



Community-Based Research Centre

Strategy 2030





Then. Now. Next.

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Land Acknowledgement

The Community-Based Research Centre acknowledges that as a national organization, our work spans across the ancestral and traditional territories of Indigenous peoples on land that is currently occupied and known as Canada. This includes the unceded territories of the Musqueam, Squamish, and Tsleil-Waututh First Nations, currently known as Vancouver, where our head offices are located. We recognize and are grateful for living and working on these lands that have been cared for by Indigenous peoples since time immemorial.

As an organization dedicated to the health and wellness of our communities, we recognize that true reconciliation requires more than an endorsement. We have made a series of commitments throughout our work, including the full integration of Two-Spirit and Indigenous staff into our research, programming, and operations, and organizing intentional spaces for Two-Spirit and Indigenous queer and trans people at our annual Summit and Two-Spirit Symposium.

As we continue on our path of Truth and Reconciliation, CBRC continues to learn from Indigenous staff and partners, reflecting on the ways our actions and social policies impact the lives of Indigenous people, and actively participating in decolonization.

Strategy 2030: Executive Summary

Strategy 2030 is the Community-Based Research Centre's map forward in a time of uncertainty and change, but also promise and opportunity for the 2S/LGBTQIA+ community. Grounded in community voices and a shared vision, this strategy is built on feedback and consultation with community members, partners, staff, board members, and other valued collaborators who shape and sustain our work. By reviewing Strategy 2030, you can better understand:

CBRC's past and evolution

With a 25-year long history, CBRC has a storied and dynamic legacy. Our strategic plan is built on the foundation of where we've been, the ways in which we've evolved as an organization, and the partnerships that have shaped our work and successes.

CBRC's core pillars and values

CBRC has developed and launched hundreds of surveys, programs, campaigns, and interventions. While our work has grown and evolved significantly from its early days as a gay men's health organization focused on HIV, our core pillars and values rooted in community empowerment and leadership still define our broader work in 2S/LGBTQIA+ health.

CBRC's strategic future

Based on consultations with our team, funders, and partners, we've organized our future goals around three strategic priorities. These include:

- **Building a Foundation for Greater Success:** strengthening our capacity and making sure our people and teams have everything they need to succeed and sustain our work;
- **Deepening Relationships and New Partnerships:** solidifying CBRC's role as a trusted leader in 2S/LGBTQIA+ health that drives impact and success through collaboration and mutually beneficial partnerships; and
- **Sharing Our Story and Impact:** giving people the tools to confidently tell our story, while expanding the reach and impact of CBRC's work.



What is the Community-Based Research Centre?

For the past 25 years, the Community-Based Research Centre has asked: **What if queer people led the way in researching and driving action to promote the health of our communities?** In pursuit of this vision, we have pushed the limits of what's possible when it comes to funding and conducting our own research, sharing our findings, and championing community-centred approaches to address our health needs.

Our Origins

CBRC began in 1999 in Vancouver, when a group of gay men came together in response to the ongoing HIV/AIDS epidemic in B.C. We ran surveys, like Sex Now, to learn about how we were taking care of ourselves in the midst of the HIV crisis, and to better understand our needs around HIV and our health more broadly.

We launched leadership development programs, including Totally Outright and Investigaytors, to help everyday people in our communities build research capacity, health promotion, and community organizing skills – fostering our next generation of leaders. And we've created knowledge mobilization events, like the annual Summit, to facilitate spaces for 2S/LGBTQIA+ researchers, providers, and leaders to meet, share resources, and build partnerships towards achieving better health and wellbeing in our communities.





Our Evolution

Our early successes inspired us to continue growing and scale up our work. In 2017, CBRC adopted a national, bilingual mandate to expand our reach and impact beyond B.C. and in 2021, we updated that mandate to reflect the work CBRC had evolved to do years prior: working to better understand and respond to the health needs of gay, bi, and queer men beyond HIV and more meaningful inclusion and collaboration with Two-Spirit people, queer women, and trans, non-binary, and gender diverse people.

These efforts have led to the development of a broader range of research and health promotion programs and initiatives at the national level, such as our mental health-focused Do You Mind? leadership program, our sexual and reproductive health initiative Queering The Compass, and our chronic health-funded research study Our Health – our first fully inclusive national 2S/LGBTQIA+ health study.

Our Future

As we look ahead, CBRC remains unwavering in our commitment to strengthening and building upon our foundations of serving 2S/LGBTQIA+ communities. Community-led research and health promotion are at the heart of what we do and what we do best. We are dedicated to ensuring that the knowledge and lessons from our work continue to uplift and empower 2S/LGBTQIA+ people across Canada. After 25 years of growth, we are charting a strategic path forward to sustain and deepen this work in the face of evolving challenges and opportunities.

Our strategic plan is guided by a clear aim: **to improve the work that CBRC is already doing and ensure the longevity of our organization to continue serving 2S/LGBTQIA+ people and communities across Canada, now and in the years ahead.**

What does CBRC do?

CBRC promotes the health of people of diverse sexualities and genders through research and intervention development. CBRC's initiatives span a wide range of topics and issues in service of our **four core pillars** that form the foundation of who we are as an organization:

Community-Led Research

The people best positioned to lead research about 2S/LGBTQIA+ communities are those who are from the community themselves – people whose lives and experiences are directly shaped by the issues being studied. That's at the core of community-led research – the idea that we should be centering the people most impacted in the health issues we are working to address.

Historically 2S/LGBTQIA+ communities have been excluded from decision-making roles about research and health care. By making community-led research a core pillar of our work, CBRC is breaking down these barriers and empowering diverse 2S/LGBTQIA+ communities to lead the generation of knowledge, influence systems, drive change, and shape our futures.



Knowledge Exchange

At CBRC, we are committed to making sure the knowledge we produce is accessible to our communities and also reaches key audiences to broaden our impact. This includes sharing data and insights with politicians, policy leaders, and the media to spotlight key issues facing 2S/LGBTQIA+ communities, as well as collaborating with community-based organizations, frontline program staff, healthcare providers, and community members.

Through intentional and strategic knowledge exchange, we aim to conduct transformational research that leads to meaningful progress and lasting change.



Network Building

Canada's vast geography can make it easy for 2S/LGBTQIA+ people, organizations, and initiatives to feel isolated or siloed in their work. CBRC plays a critical role in bridging these distances by convening diverse networks of 2S/LGBTQIA+ experts, professionals, and community leaders across the country. Through shared research, health, social, and geographic interests, CBRC cultivates spaces where meaningful connections can flourish.

By working to cultivate and sustain these networks, CBRC strengthens the collective capacity of 2S/LGBTQIA+ communities to address shared challenges, exchange knowledge, and amplify impact. Our communities have always been stronger when we stand together, and CBRC is proud to be a driving force in fostering existing and new collaborations.



Leadership Development

As a result of the HIV epidemic, we have lost generations of gay, bisexual, and queer men, as well as Two-Spirit, trans, and gender diverse people from our communities, including countless leaders and mentors to 2S/LGBTQIA+ people today. As such, a central goal at CBRC has always been to nurture leadership potential in people – young and old – to become agents of change in their communities. This is especially important in the research and health promotion world, where we'd like to see more queer, trans, and Two-Spirit people represented.

Sometimes that means collaboration with academia and professional networks to help make sure 2S/LGBTQIA+ students get more experience conducting research. Other times it means opening our doors and welcoming any member of the community to learn more – with CBRC sometimes being their very first encounter with research or health promotion work.



What does CBRC care about?

CBRC's **values**, rooted in community leadership, equity, and evidence, guide our work and relationships. They shape our priorities, decisions, and resource allocation, reflecting our history as a community-based organization. Our values inform every aspect of our work – from how we conduct research and share knowledge to how we build networks, foster partnerships, and imagine better futures for 2S/LGBTQIA+ people across Canada.

By Us & For Us

“Community-based” is in our name because it is essential to our origins and core beliefs. Meaningful engagement with 2S/LGBTQIA+ communities must be led by the very people whose lives and experiences are at the centre of the work. By placing diverse 2S/LGBTQIA+ lived experiences in the driver's seat of research and health promotion, we deepen our expertise and ensure that our efforts remain relevant and responsive to our unique needs.

Action-Oriented

At CBRC, we place an important emphasis on ensuring that knowledge leads to action. We strive to ensure that everything we learn is translated into tangible initiatives that contribute to improving the lives of queer, trans, and Two-Spirit people across Canada. We know that our work has the potential to greatly improve, or even save, the lives of 2S/LGBTQIA+ people, and that is why we are passionate about the work we do.

Truth & Reconciliation

As a non-Indigenous, settler-led organization founded in British Columbia and operating across Canada, we recognize our responsibilities toward advancing reconciliation and honouring Indigenous communities and ways of knowing. Two-Spirit and Indigenous LGBTQIA+ people have deeply enriched CBRC's work by bringing critical insights and building bridges within their communities.

We are committed to continuing to build and sustain meaningful partnerships with Indigenous leaders, researchers, and organizations, working side by side to integrate Indigenous methods, healing practices, and community-building approaches into our research and health promotion.



Equity & Justice

Oppression is insidious because it fosters competition and distrust between marginalized groups. We reject the false idea that resources, empathy, and momentum for diversity, equity, and inclusion are limited. 2S/LGBTQIA+ people hold intersecting identities and experience across race, gender, sex, ability, citizenship, and more, and our collective liberation is interconnected.

CBRC is committed to building a more equitable Canada for all 2S/LGBTQIA+ people by actively challenging racism, colonialism, ableism, sexism, and other oppressive systems that threaten our health and wellbeing.

Co-Creation

Cultivating meaningful, mutually beneficial partnerships has always been essential to CBRC's success. From the earliest days of the HIV and AIDS crisis, it was clear that no single sector or profession could address complex challenges alone. Researchers, caregivers, community activists, media, allies all played vital roles, and the same is true today for advancing diversity, equity, and inclusion across racial, gender, and class lines. In this spirit, CBRC values co-creation as a cornerstone of our work.

We know that the more perspectives we include from the people most affected, the more meaningful our work will be. As we work to deepen our national 2S/LGBTQIA+ health mandate, we are committed to strengthening our research and programming in collaboration with communities we have not historically engaged with, including rural and remote communities, queer and trans women and gender diverse people, and Black, African, and Caribbean communities.

Affirmation

After decades of persistent stigma, violence, and discrimination, it remains essential to affirm that 2S/LGBTQIA+ people are deserving of love, happiness, health, and success. Too often, 2S/LGBTQIA+ people, identities, and experiences are stigmatized for negative health outcomes, or these outcomes are weaponized to justify discrimination or prejudice towards our communities.

We firmly believe in the rights of 2S/LGBTQIA+ people to make their own choices and live authentically. It is systems – not individuals – that must change, and we are strong, capable, and loving communities ready to lead that transformation.

Evidence-Informed

In its essence, research is a pursuit of knowledge. While our goal is clear – to improve the health and wellbeing of 2S/LGBTQIA+ people – we can only achieve it by grounding our work in robust evidence and a deep understanding of community needs. This commitment is especially relevant in a time when disinformation about our identities and experiences as queer, trans, and Two-Spirit people are used to justify hate and prejudice towards our communities.

We are committed to advancing our causes through data-driven research in collaboration with experts across 2S/LGBTQIA+ health disciplines, ensuring that we remain a trusted source for our communities, the media, and decision-makers.

How was Strategy 2030 created?

To help us create Strategy 2030, we enlisted [Impact ON](#), an external social enterprise consulting firm, to lead consultations with CBRC's Board and staff, core funders, and key partners from the 2S/LGBTQIA+ and HIV and STBBI sectors. The process also included intentional conversations with Two-Spirit Elders, Knowledge Keepers, and leaders to ensure that Indigenous experiences and perspectives informed our direction.

We learned what people thought CBRC's strengths were: CBRC plays a unique and critical role in advancing research and health promotion for 2S/LGBTQIA+ communities. Those we talked to recognized CBRC's ability to share our projects, knowledge and successes, cultivating strong partnerships, and amplifying our collective impact across sectors.

But there is room to grow as an organization – even after 25 years of impact. Much of CBRC's early work was shaped by limited funding, and while we have made important progress in establishing a national team, growing our partnerships, and expanding the scale and scope of our work, there is a need to deepen the linkages across our research and programming towards a more cohesive and integrated strategy.

We heard your concerns and share your hopes for our future. Despite significant success in developing large national projects beginning in 2015, there were concerns raised about the possible uncertainties facing federal government project funding that CBRC, and the vast majority of community-based organizations in the 2S/LGBTQIA+ and HIV and STBBI sectors, rely on. Without stable operational funding, or more diversified revenue streams, our research and programming work remain vulnerable. We need to act now to weather changes in the funding landscape to ensure CBRC's long-term sustainability.



Strategic Priority #1

Building a Foundation for Greater Success

Investing in Our Team and Operations

We have ambitious and inspirational dreams for 2S/LGBTQIA+ people in Canada, and we need an expanded budget to achieve them. To continue being an effective catalyst for change, CBRC must strengthen our internal capacity and operations, and work even more intentionally to support a thriving workplace for staff growth and development.

As an organization that relies heavily on project-based funding, it is important we diversify our funding further to finance a robust internal operations capacity, and enhance our ability to pivot to emerging issues and priorities. By strengthening our internal systems, CBRC will be better positioned to navigate funding fluctuations and other operational challenges. CBRC can build the resilience needed to adapt by cultivating strong partnerships with donors, sponsors, and other funding sources, bolstering our internal collaboration and knowledge sharing, and establishing CBRC as a vibrant and appealing workplace.

Sub-Priority	Why This Matters	What This Will Look Like	How This Will Benefit 2S/LGBTQIA+ People
Secure Diversified and Sustainable Funding	<p>CBRC’s growth in recent years has been driven almost exclusively on federal project funding. This funding is short-term and often doesn’t cover many operating and development costs.</p> <p>We are not taking advantage of significant opportunities to generate new funding from less restrictive sources, including community fundraising.</p>	<p>Developing a new fundraising strategy to strengthen CBRC’s core programs and operations</p> <p>Conducting more fee-for-service work, like being hired to do research, evaluation, or consultation for others</p> <p>Unlocking new grants and longer-term financial support to support ongoing and future operations</p>	<p>Diversifying funding to extend the lifespan of programs or projects that community members have come to rely on, even when that specific project funding has run out</p> <p>Supporting other organizations with their 2S/LGBTQIA+ research, health promotion, or evaluation work</p> <p>Taking better care of our staff and offering more paid opportunities to queer and trans people</p>

Sub-Priority	Why This Matters	What This Will Look Like	How This Will Benefit 2S/LGBTQIA+ People
Strengthen Internal Collaboration and Knowledge Sharing	<p>As we look to deepen our partnerships externally, we also recognize the significant expertise that exists within and across CBRC. We seek to be more intentional and strategic about how we share information and knowledge across the organization.</p>	<p>Developing new tools to support interdepartmental collaboration</p> <p>Implementing better ways of tracking projects, communications, and teamwork</p> <p>Facilitating more in-person opportunities for collaboration and team-building</p>	<p>Ensuring our staff are better equipped to support the needs of 2S/LGBTQIA+ people</p> <p>More effectively spending money allocated to advancing 2S/LGBTQIA+ causes through effective collaboration</p> <p>Improving the impact of initiatives and knowledge sharing by incorporating more diverse perspectives and ways of thinking</p>
Establish CBRC as an Employer and Organization of Choice	<p>Our strongest asset is our team, and their breadth and depth of knowledge, connection, and commitment.</p> <p>Given the limitations of project-based funding, there are significant gaps in what we currently offer for professional development and training, as well as Board and staff engagement.</p>	<p>Developing new tools to support interdepartmental collaboration</p> <p>Implementing better ways of tracking projects, communications, and teamwork</p> <p>Facilitating more in-person opportunities for collaboration and team-building</p>	<p>Improving the skills and capacities of our team to better serve 2S/LGBTQIA+ communities</p> <p>Promoting staff retention within CBRC, keeping institutional knowledge and making us stronger long-term</p> <p>Creating more pathways for development and advancement for 2S/LGBTQIA+ people at any stage of their careers</p> <p>Making sure 2S/LGBTQIA+ voices and perspectives are heard internally</p>

Sub-Priority	Why This Matters	What This Will Look Like	How This Will Benefit 2S/LGBTQIA+ People
<p>Solidify CBRC as a Bilingual Organization</p>	<p>While we have made significant progress in building our capacity to work bilingually (and increasingly in additional languages), CBRC is still too reliant on relatively few bilingual Board and staff members to fulfill French language needs.</p>	<p>Ensuring more bilingual capacity on the Board and staff</p> <p>Providing more bilingual support at the Summit and other events</p> <p>Hosting Summit/2S Symposium in a French or bilingual community</p>	<p>Better engaging French-speaking 2S/LGBTQIA+ people and partners</p> <p>Creating more career and employment opportunities for 2S/LGBTQIA+ French speakers</p> <p>Building our French programming capacity and working toward language parity and the belief that all languages, and the people who speak them, deserve equal respect, status, and opportunity, free from linguistic discrimination or bias</p>



Strategic Priority #2

Deepening Relationships and New Partnerships

Doubling Down on Our Collaborative Work

Nothing gets done alone; CBRC’s 25 years of impact would not have been possible without the support and collaboration of our many valued partners. As we look to the future, maintaining and growing diverse, meaningful partnerships will require a clear organizational approach, including standardized ways of building, tracking, and advancing these relationships.

By establishing organization-wide systems and clear partnership frameworks, we can maintain diverse partnerships, strengthen shared goals, sustain momentum, and create space for impactful collaborations to flourish. Strategic partnerships are also essential for amplifying intersectional perspectives. Working alongside Two-Spirit, racialized, trans & gender-diverse, Francophone, and women-led organizations brings invaluable lived experience and subject matter expertise that deepens and enriches CBRC’s work.

<i>Sub-Priority</i>	<i>Why This Matters</i>	<i>What This Will Look Like</i>	<i>How This Will Benefit 2S/LGBTQIA+ People</i>
Strengthen External Collaborations and Partnerships	While CBRC has been highly successful in building strong partnerships to advance our research, programs, and operations, we must now focus on strengthening new and existing relationships to sustain our collaborations, improve how we work together, and maximize our collective impact.	<p>Developing a more intentional partnership strategy</p> <p>Revitalizing CBRC’s Research Affiliate program with external researchers</p> <p>Partnering with other community organizations within and outside of our mandate on grant applications</p> <p>Providing more opportunities for partner engagement in CBRC communications and at CBRC events</p>	<p>Fostering partnerships that align with our values, and advance what 2S/LGBTQIA+ people care about</p> <p>A broader and deeper relationship between researchers and 2S/LGBTQIA+ health initiatives</p> <p>More recognition and visibility for initiatives that advance 2S/LGBTQIA+ causes</p> <p>A national and international network of 2S/LGBTQIA+ researchers, educators, and advocates</p>

<i>Sub-Priority</i>	<i>Why This Matters</i>	<i>What This Will Look Like</i>	<i>How This Will Benefit 2S/LGBTQIA+ People</i>
Improve Mechanisms for Community Engagement and Participation	We must continue to create accessible, relevant, and meaningful opportunities for community members and groups to engage with and contribute to CBRC's work.	<p>Creating a CBRC engagement toolkit that makes it easier to work with us</p> <p>Improving the CBRC website to encourage and facilitate getting involved</p> <p>Launching formal, paid roles for 2S/LGBTQIA+ people including as peers and campaign advisors</p>	<p>Getting more 2S/LGBTQIA+ people involved in research, program development and communications – helping them develop skills and career advancement</p> <p>Foster bonds between 2S/LGBTQIA+ people who are interested in the health and wellbeing of their peers</p>



Strategic Priority #3

Sharing Our Story and Impact

Unlocking Our Potential to Drive Change

Who is CBRC? What do we do? And why do we do it? Despite our far-reaching and longstanding influence on policy and research, too few people can answer these questions confidently, including some of our close partners.

CBRC's work generates a substantial amount of data and insights –much of which has the potential to change the course of public and health policy and, by extension, queer, and trans, and Two-Spirit people's lives. Yet if we do not get such information in front of the right people, its impact is limited. If our first strategic priority bolsters our organization's capacity to generate such work, and the second expands its depth and scope through strengthened collaboration, then this third priority is all about mobilizing the work we do so it has the greatest impact.

We pride ourselves on a research and program portfolio spanning a wide range of issues, which is a strength that can also make it harder to get important findings to the right audiences. By equipping everyone who interacts with CBRC to become champions of our work, we can broaden our reach, amplify our impact, and drive meaningful change.

We want to tell our story in new, exciting, and streamlined ways. By rethinking how we communicate about CBRC, our brand will better reflect our role as one of the most active national 2S/LGBTQIA+ organizations in Canada.

Sub-Priority	Why This Matters	What This Will Look Like	How This Will Benefit 2S/LGBTQIA+ People
Improve CBRC's Brand Visibility and Recognition	Despite CBRC's growth and successes, the organization is still relatively unknown. With added investment and coordination to enhance our strategic communications content and capacity, there are many exciting ways we can increase the visibility and recognition of CBRC and our work.	Updating CBRC's brand so it's easier to recognize (i.e. by adopting a slogan) Producing more content about the impact of CBRC's research, programming and advocacy work Tracking and measuring the success of communications efforts	Providing more 2S/LGBTQIA+ people a clearer understanding of what CBRC does and how we can support them Being even more effective at expanding perspectives and sharing information with key people, organizations, and institutions

Sub-Priority	Why This Matters	What This Will Look Like	How This Will Benefit 2S/LGBTQIA+ People
Increase Engagement in Traditional and New Media	We have landed some significant media coverage in recent years, but there are many great spokespeople on 2S/LGBTQIA+ health issues within CBRC and among our partners, and we should more meaningfully leverage them.	<p>Hiring people with expertise in media relations and digital media</p> <p>Building a roster of experts to engage with media</p> <p>Partnering with content creators (community thought leaders, artists, podcasters, YouTubers) who can help spread CBRC messaging</p>	<p>Widely sharing key information about the health and wellbeing of 2S/LGBTQIA+ people across diverse audiences</p> <p>Offering alternative narratives to anti-2S/LGBTQIA+ sentiments dominating news and social media</p>
Position CBRC's Research as Evidence to Inform Action	As we focus on enhancing our productive capacity for integrated data analysis and knowledge mobilization, we must also cultivate greater opportunities for community-based research literacy across the organization and our network.	<p>Increasing the visibility and reach of our research and data to a wide variety of audiences</p> <p>Increasing board and staff community-based research literacy and promoting it as an approach broadly</p> <p>Improving our online databases, including Our Stats, and creating other ways to access CBRC data</p>	<p>Establishing CBRC as knowledge and evidence expert to effect change in service of 2S/LGBTQIA+ health</p> <p>Being a better research partner to other organizations who want to do 2S/LGBTQIA+ work</p> <p>Being more able to demonstrate the impact of our research and earn funding for 2S/LGBTQIA+ programs</p>



To learn more about CBRC and
to support our work, please visit:

www.cbrc.net
