



**CEC Strategic Planning 2021-2024
Executive Director Report**

Overview of 2020 – January to October

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Letter from CEC's Executive Director



Dear Canadian Climbing Community,

When I accepted the Executive Director position with Climbing Escalade Canada in January of 2020, I did not expect the kind of year we would have. To be fair, nobody could have anticipated *THAT*. But through the hard times brought on by the coronavirus pandemic, what I discovered is a passionate community, excited for an opportunity to come together and lead positive changes in the Canadian climbing scene.

Sport climbing is at a crucial juncture. Exponential growth is right around the corner, in part due to inclusion in the Olympic Games and its underlying exposure. The sport has all the values participants are looking for: a sense of community; respect for others; the desire to push ourselves to our own limits, positive and safe competitive environments, and much more.

Climbing Escalade Canada is supported by a strong and professional board of directors, and has the potential to increase the CEC's impact significantly in the coming months. With the help of our partners and stakeholders, I intend to lead CEC through the development of important maturity milestones that align with the Canadian Sport System. The work has already started behind the scenes, and in the midst of our 2021-2024 Strategic Planning Process, I wish to provide the community with some updates. What is CEC working on? What are we hoping to accomplish in the next year? What are our growth priorities?

The following report will highlight some of the projects we have been working on, and some that we have launched in 2020. This is not meant to be an exhaustive list of accomplishments and projects. It is my hope that this report will give you an overview of our organization and the work we are doing to support every single Canadian athlete and participant in sport climbing.

Please do not hesitate to reach out. I am, and will remain, available to any questions, comments, and discussions. CEC is athlete-centered and community-driven, and so am I.

Sincerely,

A handwritten signature in blue ink, appearing to read 'C. Marceau'.

Christiane Marceau
CEC Executive Director
cec.ed@climbingcanada.ca
1-613-890-4605

Overview

As a National Sport Organization (NSO), Climbing Escalade Canada (CEC) must align with the Canadian Sport System in the best possible ways. Here are some important partners of CEC in the Canadian ecosystem. All these partners and their initiatives are part of a holistic approach to athlete development: The Long-Term Athlete Development Program (LTAD).

- Government of Canada ([Sport Canada](#))
- Provincial/Territorial Governments
- [Canadian Olympic Committee](#) (COC)
- [Canadian Paralympic Committee](#) (CPC)
- [Own the Podium](#) (OTP)
- [Coaching Association of Canada](#) (CAC)
- [Sport 4 Life](#) (S4L)
- [Centre for Ethics in Sport](#) (CES)
- [Canadian Olympic and Paralympic Sport Institute Network](#) (COPSIN)

In the Climbing-specific sport environment, there are partners that CEC must align with to create the best system for our athletes.

- [International Federation of Sport Climbing](#) (IFSC)
- [Pan-American Council](#) (PAC)
- [Provincial and/or Territorial Sport Organizations](#) (PTSOs)
- Canadian Climbing Facilities
- [USA Climbing](#) and other National Federations
- Others
 - [Canadian Adaptive-Climbing Society](#)
 - [The B.I.G. Initiative](#)

Capacity

Organizational Capacity

- ✓ CEC is currently reviewing its Human Resources structure and long-term financial sustainability. We currently hire [2 full time staff](#), and have a plan to increase to 4 in the next 2 years.
- ✓ CEC has a solid [Board of Directors](#) comprised of 6 dedicated volunteers. The 2020 Annual General Meeting (AGM) was held virtually on May 30.

Provincial and Territorial Capacity

- ✓ CEC is supported by 4 PTSOs:
 - [Sport Climbing Association of BC](#) (SCBC);
 - [Alberta Climbing Association](#) (ACA);
 - [Ontario Climbing Federation](#) (OCF);
 - [Fédération Québécoise de la montagne et de l'escalade](#) (FQME)
- ✓ CEC has increased communication with our existing Provincial and Territorial Sport Organizations (PTSO) in 2020 by implementing Monthly NSO/PTSO Calls. We held 13 calls in the last 10 months!
- ✓ CEC has implemented a PTSO Mentorship Program to support the development of new PTSO. Manitoba, Saskatchewan, and Yukon are currently part of this program.

- ✓ CEC is supporting each PTSO in their own development and goals of provincial recognition by investing in policies and programs increasing alignment.

Local Capacity

- ✓ CEC has increased communication with local climbing facilities by creating a [COVID-19 Task Force](#) to support implementation of risk mitigation strategies. The Task Force included 11 gym owners from across the country.
- ✓ A "[Where to Climb in Canada](#)" webpage has been created to provide a resource for climbers looking for a climbing facility in their area.

Governance

Policy Framework

- ✓ We have reviewed our active governance policies to ensure our foundations are legal, ethical, clear, and sound.
- ✓ A Diversity Clause was added to our [Board Mandate](#) and recruitment process to increase diversity representation at the board level.
- ✓ CEC adopted an [Official Language Policy](#) to recognize the Canadian linguistic diversity.
- ✓ A Safe Sport Policy Suite is being developed, with the first set of policies approved and posted on the CEC website: <http://climbingcanada.ca/en/cec-policies-rules-guidelines/>
- ✓ An additional 7 Safe Sport policies have been drafted and are being reviewed.
- ✓ A Concussion Protocol has been drafted by medical expert and is up for review and approval by the board of directors.

Committees

- ✓ CEC is blessed to count on [4 Volunteer-based committees](#) to support our operations.
 - Competition Committee;
 - Coaching Committee;
 - Diversity & Inclusion Committee; and
 - High-Performance Committee
- ✓ The Terms of Reference for these committees are being reviewed to ensure consistency and a clear and transparent application process. New terms will debut in the spring of 2021.

Strategic Planning

- ✓ CEC is undergoing a Strategic Planning process to determine our goals for the 2021-2024 Quadrennial.
- ✓ Four Focus Group Discussions were held in September 2020.
- ✓ A Strategic Workshop Planning was held on October 24-25, 2020.
- ✓ A Strategic Report will be published on the CEC website by the end of 2020.

Financial Sustainability

Sport Canada Support

- ✓ Sport Canada Funding has increased from \$25,000 in 2007 to \$100,000 in 2020. We are aiming at solidifying this funding by achieving Reference level recognition in 2021.
- ✓ We are working toward achieving the Official Recognition from Sport Canada, which will take the form of the Reference Level Funding, a quadrennial funding that could potentially reach up to \$300,000/year.
- ✓ In 2020, Sport Canada provided us with an additional Emergency Funding of \$25,000 to help manage expenses incurred due to the COVID-19 pandemic.

- ✓ We also received Priority Funding from Sport Canada to support initiatives relating to Safe Sport and Gender Equity. These funds were used to improve our governance and operations in respect to screening volunteers and ensuring safe environment for all participants.

Canadian Olympic Committee

- ✓ In 2020, we receive a grant from COC to enhance capacity and operations of CEC. A good portion of this grant will be placed toward renewing and improving our IT systems. This may include a rebranding of our website.

Sponsorship and Other Revenues

- ✓ CEC received the last year contribution of our agreement with MEC. Unfortunately, MEC will not be renewing our agreement past 2020.
- ✓ We are in conversation with various companies to develop new and improved partnerships.
- ✓ CEC is currently in discussion with the Provincial and Territorial Sport Organizations to develop a “grassroot membership model” to increase alignment within our community.
- ✓ We have launched an Online Retail Store with climbing-branded items to support our community and its need to belong to a sport they are passionate about.

Competitions

Domestic Events

- ✓ CEC was able to successfully host 2 events in 2020, prior to the spring lockdown: the 2020 Open Boulder Nationals, and the 2020 Youth Boulder Nationals.
- ✓ We have started reviewing our 2021-2024 Competition Plan to align with the new format that will be used at the 2024 Paris Olympic Games – Boulder and Lead will be combined, while Speed will be a standalone discipline.
- ✓ We have presented Safe Sport Requirements for all athletes and coaches attending CEC events starting in 2021. These will be presented to the community shortly.

Other events

- ✓ CEC is partnering with USA Climbing to offer a Canadian stop on the [2021 USA National Cup Series](#).
- ✓ This new series aims to fill a gap in the Athlete Development Pathway, by offering the highest-level for competitive climbing in North America. The mission of the series is to provide comparable competition experience to the IFSC World Cup Circuit, for those athletes not qualified for the IFSC events.

High-Performance Programs

Podium Pathway

- ✓ CEC is developing a clear Podium Pathway to help athletes understand what to do and when to do it in order to achieve the highest levels in sport climbing.
- ✓ We are reviewing our High-Performance Program (formally known as the National Team Program) in lights of the pandemic.
- ✓ We are developing clear, transparent and objective selection criteria for the High-Performance Program and the National Team.
- ✓ Our model will take into account the changes expected for the 2024 Paris Olympic Games.
- ✓ We will be including a “Future Athletes” designation to identify athletes that are 8 years out of Olympic qualification (Los Angeles 2028).
- ✓ We will be creating a Provincial and Territorial Coach Network structure to ensure adequate feedback is received at the national level on all Canadian athletes.

Sport Development

Long-Term Athlete Development

- ✓ We started developing a Participant and Athlete Development Pathway. This road map will help understand the various pathways taken by athletes in climbing.
- ✓ We started drafting an Athlete Development Matrix. This tool is a guide to skills that an athlete needs to develop as they progress through the LTAD Stages.
- ✓ CEC has published a [Long-Term Development Model \(LTAD\)](#) in 2018. This document will undergo a full review in 2021. CEC will start developing curriculum for each stage of the LTAD to support meaningful development of athlete programming at the local level.

Education Programs

- ✓ CEC recognizes that as an NSO, it is essential that we become leaders in Education for various stakeholders.
- ✓ A NCCP Working Group was created to develop Coaching Training through the National Coach Certification Program (NCCP). A development plan has been drafted, and we are awaiting approval from Coaching Association of Canada (CAC) to start developing national programs.
- ✓ A Judge Education Working Group was created to develop Judge Education Program. CEC will invest \$15,000+ to develop an e-learning module to train Route Judges prior to competitions. This will ensure consistency in judging from the local to national level, everywhere in Canada.
- ✓ Route setters is another important target of our Education Programs. Due to limited resources, CEC will focus on Coaches and Judges first, then develop a Route setters Education Plan.

Para-Climbing

- ✓ CEC is collaborating with the Canadian Adaptive Climbing Society to
 - Engage and support the sensitivity training offered by CACS to Canadian indoor climbing facilities;
 - Develop a Para-Athlete Pathway to clearly define the roles and responsibilities of all stakeholders on the pathway to competitive adaptive climbing;
 - Identify and remove, when possible, barriers to participation through financial and/or coaching support;
 - Create an athlete identification program for International Para-Climbing Competitions;
 - Host para-climbing competitions in Canada.

Communications

- ✓ Increased social media presence
- ✓ Launch of [monthly newsletter](#)
- ✓ Development of a CEC Symposium in 2021
- ✓ Review IT structure, Website, and Registration platform