

2025–2028

STRATEGIC PLAN



FROM TODAY TO L.A.

Climbing Escalade Canada Strategic Plan

What is the Strategic Plan?

This Strategic Plan outlines the general priorities and direction for Climbing Escalade Canada ("CEC"). It sets out the mission, vision, and values of CEC and serves as the lens through which the Board of Directors, management, and staff look at all decisions.

The Strategic Plan will also act as a tool to help the competitive climbing community hold CEC accountable. CEC will use the Strategic Plan as a benchmark for its annual report, reporting to the community on its progress towards the goals and objectives set out herein.

This iteration of the Strategic Plan is operative for the quadrennial ending with the Los Angeles 2028 Olympic and Paralympic Games.

Strategic Plan Contents



MISSION → The purpose of CEC. Why we exist.



VISION → The goals of CEC. What we want to achieve.



VALUES → The principles of CEC. What we care about.



STRATEGIC IMPERATIVES → Key stops on the way to achieving our vision.



MISSION

To support and elevate Canadian competition climbers and paraclimbers in achieving excellence, and to lead the development of a high-performance system that enables success at the highest levels of sport, including at the Olympic and Paralympic Games.

Explanation of the Mission

- As a national sport organization, CEC exists to support and elevate competitive climbers and paraclimbers.
- We are here to help our competitive athletes achieve excellence and reach their fullest potential.
- We will turn Canada into a world-leading climbing and paraclimbing renowned for success at international events, especially the Olympic and Paralympic Games.
- We will support our athletes by maintaining a world class high-performance system.

Values



ATHLETE-CENTRED → Athletes at the heart of everything we do.



ACCOUNTABILITY → We are accountable to our community.



SUSTAINABILITY → We are here for the long run.



INCLUSIVITY → Everyone is welcome within CEC.



CULTURE OF EXCELLENCE → We always strive for greatness.



CEC IS... ATHLETE-CENTRED

- Our athletes are at the core of what we do. We value the safety, success, and satisfaction of our athletes above all else.
- The interests of our athletes must be centred in all decisions made by CEC, our Board, management, and staff, and athletes should be involved in decisions to the fullest extent possible.
- We will support a strong athletes' commission to ensure that the athlete voice is well represented and make sure that we continue to lead all other NSOs in athlete representation at the Board level.
- We proactively protect the health, wellness and safety of our athletes.

CEC IS... ACCOUNTABLE

- CEC is accountable to our athletes, members, and community.
- CEC is transparent and recognizes that there can be no accountability without transparency.
- CEC will actively listen to members of our community.
- CEC will regularly report back to our community on the steps we have taken to implement this strategic plan and the progress we have achieved.
- We need to be accountable to our community to be trusted by our community.

CEC IS... SUSTAINABLE

- CEC will support Canada's top climbers and paraclimbers for generations to come.
- To achieve long-term success, CEC must act to ensure the long-term viability of the organization. In particular, CEC will protect its financial future by diversifying revenue streams.
- CEC recognizes that environmental sustainability and climate resiliency are values shared by many in our community, and are imperative to the continued operation of CEC. We will work to reduce the environmental impact of our actions to the fullest extent possible.

CEC IS... INCLUSIVE

- Everyone is welcome at CEC events.
- CEC will continuously work to foster an equitable, diverse, and inclusive environment in which all athletes can succeed.
- CEC celebrates the diversity of Canada and its climbing community.
- CEC recognizes the land we now call Canada has been inhabited by Indigenous Peoples since time immemorial. We recognize and honour the First Nations, Inuit, and Métis Peoples who have stewarded this land for generations and who continue to care for it. CEC acknowledges its responsibility to advance reconciliation.

CEC IS... FOCUSED ON EXCELLENCE

- CEC is committed to fostering a culture of excellence.
- We aim for continuous improvement in everything we do.
- We will maintain continuously high standards for service delivery.
- We will embrace opportunities to innovate and improve our operations.

VISION FOR 2028



REIGNITING ATHLETE-CENTRED FOCUS



PROMOTING HIGH PERFORMANCE SUCCESS



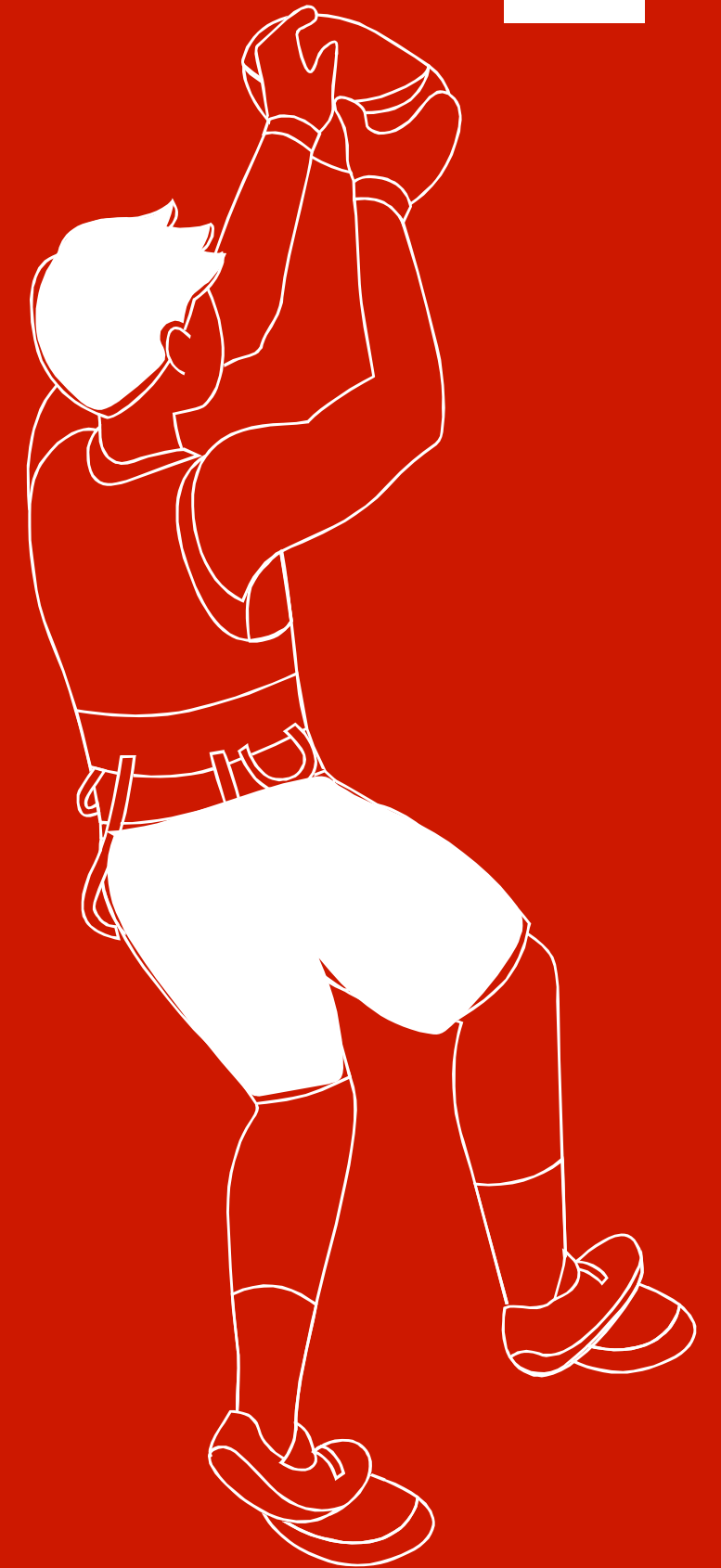
DIVERSIFYING AND INCREASING REVENUE



INCREASING STAFF HEADCOUNT



IMPROVING COMMUNITY ENGAGEMENT AND RELATIONS



BY 2028 WE STRIVE TO...

-  **Diversify and increase revenue**
 - We will increase our revenue to support the long term sustainability of CEC
 - A significant portion of funding will come from sources other than Sport Canada

-  **Re-ignite our athlete-centred focus**
 - We will find new and innovative ways of amplifying our athletes' voice and placing athletes at the centre of decision making

-  **Promote high-performance success**
 - We will have athletes qualified for the LA 2028 Olympic Games
 - We will have athletes qualified for the LA 2028 Paralympic Games

BY 2028 WE STRIVE TO...

-  Have the staff to fully deliver on our strategic plan
 - We will increase head count to optimize program development and delivery
 - Ensure that all staff are appraised of the strategic imperatives and are working together towards achieving the goals set out herein

-  Improve community relations and engagement
 - Regain and rebuild trust with our community
 - Increase transparency and frequency of touchpoints with our community

STRATEGIC IMPERATIVES



DIVERSIFY SOURCES OF FUNDING



STRENGTHEN HIGH PERFORMANCE PROGRAM



IMPROVE YOUTH HIGH PERFORMANCE ACTIVITIES



DEVELOP PARACLIMBING HIGH PERFORMANCE PROGRAM



MODERNIZE AND IMPROVE SAFE SPORT POLICIES AND PRACTICES



CONTINUALLY ENHANCE EQUITY, DIVERSITY, INCLUSION

TO ACHIEVE OUR GOALS, WE MUST...

- Diversify Sources of Funding
 - Increase sponsorship, donation, and other revenues
- Strengthen the High Performance Program
 - Continue to implement the recommendations of the High Performance Review submitted to CEC by Julie Steggall in February 2024
- Improve Youth High Performance Activities
 - Increase investment in Youth National Team programming
 - Bridge the gap between youth and adult high performance and ease the transition for athletes aging out of youth categories

TO ACHIEVE OUR GOALS, WE MUST...

- Develop a High Performance Pathway for Paraclimbing Athletes
 - Work with paraclimbing athletes to develop a new high performance program to enable paraclimbers to achieve their potential on the world stage
- Modernize and Improve Safe Sport Policies and Practices
 - Align internal safe sport policies with recent developments at the federal level
- Continually Enhance Equity, Diversity and Inclusion
 - Re-establish diversity committee
 - Implement Truth and Reconciliation Commission Calls to Action Numbers 87 & 90(ii-iv)

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