



BRAIDING
KNOWLEDGES
CANADA

STRATEGIC PLAN 2024-2029

Reconciliation
through Research



WITH FUNDING FROM

Canada

BKC OVERVIEW

Braiding Knowledges Canada (BKC) is a not-for-profit corporation established in 2024 with plans to continue the ground-breaking work of the Canadian Mountain Network (CMN) and broaden its impact beyond mountain landscapes in Canada. BKC collaborates with diverse partners, including universities, knowledge centers, Indigenous organizations, local communities, government, and other key stakeholders. This collaboration is supported by a five-year grant from the Government of Canada's Strategic Science Fund (SSF) for the period 2024-2029.

BKC is dedicated to continuing and growing the work of CMN through its strategic plan, *Reconciliation through Research*, focused on the drivers and outcomes of environmental and societal change in support of conservation, restoration, adaptation, and well-being. This is all in pursuit of our goal: to enhance the well-being of *All Our Relations*, which are the land and everything in and on it, including humans and their plant, animal, living, and non-living relations. BKC is committed to continuing CMN's efforts to cultivate trusting, authentic, reciprocal relationships and inclusive, decolonizing practices with our partners and researchers through place-based, community-driven research, training, and knowledge exchanges. This commitment enables us to deliver and mobilize knowledge arising from locally-relevant research, essential for advancing *Reconciliation through Research*, training the next generations of leaders, and informing federal policy and practices in Canada.

This document provides an overview of BKC's goals, objectives, scope, structure and core activities. Approved by BKC's Board of Directors on June 25, 2024, this Strategic Plan will guide our operations, performance management, and reporting from June 2024 to March 2029. While a plan for 5 years, this is a living document and will be updated and revised as BKC's impacts and lessons emerge over time.

For more information about our organization and opportunities to collaborate, visit canadianmountainnetwork.ca or follow us on social media. Effective July 1, 2024, we will be transitioning to braidingknowledgescanada.ca.

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🌐 **Website:** braidingknowledgescanada.ca

📘 **Facebook:** [@BraidingKnowledges](https://www.facebook.com/BraidingKnowledges)

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📷 **Instagram:** [@BraidingKnowledges](https://www.instagram.com/BraidingKnowledges)

🌐 **LinkedIn:** [@BraidingKnowledges](https://www.linkedin.com/company/BraidingKnowledges)

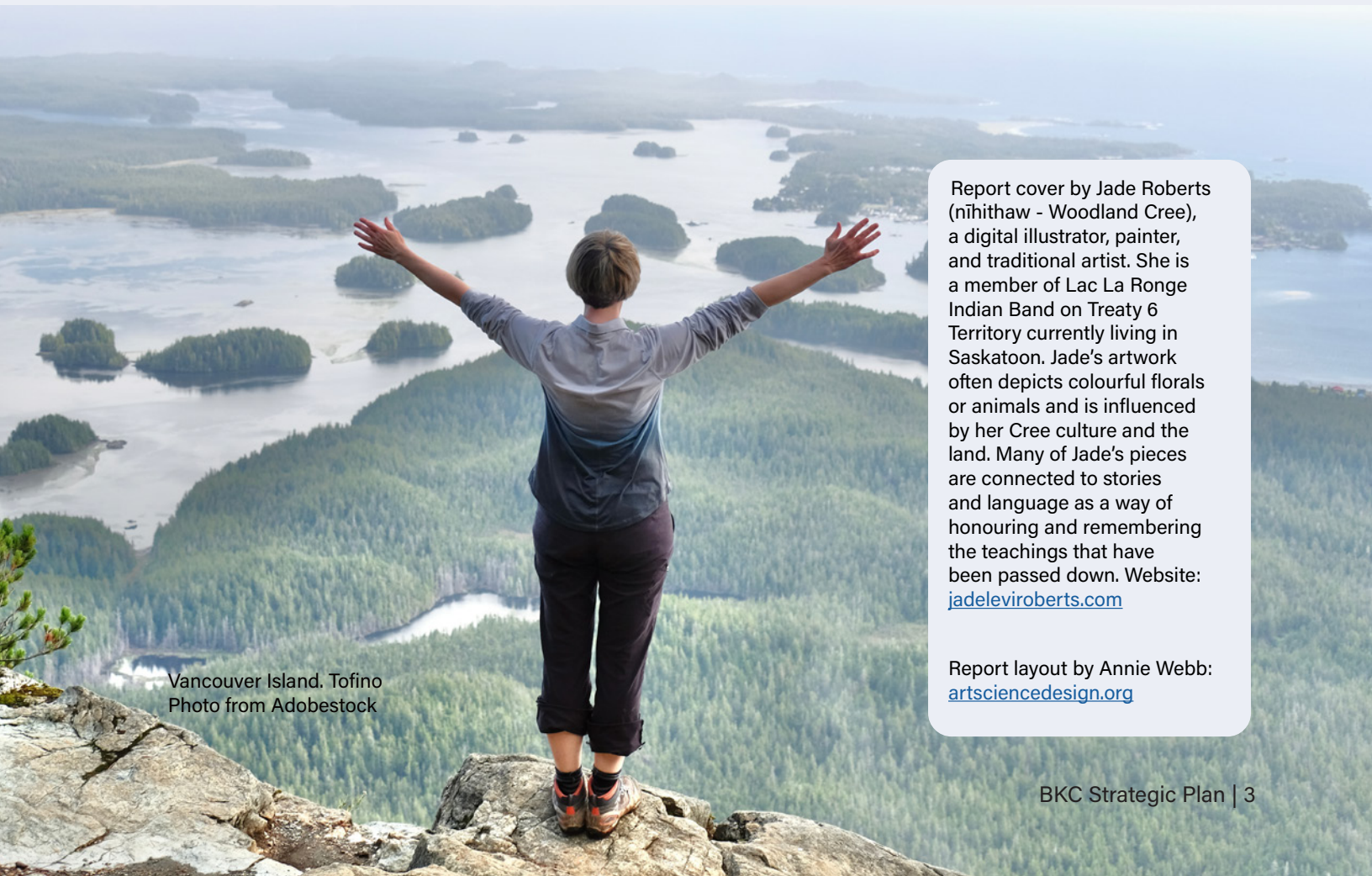
Night sky at Mount Assiniboine in winter from Nub peak
Photo from Adobestock

LAND ACKNOWLEDGEMENT

BKC is proud to be part of a rich and on-going history of Indigenous knowledge systems and cultures, including Indigenous ways of knowing, doing and being. We recognize the historical trauma and the triumphs that many different cultures, lands and Nations have continuously faced within Canada. We acknowledge that we are on the treaty lands and territory of numerous and diverse Indigenous Nations and pay tribute to their heritage and legacy, as we strengthen ties with the communities we serve while taking concrete actions towards meaningful reconciliation. We are grateful to have the opportunity to work with Indigenous communities on this land. We pay respect to all Indigenous people from all nations across Canada, acknowledge the traditional knowledge keepers, and honour their leaders.

BKC recognizes and honours the vital role that Indigenous knowledges, principles, and ways of being bring to research, operations, and governance as we work together to develop a better understanding of our shared mountain ecosystems and beyond. BKC commits to braiding Ethical Space and Indigenous principles in everything we do, emphasizing the interconnectedness of our society, nature and our collective place in the environment.

BKC affirms the rights-based self-determination of Indigenous Peoples and commits to upholding the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and Truth and Reconciliation Commission (TRC) Calls to Action in all BKC undertakings.



Vancouver Island. Tofino
Photo from Adobestock

Report cover by Jade Roberts (nihithaw - Woodland Cree), a digital illustrator, painter, and traditional artist. She is a member of Lac La Ronge Indian Band on Treaty 6 Territory currently living in Saskatoon. Jade's artwork often depicts colourful florals or animals and is influenced by her Cree culture and the land. Many of Jade's pieces are connected to stories and language as a way of honouring and remembering the teachings that have been passed down. Website: jadeleviroberts.com

Report layout by Annie Webb: artsciencedesign.org

TABLE OF CONTENTS

Message from Leadership	5
Strategic Plan — Outlook	6
Our Goal	8
Our Objectives	9
Our Values	11
Our Foundation	12
Our Reach	14
Our Path Forward As BKC	16
Our Outcome Statements	19
BKC Logic Model	20
Our Program Areas	22
Culture (C)	23
Research (R)	25
Knowledge Mobilization (KM)	27
Nurturing Talent and Growing Capacity (T)	30
Governance and Management	34
Conclusion	37

Tipi Poles on the Stoney Indian Reserve at Morley, Alberta, Canada
Photo from Adobestock

MESSAGE FROM LEADERSHIP

Braiding Knowledges Canada (BKC) comprises a diverse group of individuals who embody strong values, take thoughtful and consistent action, uphold solid and innovative governance, and excel in knowledge braiding and research in support of conservation, restoration, adaptation, and well-being. BKC is deeply committed to advancing the understanding and braiding of Indigenous and Western knowledge systems, setting an unparalleled example within Canada and serving as a model for the global community. Our approach is crucial at a time when Canada's landscapes are undergoing rapid and uncertain change, necessitating research to guide conservation, restoration, adaptation, and support overall well-being. Moreover, this commitment is reinforced by the growing call for renewed Nation-to-Nation relationships among Indigenous and non-Indigenous Peoples across Canada.

Building upon the network established by the Canadian Mountain Network (CMN), BKC will continue to expand this network and promote methods that braid Indigenous and Western ways of knowing. This collaborative research, training and knowledge mobilization approach prioritizes working alongside communities to achieve improved research outcomes in conservation, restoration, adaptation, and well-being for Canada as a whole. BKC remains steadfast in its commitment to reconciliation, by advancing knowledge of health, culture, and the environment through multiple knowledge systems. Effectively braiding these multiple perspectives and worldviews will strengthen evidence and better connect our ways of knowing to ways of being to inform policy and decision-making in Canada.

As we look ahead, BKC sees a promising future, and we extend our gratitude to the many individuals who have supported this endeavor with their knowledge, wisdom, and tireless dedication. We look forward to continuing to grow our relationships, our learning, and our partnerships in the years ahead.

BKC leadership



Cece Baptiste
Board Co-Chair



Michel Brazeau
Board Co-Chair



Dr. Monique Dubé
Executive Director



Dr. Paulina Johnson
Co-Research Director



Dr. Murray Humphries
Co-Research Director



Dr. Joe Dragon
Past Board Chair, Indigenous
Circle of Advisors Member

STRATEGIC PLAN – OUTLOOK

BKC is beginning a journey that will unfold in three distinct phases, guiding us from our initial start-up phase to an expanded impact and growth phase as we mature, ultimately establishing ourselves as a sustainable organization with influence at local, regional, national and international levels.

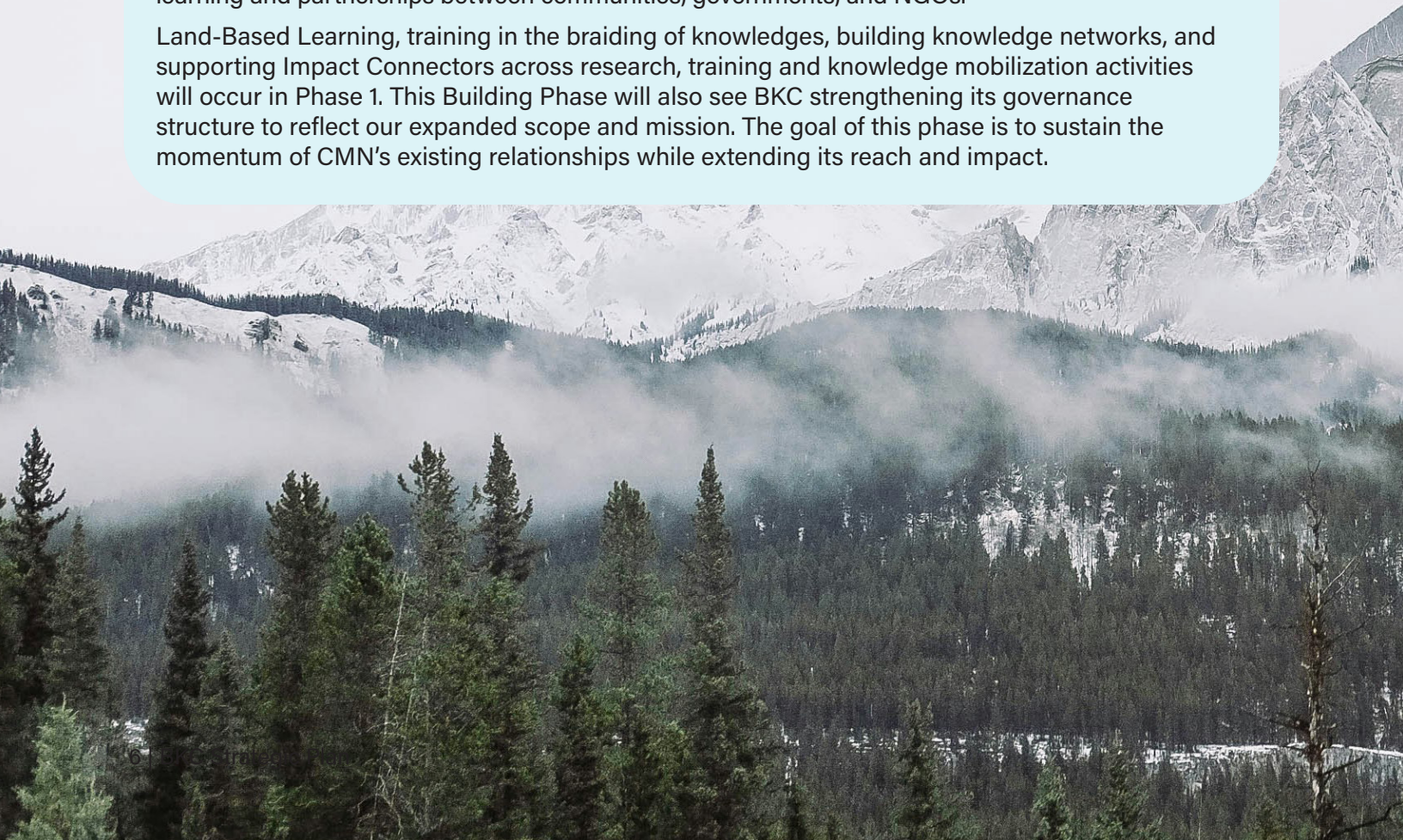


Phase 1 (2024-2027) Building

In the first three years, BKC will support multiple Indigenous led or co-led Knowledge Hubs across Canada, initiated in partnership with local, regional, and national First Nations, Metis and Inuit organizations.

BKC Knowledge Hubs are Indigenous-led or co-led collaborations that promote conservation, restoration, adaptation, and well-being. In their work, the Hubs will co-produce braided knowledges by caring for *All Our Relations* and respectfully engaging community members, including Elders, Knowledge Holders, Guardians, and youth, strengthen local capacity for research, training, and knowledge-application to empower self-determination among First Nations, Métis, and Inuit peoples. BKC Hubs promote multi-stakeholder and participatory approaches through co-learning and partnerships between communities, governments, and NGOs.

Land-Based Learning, training in the braiding of knowledges, building knowledge networks, and supporting Impact Connectors across research, training and knowledge mobilization activities will occur in Phase 1. This Building Phase will also see BKC strengthening its governance structure to reflect our expanded scope and mission. The goal of this phase is to sustain the momentum of CMN's existing relationships while extending its reach and impact.





Phase 2 (2027-2029) Impact & Growth

Having spent three years in building and expanding its reach in Phase 1, BKC will have gained insights into its core strengths, areas of success, and impact, as well as areas for continued growth and learning. By braiding Indigenous and Western knowledges to advance conservation, restoration, adaptation, and well-being, BKC will have contributed to its goal of significantly enhancing the influence of self-determined, place-based, and co-produced knowledge within Canada's science culture. Throughout this phase, BKC will continue to mobilize braided, co-produced knowledges to inform conservation, restoration, adaptation, and support well-being of *All Our Relations*. Moreover, BKC will advance Canada's commitments towards reconciliation and support transformation in policy and decision-making across the country through our research outcomes. During this phase, BKC will initiate the process of securing funding beyond the SSF.



Phase 3 (2029-Beyond)

With a solid foundation in place and supported by learning, relationship, reciprocity, and trust, BKC will shift more of its focus towards the future beyond SSF support. The organization will emphasize ethical knowledge braiding to advance social, environmental, economic and cultural change across the nation. BKC recognizes that a direct connection between research and practice will ensure relevant and representative knowledge and research informs policy at all levels and improves decision-making.

OUR GOAL



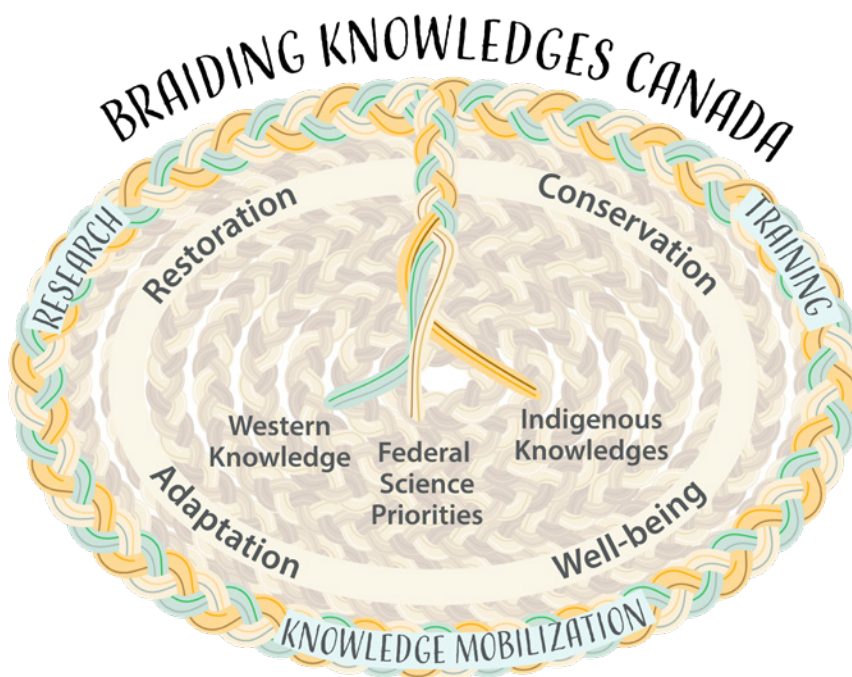
Braiding Knowledges Canada advances *Reconciliation through Research* by enhancing the influence of self-determined, place-based, and co-produced knowledge within Canada's science culture such that, over time and on a path towards reconciliation, Indigenous and local knowledge approaches equitably contribute to public policy, decision-making, and the advancement of federal science priorities.



Photo by Pierre Emmanuel Chaillon, Epéchile Production

OUR OBJECTIVES

1. Lead in culture through continuously learning and improving our management and governance guided by the collective teachings, values, and principles of our partner Indigenous Nations, the application of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action, the principles of Equity, Diversity, Inclusion and Justice (EDIJ), and Ethical Space.
2. Advance the state of knowledge on Canada's environmental priorities by enabling research that braids knowledges focused on environmental change to inform conservation, restoration, adaptation, and well-being of *All Our Relations*.
3. Mobilize Indigenous knowledges through knowledge braiding initiatives to advance equity, contribute to self-determination and reconciliation, and initiate transformation in policy and decision-making in Canada.
4. Nurture talent and grow capacity in knowledge braiding across a learning continuum and towards a diversity of leadership pathways and networks.



The braiding of Western and Indigenous knowledges through research, knowledge mobilization, and training connecting place-based, self-determined, Indigenous-led, and co-led research with federal science priorities. Braiding knowledge is the coming together of knowledges, in which each knowledge system is a strand of a braid. One strand is Western knowledge, one strand is Indigenous knowledges, and one strand is federal science priorities, uniting all strands, making the braid stronger for more significant impact. Knowledge braiding offers a basket of outcomes that advance conservation, restoration, adaptation, and well-being goals.



Photo by Pierre-Emmanuel Chaillon,
Epéchile Production

OUR VALUES



BKC's core value *All Our Relations*, recognizes that we are all connected to, dependent on, and responsible for each other and for the land, water, ice, air, plants, and animals that sustain us.

Mutual Respect and Positive Reciprocity

We recognize that there are different ways of knowing, doing, and being. We acknowledge, promote, protect, and respect this diversity and the sharing and exchange of knowledges. We are committed to building trusting, authentic relationships based on truth and inclusive, decolonizing practices so that we can learn and grow together on the path of reconciliation.

We commit to shared governance and will ensure representation of Indigenous individuals in our governance and management. We will hold ourselves mutually accountable to actively ensuring that decision-making and actions at all levels are informed by both Indigenous and Western ways of knowing in service to *All Our Relations*.

Relevance and Impact

Our solutions-oriented approach will improve Canada's understanding of urgent challenges and opportunities by advancing and requiring collaborative, respectful, rights-based research approaches that value and centre local knowledge and wisdom, grow community skills and capacity, and contribute to Indigenous self-determination.

Focus, Collaboration and Innovation

We will focus our resources on strategies and activities that are developed collaboratively and informed by both Indigenous and Western ways of knowing and doing. We will question assumptions, learn from mistakes and with experience, and aim for continuous improvement.



OUR FOUNDATION

Strategic planning for the future requires a solid understanding of who we are and how we got here, and a recognition of our strengths, weaknesses, risks, and opportunities.

BKC's mission is to enhance the influence of self-determined, place-based, and co-produced knowledge within Canada's science culture. The significant learnings and outcomes achieved through the five years of operation as CMN form the bedrock of BKC's endeavour. In addition to advancing along the path of reconciliation, BKC's activities will lead to Indigenous and local knowledge approaches playing a more substantial and equitable role in shaping public policy, decision-making, and federal science priorities.

The Well-Being of *All Our Relations*

CMN's legacy of coordinating Canada's significant Indigenous and Western expertise in mountain systems research throughout its network ensured consistent and meaningful connections among academics, non-academics, Knowledge Holders and trainees. This collaboration prioritized the design, implementation, and application of knowledge created from mountain systems research to address urgent public policy challenges, including conservation, protection and recovery of biodiversity, and climate change. For example, CMN's investments resulted in the development of an Indigenous Protected and Conserved Areas (IPCA) Innovation Centre; Indigenous stewardship of bison restoration in Banff National Park; recovery of mountain caribou populations in the Central Rocky Mountains; enactment of Tlingit traditional law for land and wildlife; the inclusion of Indigenous knowledges in transboundary Yukon salmon agreements; mobilizing Mi'kmaq knowledge of aquatic ecosystems in the Chic-Choc Mountains; and community-based monitoring of climate and health in Nunatsiavut.

Building on this legacy, BKC's work over the next five years will harness this momentum and expand its reach across nations and landscapes. The work we support will inform the conservation, restoration, adaptation, and well-being of *All Our Relations*, recognizing our interconnectedness, dependence on, and responsibility for each other, including the land, water, ice, air, plants, and animals that sustain us.





Braiding Indigenous and Western Knowledges

CMN's research, training, and knowledge mobilization practices, including emphasis on relationship-building and ethical space, has innovated a model of place-based, community-driven research that braids Western and Indigenous knowledges. CMN's knowledge braiding has supported academics, scientists, communities, and decision-makers in decolonizing research practices in Canada. BKC remains committed to the ethical, respectful, thoughtful, and intentional braiding of Western and Indigenous knowledges. Over the course of its five-year program, BKC will advance braided knowledge relationships and outcomes to help address Canada's environmental and social priorities. This includes informing policy and decision-making in conservation, restoration, adaptation, and community well-being to respect and uplift *All Our Relations*.

OUR REACH



Over the last five years, CMN's research investments have expanded to encompass diverse mountain regions and partnerships across cultural and ecological landscapes throughout Canada, including Inuit Nunangat, First Nations, and Métis lands.

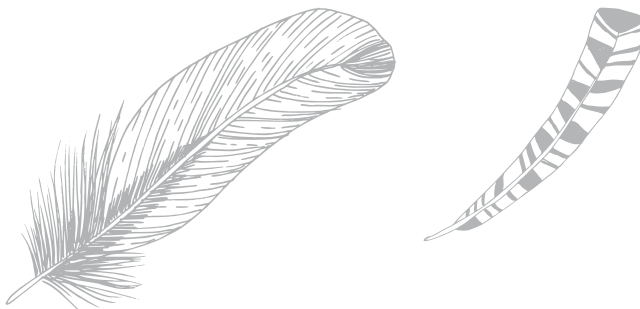


Photo courtesy of Jessica Pyett



The map above provides a unique visualization of BKC's proposed expansion beyond mountain regions (yellow area) to achieve a comprehensive coast to coast to coast presence (blue area). The organizational symbols surrounding the map highlight the many partners that supported CMN's proposal to transition to BKC.

BKC will implement its research, knowledge mobilization, networking and training programs in collaboration with many diverse partners from across our country, advancing Canada's science and knowledge landscape. Respecting, supporting, protecting, and uplifting linguistic and cultural diversity is a central goal reflective of the nature of our work, the people involved, and the ways through which BKC aims to support *Reconciliation through Research*.



OUR PATH FORWARD AS BKC

Honouring our Roots



Through our work, BKC will continue to focus on place-based and Indigenous-led and co-led research, training and knowledge mobilization that supports local self-determination and is aligned with federal priorities. This will be enhanced through an expanded national network of Indigenous-led and co-led Knowledge Hubs, Impact Connector Initiatives that support linkages across activities, and a series of innovative training and development activities that will nurture talent and grow capacity in knowledge braiding across a learning continuum and towards a diversity of leadership pathways. Our research, knowledge mobilization, and training will deepen our understanding of environmental change across the country and mobilize that knowledge to inform policy and decision-making. BKC also commits to sustaining the legacy and impact of CMN's original mountain systems focus by honouring our roots and maintaining the momentum of our research and relationships in Canadian mountain regions.

Reconciliation through Research



The effective and ethical braiding of place-based Indigenous knowledges with federal responsibilities and priorities represents both a challenge and an opportunity for reconciliation. This challenge was met head-on by CMN and continues with BKC. Supported by First Nations, Inuit, and Métis researchers and communities, as well as non-Indigenous contributors to the research ecosystem, BKC is uniquely positioned to facilitate linkages between Indigenous-led, place-based, community-driven research and federal priorities.

BKC is committed to mobilizing braided, co-produced knowledges that contribute to equity, self-determination, reconciliation, and transformation in environmental, social, and economic policy and decision-making in Canada. Knowledge mobilization networks will enable place-based Knowledge Hubs to learn from and develop relationship with each other, allowing for collective knowledge exchange and coordinated response to federal priorities, creating the ideal conditions for expanded impact and iterative learnings over time and space.

BKC will build capacity in knowledge braiding across a diverse range of career stages and impact paths. This includes empowering youth, students, Indigenous Guardians, early career researchers, and knowledge leaders as they pursue learning and impact within and across community, government, industry, ENGOs, and academic institutions.

This approach of culturally-aware research, knowledge mobilization, and training future leaders — guided by respect, reciprocity, responsibility, and relevance — will allow BKC to share and learn with a broader and more diverse group of Canadian knowledge holders, learners, and users.

These aspirations are grounded in action as detailed in the Program Areas section of this strategic plan (see p. 22).





National and Intersectoral Collaboration

Building upon CMN's legacy, BKC will continue to expand and strengthen partnerships across sectors, including with Indigenous organizations, post-secondary institutions, industry, governments, philanthropy, and the not-for-profit sector. Moving forward, BKC will uphold its reputation as a vital element of Canada's research ecosystem informing conservation, restoration, adaptation, and well-being of *All Our Relations* across cultures and landscapes. We will also continue international collaborative efforts, seeking to connect learning and relationships from local to global scales.



Stoney Trail Riders. Photo courtesy of William Snow

OUR OUTCOME STATEMENTS

BKC's outcomes can be identified at three levels:



Immediate Outcomes

Result from BKC activities
in the first two years



Intermediate Outcomes

Directly follow from the
Immediate Outcomes



Ultimate Outcomes

Broader societal impacts
of BKC and reflecting the
rationale for the program

Immediate Outcomes

- Advance and connect place-based and Indigenous-led and co-led research to federal priorities to increase influence and impact;
- Improve ways of working through the braiding of knowledges;
- Advance equity, diversity, inclusion and opportunity in research; and
- Model knowledge braiding, advance TRC Calls to Action, and UNDRIP and EDIJ principles for all equity groups within BKC's culture.

Intermediate Outcomes

- Build knowledge braiding capacity across diverse learning pathways (youth, students, Guardians, Indigenous scholars and Leaders); and
- Significantly enhance the influence of BKC research within Canada's science culture and its translation into practice, policy, regulation, and decision-making.

Ultimate Outcomes

- Increase the contribution of Indigenous and local knowledge approaches to public policy and decision-making;
- Foster greater reciprocity between Indigenous and local knowledge approaches and federal science priorities;
- Advance Canada's commitments towards reconciliation;
- Expand Canada's knowledge economy; and
- Ensure the sustainability of BKC to enable its continued work into the future.

BKC LOGIC MODEL

GOAL

BKC is dedicated to significantly enhancing the influence of self-determined, place-based, and co-produced knowledge within Canada's science culture such that, over time and on a path towards reconciliation, Indigenous and local knowledge approaches contribute more to public policy and decision-making and become more fully and equitably reciprocal with federal science priorities.

OBJECTIVES

Culture

Lead culture through knowledge braiding (KB) & EDIJ

Research

Advance research through KB

Knowledge Mobilization

Braid knowledges to advance policy & decision-making

Talent & Capacity

Nurturing talent & growing capacity

ACTIVITIES

1. Establish Governance & Management Practices through KB & Ethical Space Training
2. Continuous Improvement of EDIJ Policies & Practices

1. Indigenous-led and co-led Knowledge Hubs
2. Distinctions-based Hubs

1. Impact Connector (IC) Projects
2. Events on the Land
3. Events at the Table
4. KM Activities & Dissemination

1. Youth Development
2. Post-Secondary Students
3. Guardians
4. Indigenous Scholars
5. Knowledge Leaders

OUTPUTS

1. Policies, procedures & best practices, Ethical Space training
2. Policies, procedures & best practices reflect EDIJ in all aspects

1. Knowledge Hubs
2. Distinctions-based Hubs

1. IC Projects
2. End-user Participation
3. Products & Activities

1. LBL & Skills Training
2. MOOC & Stipends
3. Research Training & Leadership
4. Scholarships, Chairs, Networks (IRMN)
5. MOOC, Events, LBL

IMMEDIATE OUTCOMES

Model KB, UNDRIP and EDIJ principles, and advance TRC Calls to Action for all equity groups within BKC's culture

Advance and connect place-based and Indigenous-led and co-led research to federal responsibilities / priorities

Improve ways of working within BKC research initiatives

Advance equity and opportunity in research

INTERMEDIATE OUTCOMES

Build KB capacity across diverse learning pathways (youth, students, Guardians, Indigenous scholars and Leaders)

Significantly enhance the influence of BKC research within Canada's science culture and its translation into practice, policy, regulation, and decision-making

ULTIMATE OUTCOMES

Expand Canada's knowledge economy

Increase the contribution of Indigenous and local knowledge approaches to public policy and decision-making, fostering greater reciprocity and equity in federal science priorities.

Foster greater reciprocity between Indigenous and local knowledge approaches and federal science priorities

Advance Canada's commitments towards reconciliation

KPIs

1. 2 KPIs
2. 6 KPIs

1. 4 KPIs
2. 4 KPIs

1. 2 KPIs
2. 2 KPIs
3. 2 KPIs
4. 5 KPIs

1. 2 KPIs
2. 2 KPIs
3. 1 KPI
4. 3 KPIs
5. 3 KPIs

KEY PERFORMANCE INDICATORS (KPIs)

Culture: BKC is a national leader in culture through braiding knowledges & EDII

KPIs

- % Board, committees and staff reporting that the braiding of knowledges is reflected in management and governance practices (100)
- % BKC Board, committees and staff that participate and contribute to Ethical Space training (100)
- % of BKC's Board, committees and staff that identify as First Nations, Metis and Inuit (50)
- % of BKC's Board, committees and staff that identify as other under-represented groups (racialized Canadians, LGBTQ2+ individuals, people with disabilities) (30)
- % composition of BKC's Board, committees and staff that reach gender parity (50)
- % of BKC's researchers, Knowledge Holders and trainees that identify as First Nations, Metis and Inuit (50).
- % researchers, Knowledge Holders and trainees that identify as other under-represented groups (racialized Canadians, LGBTQ2+ individuals, people with disabilities) (30)
- % composition of funded projects and programs reaches gender parity (50)

Knowledge Mobilization: Braid knowledges to advance policy & decision-making

KPIs

- % Hubs connected to Impact Connector Initiatives (75%)
- # products co-authored / co-produced by > 1 Hub working collaboratively and/ or including federal researcher, end user and/or decision-maker (5/10/20/20/20 per year)
- # collaborations per year between BKC researchers and end users (100/125/150/175/200 per year)
- % of Knowledge Hubs communicating BKC-funded research advanced a federal priority (75/75/100/100/100)
- % Indigenous communities and organizations that see their ways of knowing reflected in the use of information by knowledge users (25/25/50/50/75)
- % federal partners communicate BKC-funded research is advancing a federal priority (75/75/100/100/100)
- # countries reached by KM outputs (10/20/30/50/75 per year)
- # of unique website visits per year (15K/18K/20K/30K/40K per year)
- # of social media followers (6K/7K/8K/10K/12K per year)
- # of citations in news articles (75/100/100/125/125 per year)
- # of participants in CMN events annually (250/300/500/500/600 per year)

Research: Advance for Canada through knowledge braiding

KPIs

- # of publications/products produced from Knowledge Hubs (20/25/50/25/25 per year)
- % of researchers and trainees that identify as Indigenous (50%)
- # of trainees in BKC-funded Knowledge Hubs (30/50/75/50/50 year)
- % hubs that support models of knowledge co-production (75/75/90/100/100)
- Extent research teams speak to changes in ways of working (Qualitative)
- # of trainees in BKC-funded Distinction-Based Knowledge Hubs (0/5/10/10/5 per year)
- # of publications/products produced from Distinction-Based Knowledge Hubs (0/0/3/6/6 per year)

Talent & Capacity: Nurturing talent & growing capacity in the braiding of knowledges

KPIs

- # of youth trained in Land-Based Learning camps/year (50/75/75/100/100 per year)
- # of youth participating in BKC-supported skills development, certificate, or certification courses (50/75/75/100/150 per year)
- # of students completing the Braiding Knowledges MOOC/year (0/50/75/150/200 per year)
- # of students trained in Land-Based Learning camps/year (20/25/25/30/30 per year)
- Funding allocated to trainees through stipends (\$500K/\$700K/\$750K/\$750K/\$500K per year)
- # students participating in internships with potential employers including those leveraging wage subsidies (25/50/75/75/100 per year)
- # Indigenous Guardians participating in BKC-funded research and training activities/year (15/25/50/100/100 per year)
- # dissertation scholarships allocated (4/7/7/7/5 per year)
- # 4-year fellowships allocated per year (5/8/0/0/0)
- # researchers participating in Indigenous Research Methods Network (250/275/300/325/400 per year)
- # leaders participating in Braiding Knowledges Training Events (50/100/150/250/400 per year)
- # of leaders participating and contributing to Land-Based Learning camps/year (25/50/75/100/150 per year)
- # of leaders completing the Braiding Knowledges MOOC/year (0/25/75/150/250 per year)

OUR PROGRAM AREAS

BKC will achieve its goals through the following program areas:



1. Culture (C)



2. Research (R)



3. Knowledge Mobilization (KM)



4. Nurturing Talent and Growing Capacity (T)

C & T photos: Pierre-Emmanuel Chaillon, Epéchile Production; R photo: courtesy of Manisha Singh; KM photo: courtesy of Graham Sakaki

CULTURE (C)

Objective C1



Lead in culture through continuously learning and improving our management and governance guided by the collective teachings, values, and principles of our partner Indigenous Nations, the application of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action, the principles of Equity, Diversity, Inclusion and Justice (EDIJ), and Ethical Space.



Activity C1

Be a leader in culture through the braiding of knowledges implemented through best management and governance practices.

We will accomplish this by:



- Ensuring BKC's management and governance practices serve as a model for braiding of knowledges; and
- Ensuring BKC's Board, committees and staff are informed and educated in the application of Ethical Space methods.

We will measure success by:



- The percentage of the BKC Board, committees and staff reporting that the braiding of knowledges is reflected in management and governance practices; and
- The percentage of the BKC Board, committees and staff that participate and contribute to Ethical Space Training.



Land-Based Learning Camp 2022
Photo by Pierre-Emmanuel Chaillon,
Epéchile Production



Activity C2

Be a leader in culture through the braiding of knowledges and EDIJ through continuous Improvement of EDIJ policies and practice.

We will accomplish this by:



- Ensuring that BKC's management and governance is diverse and inclusive informed by under-represented groups (racialized Canadians, LGBTQ2+ individuals, persons with disabilities);
- Ensuring that BKC's research and activities are inclusive of under-represented groups (racialized Canadians, LGBTQ2+ individuals, persons with disabilities);
- Ensuring that BKC's management and governance is inclusive of First Nations, Métis and Inuit;
- Ensuring that the composition of BKC's Board, committees and staff reach gender parity;
- Ensuring that BKC's research and activities are inclusive of First Nations, Métis and Inuit; and
- Ensuring that BKC's research and activities reach gender parity.

We will measure success by:



- The percentage of BKC's Board, committees and staff that identify as other under-represented groups (racialized Canadians, LGBTQ2+ individuals, persons with disabilities);
- The percentage of BKC community that identify as other under-represented groups (racialized Canadians, LGBTQ2+ individuals, persons with disabilities);
- The percentage of BKC's Board, committees and staff that identify as First Nations, Métis and Inuit;
- The percentage composition of BKC's Board, committees and staff that reach gender parity;
- The percentage of BKC's researchers, Knowledge Holders and trainees that identify as First Nations, Métis and Inuit; and
- The percentage composition of funded projects and programs reaches gender parity.



RESEARCH (R)



Objective

Advance the state of knowledge on Canada's environmental priorities by enabling research that braids knowledges focused on environmental change to inform conservation, restoration, adaptation, and well-being of *All Our Relations*.



Activity R1

Advance Canada's environmental research through knowledge braiding by sustaining and expanding a National Network of Indigenous-led and Co-led Environmental Knowledge Hubs.

This will be accomplished by:



- Enabling Indigenous-led and co-led research to advance equity and opportunity in environmental research;
- Advancing the discipline of environmental change science through product output;
- Communicating improved ways of working by research teams where research is conducted.

We will measure our success by:



- The percentage of researchers and trainees that identify as Indigenous;
- The number of trainees in BKC Knowledge Hubs per year;
- The number of publications and products produced from Knowledge Hubs per year; and
- The extent to which researchers speak to changes in their ways of working.



Activity R2

Advance Canada's environmental research through knowledge braiding by supporting Distinctions-Based First Nations, Métis, and Inuit Knowledge Hubs.

This will be accomplished by:



- Enabling Indigenous-led and co-led research to advance equity and opportunity in environmental research;
- Advancing the discipline of environmental change science through product output; and
- Communicating improved ways of working by research teams where research is conducted

We will measure success by:



- The percentage of researchers and trainees that identify as Indigenous;
- The number of trainees in BKC Knowledge Hubs per year;
- The number of publications and products produced from Knowledge Hubs per year; and
- The extent to which researchers speak to changes in their ways of working.



Thirteen CMN-supported and BKC-proposed Place-based Knowledge Hubs connecting Indigenous-led and co-led research to conservation, restoration, adaptation, and well-being. The three maps represent three distinct conceptions of the national landscape: A) Waterways, forests, and physical relief; B) Crown-Indigenous treaties including non-treaty territories (white), historic treaties managed under the Indian Act (grey), modern comprehensive First Nations and Métis agreements (green), and modern comprehensive Inuit agreements comprising Inuit Nunangat (blue). Different colour shadings reflect unique agreements within these four categories; and C) Conserved and protected areas (yellow) included in the Canadian Protected and Conserved Areas Database.

KNOWLEDGE MOBILIZATION (KM)



Objective

Mobilize Indigenous Knowledges through knowledge braiding initiatives to advance equity, contribute to self-determination and reconciliation, and initiate transformation in policy and decision-making in Canada



Activity KM1

Mobilize braided knowledges and advance policy and decision-making through Impact Connector Initiatives.

We will accomplish this by:



Ensuring that place-based Knowledge Hubs are reciprocally connected to each other and to federal science priorities, enabling expanded impact and learnings over time and space.

We will measure success by:



- The percentage of Knowledge Hubs connected to Impact Connector Initiatives; and
- The number of products co-authored or co-produced by more than one Knowledge Hub or initiative working collaboratively per year, and/or including federal researchers, end users and/or decision-makers.



BKIC Workshop
Photo courtesy of Kate Bellegooyen



Activity KM2

Mobilize braided knowledges and advance policy and decision-making in Canada through Knowledge Mobilization on the Land.

We will accomplish this by:



Ensuring Hubs and research initiatives mobilize knowledge to end users.

We will measure our success by:



- The percentage of Knowledge Hubs communicating BKC-funded research advanced a federal priority; and
- The number of collaborations per year between BKC researchers and end users.



2023 Knowledge Sharing Summit



Activity KM3

Mobilize braided knowledges and advance policy and decision-making in Canada through Knowledge Mobilization at the Table.

We will accomplish this by:



Mobilization of braided knowledge outcomes from BKC activities into policy, regulation and decision-making.

We will measure success by:



- The percentage of Indigenous communities and organizations that see their ways of knowing reflected in the use of information by knowledge users; and
- The percentage of federal partners communicating that BKC-funded research is advancing a federal priority.



Activity KM4

Mobilize braided knowledges and advance policy and decision-making in Canada through Knowledge Mobilization activities.

We will accomplish this by:



Supporting Canada's knowledge economy through BKC Knowledge Mobilization and dissemination activities.

We will measure success by:



- The number of countries reached by KM outputs;
- The number of citations in news articles;
- The number of participants in BKC events annually;
- The number of social media followers; and
- The number of unique website visits per year.

NURTURING TALENT AND GROWING CAPACITY (T)



Objective

Nurture talent and grow capacity in knowledge braiding across a learning continuum and towards a diversity of leadership pathways and networks.



Activity T1

Develop talent and build capacity in knowledge braiding through a Youth Development Pathway.

We will accomplish this by:



- Having youth enabled and empowered through Land-Based Learning of research methods through the braiding of knowledges; and
- Having youth acquire new skills for development, advancement along the training continuum, and employment.

We will measure success by:



- The number of youth trained in Land-Based Learning camps/year; and
- The number of youth participating in BKC-supported skills development, certificate, or certification courses.



Activity T2

Develop talent and build capacity in knowledge braiding through a College and University Students Training Pathway.

We will accomplish this by:



- Students gaining improved understanding in the braiding of knowledges through on-line instruction; and
- Students are supported in their BKC-funded research through stipends.

We will measure success by:



- The number of students completing the Braiding Knowledges Massive Open Online Courses (MOOC) per year; and
- The amount of funding allocated to trainees through stipends.



Activity T3

Develop talent and build capacity in knowledge braiding through a Guardian Training Pathway.

We will accomplish this by:



- Indigenous Guardians participate, lead, mentor, and learn through BKC-funded research, training and knowledge mobilization activities.

We will measure success by:



- The number of Indigenous Guardians participating in BKC-funded research and training activities/year.



Activity T4

Develop talent and build capacity in knowledge braiding through an Emerging Indigenous Scholars Pathway.

We will accomplish this by:



- Supporting Indigenous throughout their academic careers;
- Supporting Indigenous graduate students to complete their doctoral studies; and
- Ensuring Indigenous researchers are supported by a community of practice in Indigenous research methods.

We will measure success by:



- The number of Chair allotments per year (matched with partners);
- The number of dissertation scholarships allocated to trainees per year; and
- The number of researchers participating in the Indigenous Research Methods Network.



Activity T5

Develop talent and build capacity in knowledge braiding through a Knowledge Braiding Leaders Initiative

We will accomplish this by:



- Leaders gaining an understanding through Land-based Learning of research methods through the braiding of knowledges;
- Supporting professional development focused on ethical space, knowledge braiding, and knowledge inclusive governance for leaders; and
- Leaders gaining improved understanding in the braiding of knowledges through on-line instruction.

We will measure success by:



- The number of leaders participating and contributing to Land-Based Learning camps per year;
- The number of leaders participating in these events; and
- The number of leaders completing the Braiding Knowledges Massive Open Online Course (MOOC) per year.

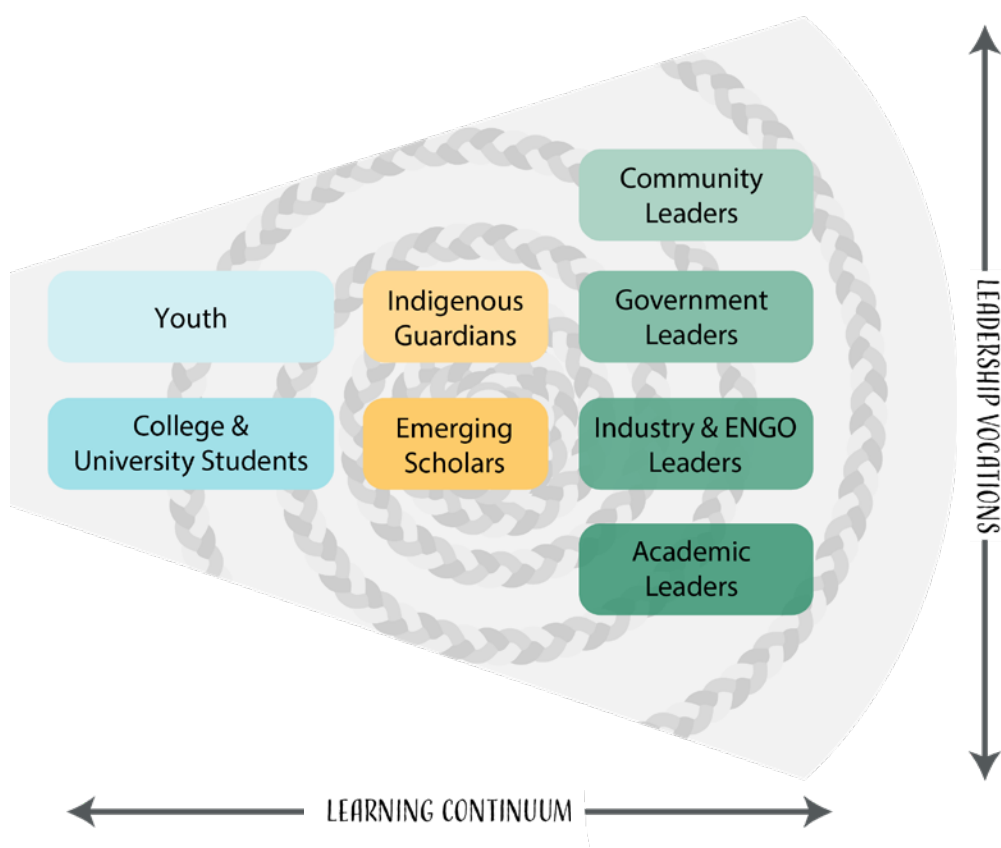


Figure 5. BKC's training network along a leader learning continuum to a diversity of leadership



Land-Based Learning Camp 2022
Photo by Pierre-Emmanuel Chailion,
Epéchile Production

GOVERNANCE AND MANAGEMENT



BKC's Organization

BKC is a federally-recognized not-for-profit corporation funded by the Government of Canada's Strategic Science Fund program and partnered with the University of Alberta. BKC's Board of Directors oversees the strategy and is responsible for the overall governance of the Network. Subcommittees of the Board include the Governance Committee; Finance, Audit and Risk Committee; Research Management Committee; and the Indigenous Circle of Advisors.

BKC inherits CMN's successful Board and Committee processes, which determine the composition of the governance structure and result in significant intersectional diversity, including knowledge system diversity, linguistic diversity, geographic diversity, career-stage diversity, and user-sector diversity (e.g. academia, government, industry, Indigenous organizations). BKC will apply the skills and experience of its existing executive leadership team and increase staffing to support expanded operations. A partnership model with the University of Alberta will support core BKC administrative functions.

Governance Excellence

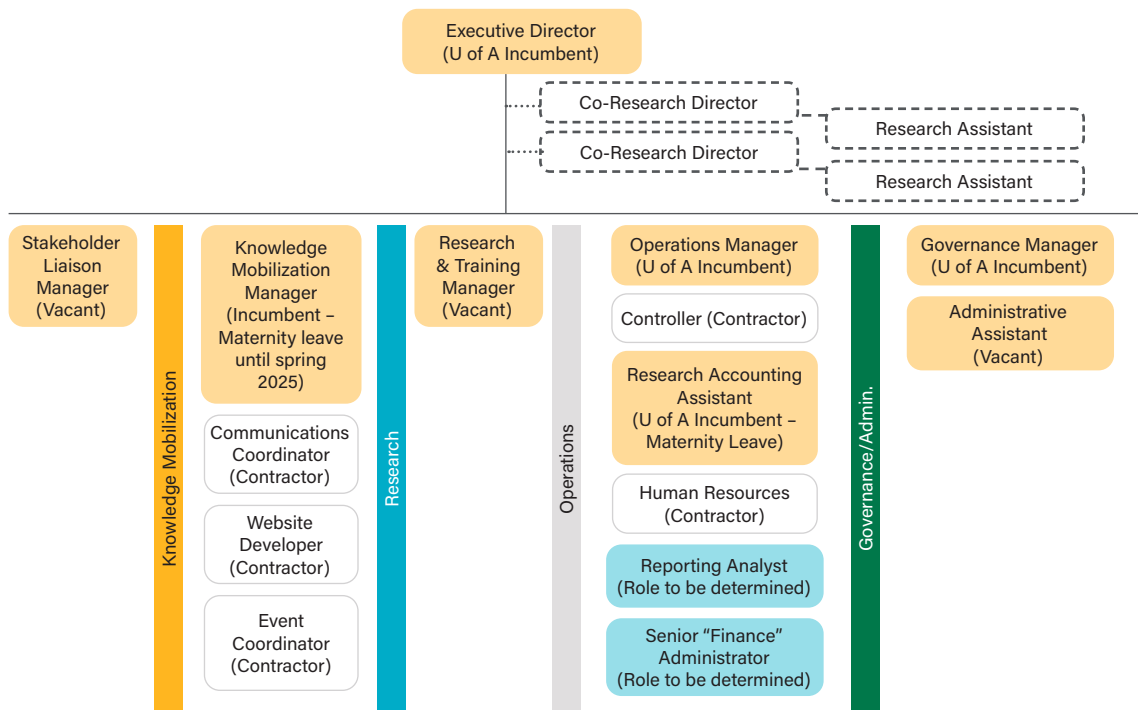
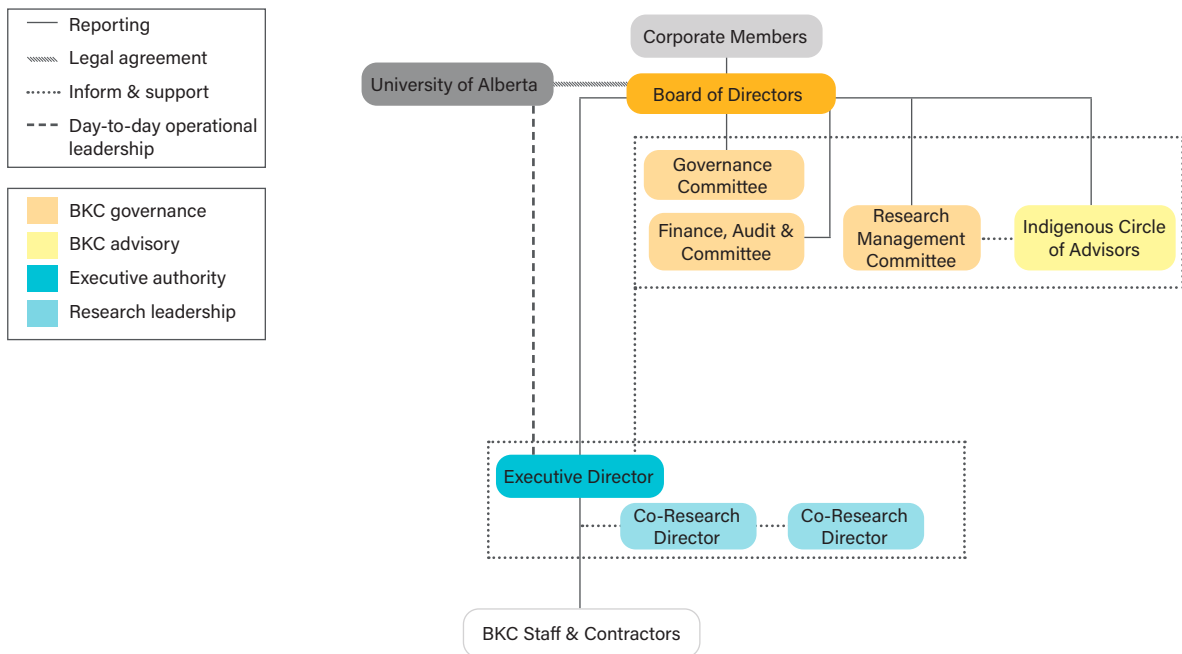
The **Governance Committee (GC)** oversees the overall health of the Board and its committees, leads the recruitment and evaluation of management and governance volunteers, and ensures non-financial corporate compliance.

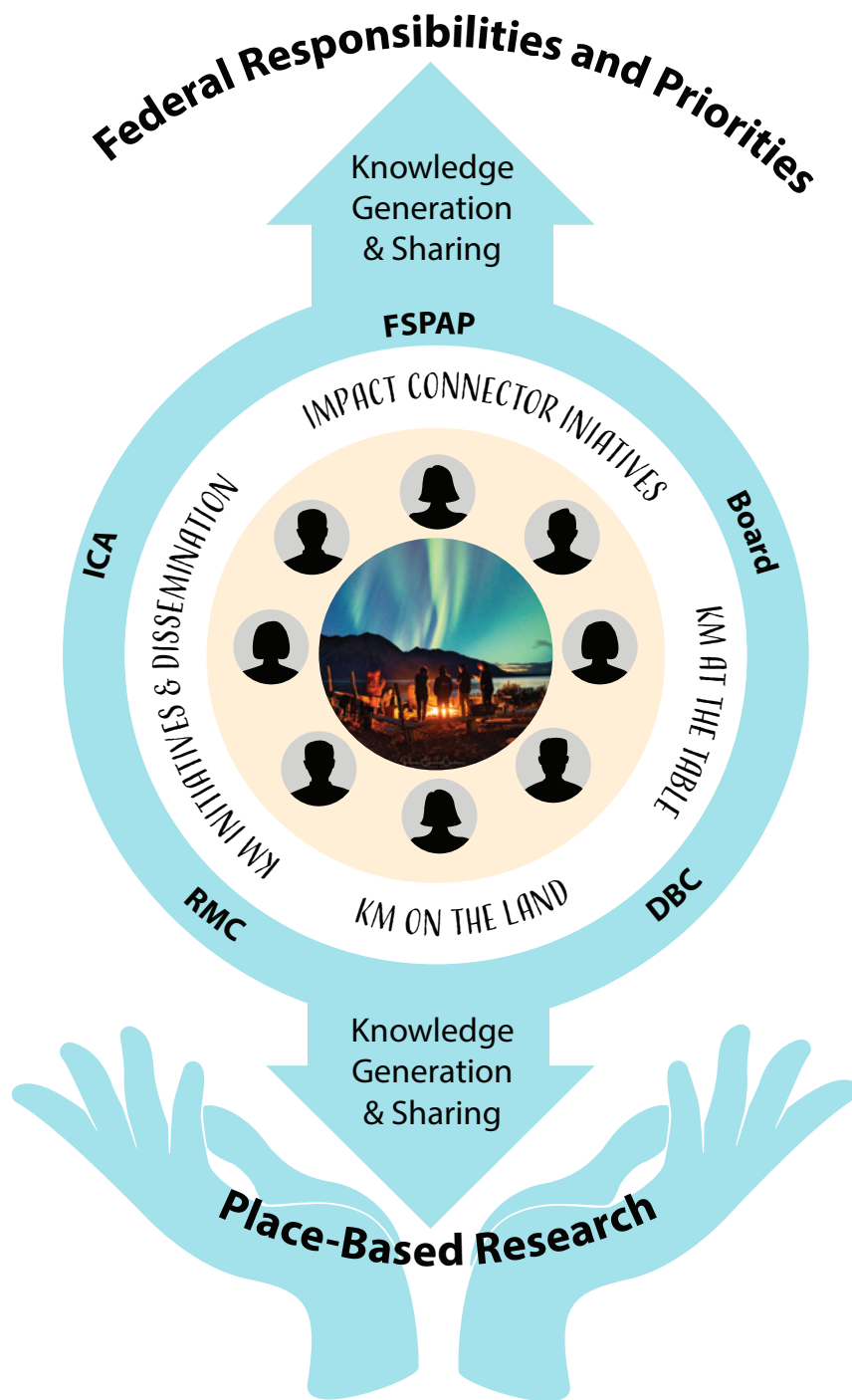
The **Finance, Audit and Risk Committee (FARC)** provides oversight of internal controls, budgeting, finance, information systems, and risk management.

The **Research Management Committee (RMC)** is a specialized independent governance committee that includes international advisors, Knowledge Holders, and training experts who advise the BKC Board on research strategy, programs, and priorities. The RMC also designs and implements policies and processes to ensure ethical approaches to knowledge braiding activities including research ethics, community leadership and engagement, research excellence, and performance.

The **Indigenous Circle of Advisors (ICA)** reports to the Board and works to ensure the protection and respect of the distinctive rights, needs, and perspectives of Indigenous Peoples involved with BKC. The ICA advises on ethics, protocols, and practices, bringing Indigenous perspectives and experiences to inform BKC's decision-making to ensure credible and durable partnerships with Indigenous communities.

BKC Organizational Chart





BKC reciprocally braids and mobilizes knowledges between place-based priorities and federal responsibilities through Knowledge Hubs, Impact Connectors, Training Initiatives on the Land and at the Table.

Governance and advisory committees include: Federal Science Priorities Advisory Panel (FSPAP), Board of Directors, Distinctions-Based Committees (DBC), Research Management Committee (RMC), and Indigenous Circle of Advisors (ICA).

CONCLUSION

This document outlines BKC's Strategic Plan as it moves into Phase I. This is a forward-looking and living document, designed to complement BKC's annual reports, which will reflect on the progress of our program areas relative to this Strategic Plan.

BKC's core value, *All Our Relations*, recognizes that we are connected to, dependent on, and responsible for each other, including the land, water, plants, and animals that sustain us. Expanding beyond CMN's mountain focus, BKC is positioned to bring a unique and innovative approach to enhancing the influence of self-determined, place-based, and co-produced knowledge within Canada's science, policy, and decision-making cultures. As BKC embarks on its journey, we witness profound changes to our environment, climate, lands, waters, and wildlife occurring before our eyes, alongside the fading eyes of our Elders and the wide-open eyes of our youth. The grand challenge of our time continues to be understanding our collective and diversified circumstances of vulnerability and resilience to environmental and societal change as well as our capacity to adapt and transform toward a more sustainable and just future.

The decisions we make and the actions we take will profoundly impact the collective health and well-being of generations to come. It is now impossible to ignore the ongoing reality of the climate crisis, as each season brings devastation to communities in every corner of the country. In these unsettling times, BKC is leading the way, showcasing the possibilities inherent in collaborative knowledge braiding and using those outcomes to create positive change by influencing policy and decision-making at all levels.

We hold a collective responsibility to move forward together in a better way. BKC, alongside its partners and organizations, is embarking on its journey to work collaboratively and breathe life into our vision for a brighter future.

Visit braidingknowledgescanada.ca to learn more.



Pacific IPCA Innovation Centre
Photo by Annie Webb

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