type: none"> <li>Capacity building: Enhanced skills and capacity for individuals, communities, and organizations to design and conduct community-based research that drives positive change.</li> </ul>                                                                                                                                                                                                                     |                                                                                                                 |
| 5 | <b>Strengthen Sustainability</b>         | <i>Fortifying the CBRCanada organization capacity, sustainability, and resilience for great national and global impact.</i>                                                                                                                                                                 | 5.1 Design and implement a fund development strategy to diversify revenue streams for CBRCanada.<br>5.2 Optimize internal systems and governance to enhance operational efficacy and organizational resiliency.<br>5.3 Establish a framework for ongoing evaluation and learning to inform ongoing strategic organizational decision-making.<br>5.4 Enhance communications and marketing for brand awareness that will expand the reach and impact of CBRCanada.                       | <ul style="list-style-type: none"> <li>Advocacy and funding: Successful advocacy for community-based research funding and support for both academic and community organizations, recognizing the value of collaborative approaches.</li> <li>Operational excellence: CBRCanada has the people, resources, and processes to be operationally effective, sustainable, and well governed, ensuring our ability to deliver on our mission.</li> </ul> |                                                                                                                 |