



Climbing Escalade Canada

Annual Report

Period covering April 1, 2020 to March 31, 2021



CLIMBING ESCALADE CANADA

The purpose of Climbing Escalade Canada is to be a leader in the promotion and development of competition climbing in Canada for athletes and the extended climbing community. We strive to enable athletes to achieve their high performance potential in an ethical, equitable and equal competition environment.



Community



Transparency



Pursuit of Excellence



Integrity



Inclusion



Athlete-centered

CEC 2021 Members



Our gratitude goes out to our partners:

Canada



ARC'TERYX

2020-2021 Board of Directors

Chair: Kathy Woods
Vice-Chair: Jeff Taylor
Director: Paul Dormaar
Director: Joachim Stroink
Director: Nicolas Valence
Director: Stacey Weldon

Management Team

Christiane Marceau, Executive Director
Andrew Wilson, High Performance Director
Suzanne Fisher, Safe Sport & Programs Coordinator
Libor Hroza, High Performance Coach

Board of Directors Committee

Risk & Audit Committee: Jeff Taylor, Paul Dormaar, Nicolas Valence
Compensation Committee: Kathy Woods, Stacey Weldon
Nominating Committee: Kathy Woods, Paul Dormaar, Nicolas Valence



MESSAGE FROM KATHY WOODS

Chair of Board of Directors



Looking Back and Looking Forward

Any reflections on 2020-2021 will invariably be overshadowed by the impact of the global pandemic. While I do not want this note to be consumed by COVID, I do want to acknowledge the incredible challenges it has created for everyone, regardless of the role you play, the work you do or how you engage in our sport. In the midst of what for many have been devastating impacts, the climbing community has united with incredible strength. So, let's celebrate both the strength of all in persevering, and the support, collaboration and power of the Canadian climbing community when we come together.

You will see that power demonstrated as you review the pages that follow. From the successes of Alannah Yip and Sean McColl in their qualification for the Olympics, to the work of the Diversity and Inclusion committee; from the coming together of multiple stakeholders through CEC's COVID Task Force, to the work of our committees to continue to advance athlete safety and development. Through the continued commitment of athletes, high performance staff, gym owners, Provincial and Territorial Sport Organizations (PTSOs), our sponsors, CEC staff and volunteers everywhere, we have made a difference together.

This report highlights how we collectively navigated the COVID 19 pandemic, drove Safe Sport initiatives, focused on Diversity and Inclusion, built a stronger High Performance Program, and made investments in Sport Development and Governance that all lay the foundation for our work in 2021-2022.

As we look ahead with the hopes of emerging from the pandemic, next year we will continue to advance our work on the four pillars of our Strategic Plan:

1. A **Performance Pathway** that builds from grass roots to world-class levels in a safe and inclusive environment.
2. **Engagement and Communication** that enables two-way dialogue, inclusion and connection with our community.
3. A relentless focus on **Partnership and Integration** with diverse stakeholders from all areas of our sport.
4. A foundation of **Financial Sustainability** that allows us to achieve our aspirations not just now but long into the future.

Although ambitious, if we continue to build on the collaboration, support and collective power this community has demonstrated in the past year, I know we will succeed – together!

Finally, I would like to say thank you to all of you – CEC staff, PTSO partners, athletes, gym owners, sponsors, committee members, parents and volunteers alike. Your commitment, hard work and perseverance is inspiring and is what has allowed us to achieve great things this year.

#climbtogether

CEC Chair

chair@climbingcanada.ca

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MESSAGE FROM CHRISTIANE MARCEAU

Executive Director

Never let a good crisis go to waste

If anyone would have told me, back in January 2020 when I first started with CEC, that my journey with competition climbing would be spent entirely online, without any in-person contact with the community that I would be serving, I would not have taken this job. That's not what I signed up for. Does this mean that I regret accepting the job with CEC? Hell to the no!



This year has been one of the most challenging, but also one of the most rewarding years of my sport management career. Through this crisis, I have found growth and passion. I discovered a sport that is exciting and engaging, a community that will go above and beyond for their peers, and a team of eager sport professionals always willing to lend a hand.

We did not waste any time feeling sorry for ourselves; we rolled up our sleeves and turned this crisis into multiple opportunities. We laid the foundations on which to grow a solid National Sport Organization (NSO), based on communication, inclusion, and transparency. I am excited by the all of the integral programs we have in the pipeline that are focused on education, mentorship, grassroots development, and athlete excellence. With our 2021-2025 Strategic Plan as our guiding light, we are establishing ourselves as a leader in the Canadian sport system, and the future is bright for Climbing Escalade Canada.

It is my hope that you will see, through these pages, the tremendous amount of work put forth by the CEC staff, volunteers, and partners.

I wish to express my gratitude to my amazing team: Andrew, Suzanne, and Libor. You are crucial to CEC's success and every day I am impressed with your ability and drive to learn and improve. Thank you.

I also want to acknowledge the transformative relationship with our Provincial and Territorial Sport Organizations (PTSOs). During the period covered by this annual report, we have met as a group no less than 17 times! These online meetings were filled with collaboration, communication, laughs, and the sharing of grievances... As we are learning from each other, we are growing as a whole. No, we don't always see eye to eye, but the compromises that come out of our collaborative approach are instrumental to the development of Sport Climbing in Canada, from Coast to Coast to Coast.

To the Canadian Climbing Community – Thank You. Thank you for welcoming me into your ranks this year, and to weathering the storm with us. I see sunlight at the end of this, a light that will shine brighter than ever on Climbing in Canada!

Christiane Marceau
Executive Director

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+1.316.890.4605



MESSAGE FROM ANDREW WILSON

High Performance Director

2020: A Different Kind of Test

The journey in high performance sport includes opportunities for athletes to continually test themselves physically, technically, mentally and otherwise. In general, as the journey continues, it becomes easier to understand what these tests will be and how to apply knowledge and experience to be successful. 2020 and the global pandemic decided to present a very different test. Unfortunately, previous experience provided little help to prepare for what we have lived for the past 13 months.



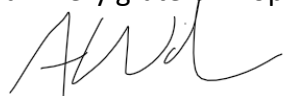
COVID-19 has asked us to put community first, to temporarily put aside many of the things we are so accustomed to doing, to be flexible, to be understanding and more than anything to be patient. It hasn't been easy. In fact, it's been damn hard. Like many of you, I've felt frustrated, lonely, depressed, angry, afraid, disappointed and a whole range of other emotions over the past year.

But, I've also felt happy, optimistic, content, connected and proud. The time without competition or regular training has been brutal, but it's also allowed the time to do some really good work.

I am very fortunate to have a community of passionate and hard-working people around me. In 2020, I've been able to connect more, collaborate more and share more with so many amazing individuals. We've created and launched a new High Performance Program (HPP) that will provide increased opportunity for athletes in the next Olympic Cycle. We have expanded numbers, increased support networks and put plans in place that will help our athletes be stronger and better prepared. The new Continuous National Ranking (CNR) is the foundation for how athletes are evaluated and selected for both the HPP and International Events. When we are able to train together again, we will use the newly developed athlete evaluation and reporting tools that will help both coaches and athletes to understand where they are and what needs to be targeted.

The announcement of the new North American Cup Series is an exciting step and will provide a valuable developmental stage for our emerging athletes. More Canadian climbers will now be able to test themselves beyond the domestic level. We have the first ever Olympic Sport Climbing Competition to look forward to. It will be a very interesting part of history on so many levels. The ability for Canadians to participate in competitions will return and when it does, we will be ready.

When I look back on 2020 and the different ways it has tested us, I mostly feel one overarching emotion: PRIDE. Our community has handled it with respect, integrity and understanding. For that, I am very grateful. Hope to see you all in person, doing what we love, very soon:)



Andrew Wilson

High Performance Director & Olympic Coach

hpd@climbingcanada.ca



MESSAGE FROM SUZANNE FISHER

Safe Sport and Programs Coordinator



The Safe Sport and Programs Coordinator position was a short 7 months contract with CEC that I was honored to fulfill. I have enjoyed my time at Climbing Canada, working closely with Christiane Marceau to further build upon Climbing Canada's commitment to Safe Sport.

My scope of work has also included working with two amazing groups of volunteers: the CEC Coaching Committee and the CEC Judge Working Group.

I joined the very knowledgeable Coaching Committee in the development of a comprehensive skills list as the first phase in the creation of an Athlete Development Matrix (ADM) for the climbing community. We are now adding the final touches to Phase 1 of the ADM project, which we expect to publish by the end of June.

With the guidance and support of the Judge Working Group, a storyboard for an introductory online judge training module has been created. We will continue working together, with the help of an eLearning designer, to have the Introduction to Judging in Climbing module ready to launch in June.

Suzanne Fisher
Safe Sport & Programs Coordinator
coordinator@climbingcanada.ca

MESSAGE FROM LIBOR HROZA

High Performance Head Coach



I'm excited for the opportunity to work with a group of highly motivated and enthusiastic athletes.

It's been great getting to know the athletes and coaches across Canada and start our training together. I look forward to working with the athletes and supporting them at World Cups as soon as we can safely do so!

I've been watching Canada rise as a force in the climbing world for years now, and it's been a pleasure to work with Sean and Alana as they prepare to represent Canada at the Olympics

Libor Hroza
High Performance Head Coach
nationalcoach@climbingcanada.ca



2020-2021 TIMELINE

The impact of the COVID pandemic

MARCH:

- On March 11, the World Health Organization (WHO) declared the novel coronavirus to be a pandemic
- On March 19, CEC suspended all competitions until further notice
- On March 22, the Canadian Olympic Committee (COC) announced that Team Canada would not be participating in the 2020 Tokyo Olympic Games due to safety concerns for Canadian athletes

APRIL:

- On April 3, CEC cancelled the remainder of the 2019-2020 Competition Season
- On April 17, CEC created a COVID Task Force and held a first meeting
- CEC joined the CWA in International Pandemic Calls to create a support network with other Climbing and Mountaineering Federations

MAY:

- On May 4, CEC announced that Canada would not be participating in any International events in the summer of 2020
- On May 15, the CEC Task Force published a guidance document to support reopening of climbing facilities: "The CEC COVID-19 Guidance Document: Suggestions, Tools, and Considerations Aimed to Assist Climbing Gyms Mitigate Potential Risks in the era of COVID-19"
- Through the Spring and Summer, the Task Force also produced marketing tools, a pandemic Q&A, a national support video, lobbying resources, and facility updates.

AUGUST:

- On August 28, the CEC Task Force and the CEC Coaching Committee published "CEC Return To Climb Guidelines – Supporting Athletes and Coaches in their Return to Training plan"

OCTOBER:

- On October 15, CEC announces cancellation of the first leg of the 2020-2021 Season

JANUARY:

- On January 27, CEC is forced to cancel the remainder of its 2020-2021 season



Photo by Philip Quade - Paige Boklaschuk, YBN2020, Finals



2020-2021 TIMELINE

The impact of the COVID pandemic

Update on 2021 IFSC World Cups and World Championships

World Cup (B) - Meiringen (SUI) April 16-17, 2021 NOT attending
World Cup (B) - Salt Lake City (USA) May 21-22, 2021 NOT attending
World Cup (B,L) - Innsbruck (AUT) June 23-26, 2021 NOT attending
World Cup (L,S) - Villars (SUI) July 1-3, 2021 NOT attending
World Cup (L) - Chamonix (FRA) July 12-13, 2021 NOT attending
World Cup (L) - Briançon (FRA) July 17-18, 2021 NOT attending
Climbing Youth World Championships (B,L,S) - Voronezh (RUS),
August 21-31, 2021 – NOT attending
World Cup (L) - Ljubljana (SLO) September 4-5, 2021 TBD
World Championships (B,L,S) - Moscow (RUS) September 15-22, 2021 TBD
World Cup (B,S) - Seoul (KOR) October 1-3, 2021 TBD
World Cup (L,S) - Xiamen (CHN) October 15-17, 2021 TBD
World Cup (B,S) - Wujiang (CHN) October 22-24, 2021 TBD
World Cup (S) - Jakarta (INA) October 30-31, 2021 TBD

Members of National Pandemic-Response Task Force

Adam Morgan – Fredericton Bouldering Co-op – Fredericton, NB
Andrew Coffey – The Hive – Vancouver, BC
Alexandra Wojcicki – CWA Representative – USA
Christiane Marceau – CEC lead – Ottawa, ON
Davis Barton – OCF Representative – Kingston, ON
Gabriel D’amour – DÉLIRE – Beauport, QC
Jean-François M. Carrier – Le Crux – Boisbriand, QC
Jean-Marc De La Plante – Allez up – Montréal, QC
Jordan Mackay – Regina Climbing Centre – Regina, SK
Kenneth Cronin – Crag X & CWA – Victoria, BC
Kori Cuthbert – The Hive – Winnipeg, MB
Lauren Watson – Ground Up Climbing – Squamish, BC
Mathieu Des Rochers – FQME Representative – Montreal, QC
Matthew Languay – Basecamp Climbing – Toronto, ON
Michelle Ang – Subject matter expert (Ontario Health) – Toronto, ON
Olivier Birot – Subject matter expert (York University) – Toronto, ON
Philip Ainslie – Subject matter expert (UBC) – Vancouver, BC
Regan Kennedy – ACA Representative – Calgary, AB
Silvia McBurney – BOULDERZ Climbing Centre – Toronto, ON
Stephen Cheung – Subject matter expert (Brock University) – Toronto, ON
Terry Spurrell – SCBC representative – Vancouver, BC

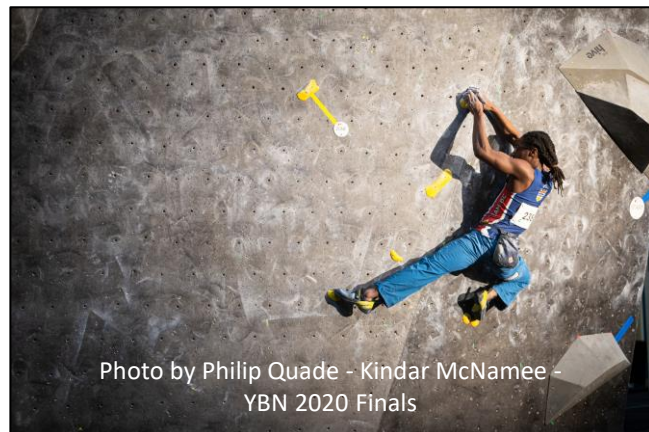


2020-2021 TIMELINE

Increased D&I efforts

JUNE:

- On June 16, in response to the Black Lives Matter movement, CEC created a Diversity & Inclusion Committee, through a public call for applications.
- The Committee Chair can be reached directly at diversity@climbingcanada.ca



JULY:

- On July 17, the initial 8 members of the committee were announced.

AUGUST:

- Following the recommendation of the D&I Committee, the CEC Board of Directors approved
 1. A revised Board Mandate that now includes a Diversity Clause.
 2. An Official Languages Policy to recognize the linguistic diversity in Canada

NOVEMBER:

- On November 13, the D&I Committee collaborated with Canadian Women and Sport in the Empathy Campaign.
- On November 24, the D&I Committee hosted a FREE Webinar on Girls Participation in sport and physical activities.
- On November 27, the D&I Committee launched the first Gender Equity Grant to support Community-lead projects to increase womxn participation in Sport Climbing. 14 applications were received, and 3 projects received funding.

MARCH:

- On March 1, the D&I Committee launched a Demographic Survey to gather more insights on the Canadian's climbing demographic. Conducted in partnership with University of Waterloo, the survey collected 900 answers! A report of the findings will be made available in June 2021.

APRIL:

- A representative of the D&I Committee was added to the CEC Nominating Committee to support the Board of Directors' efforts to include nominations of diverse candidates.
- The D&I Committee reviewed and made a recommendation to the CEC Board of Directors to approve more Inclusion Policies. These will be voted on by the Board in June.

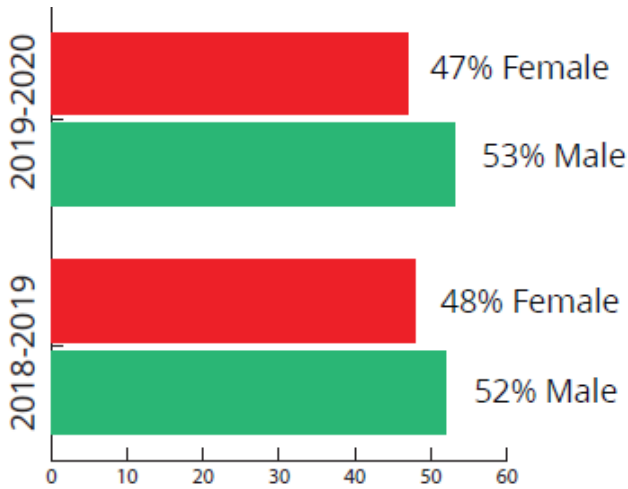


2020-2021 TIMELINE

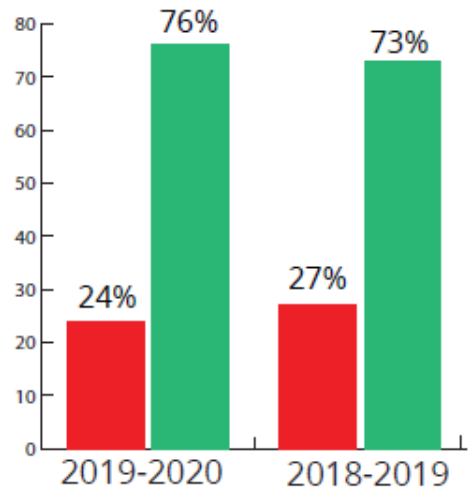
Increased D&I efforts

EVENTS

Athlete Licenses

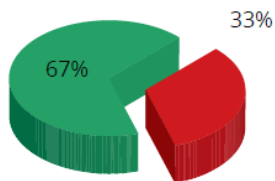


Coach Licenses

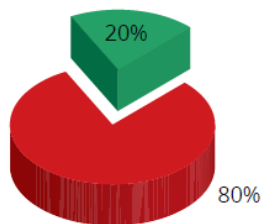


2020 CEC GOVERNANCE

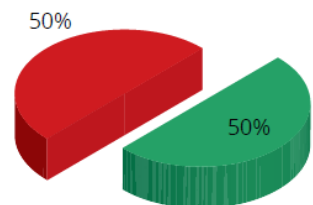
CEC Board of Directors



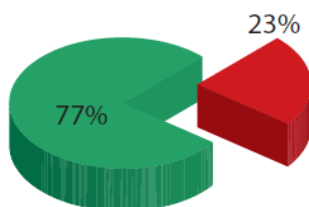
Athlete Commission



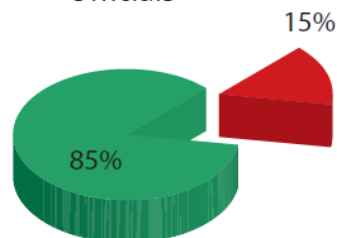
Executive Staff



National Routesetters



National Officials



2020-2021 TIMELINE

New High Performance Vision

MARCH:

- On March 22, COC shows leadership by announcing it will not send Canadian Athletes to the 2020 Tokyo Olympic Games
- On March 24, the IOC announces postponement of the 2020 Tokyo Olympic Games to 2021

MAY:

- On May 4, CEC announces it will not send a team to the 2020 Youth World Championships in Russia

JULY-AUGUST:

- CEC launches a series of Athlete Profiles to acknowledge accomplishment of 2020 National Team Program athletes
- On August 27, CEC recognized the amazing athletes part of the 2020 Youth Boulder National Team
- 20 Males and 20 Female Competitors are confirmed for the 2020(21) Tokyo Olympic Games, including Canadians Sean McColl and Alannah Yip.

DECEMBER:

- On December 7, the IOC confirmed inclusion of Sport Climbing in the 2024 Paris Olympic Games
- The format will be modified as two sets of medals will be awarded - Combined (Boulder & Lead) and Speed.

JANUARY:

- On January 1, CEC published a High Performance Program framework (2021-2024)
- On January 26, Libor Hroza was appointed as the 2021 HPP National Coach

FEBRUARY:

- On February 15, CEC published a Continuous National Ranking framework and ranked the athletes for 2021
- On February 24, CEC announces athletes selected to the 2021 High Performance Program

MARCH:

- On March 12, CEC announces the 2021 International Competition Assessment Process
- On March 12, CEC makes the decision to not send a team to the first 2021 World Cup
- On March 30, CEC announces the inaugural North American Cup Series, in partnership with USA Climbing



2020-2021 TIMELINE

Investments in Sport Development & Governance

MAY:

- On May 28, CEC held its first virtual Annual General Meeting.
- A Board of Directors composed of 7 individuals is elected. (Greg Locke later stepped down from the Board)

JUNE:

- CEC approves an Emerging Provincial and Territorial Sport Organization (PTSO) Mentorship Program to support provincial and territorial development. 4 groups sign up for the program: Yukon, Saskatchewan, Manitoba, Nova Scotia.

AUGUST:

- The following Policies have all been drafted and approved by the Board of Directors:
 - Revised Board Mandate ; Official Languages Policy ; Community Code of Conduct ; Discipline and Complaint Policy ; Appeal Policy ; Screening Policy

OCTOBER:

- A Strategic Process is conducted with the volunteer-support of Elise Sethna and Narjis Premjee.
 - 4 Focus Groups Consultation were conducted with members of the community (Coaches, Parents, Athletes, Gym Owners)
 - A Strategic Workshop Weekend was held with the CEC Boards of Directors, the PTSOs and other stakeholders from the community

NOVEMBER:

- On November 24, CEC approves a Concussion Protocol and Education requirements for Coaches and Volunteers

DECEMBER:

- On December 8, CEC announces Suzanne Fisher as new Safe Sport & Programs Coordinator

FEBRUARY:

- On February 26, CEC announces 2021-2024 Strategic Plan

MARCH:

- On March 4, CEC welcomes Climb Yukon as new member and Territorial Sport Organization
- On March 24, CEC announces new 4-year partnership with Arc'teryx

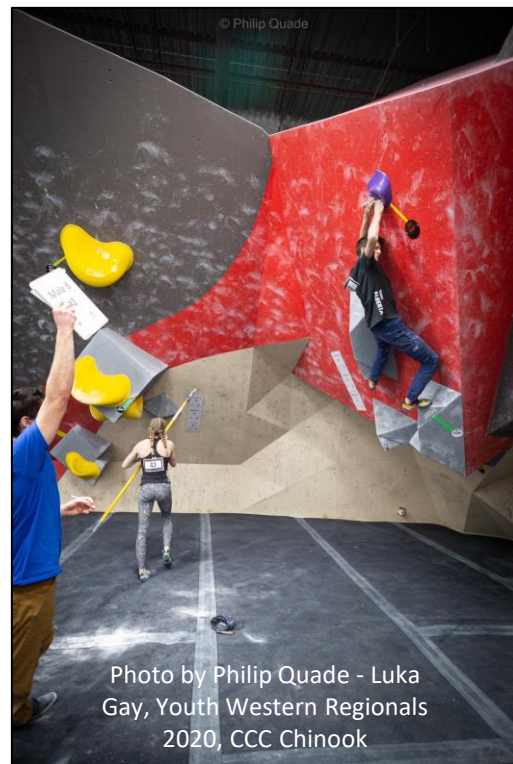


Photo by Philip Quade - Luka Gay, Youth Western Regionals 2020, CCC Chinook



2020-2021 TIMELINE

Laying the ground work for 2021 and beyond

CEC turned the COVID-19 crisis into an opportunity to lay strong foundations for incredible growth in the years to come. Here are some projects to look for in 2021!

Improved Policy Framework

CEC revised all its current policies, and adopted new policies to protect athletes, coaches, and the community. Additional policies are currently under review, such as an Equity and Inclusion Policy, an Athlete Protection Policy, a Transgender Inclusion Policy, and a Risk Policy.



Photo by Will Johnson- OCF-Speed-C-D podium

Officials Education Program

A Judge Education Working Group was put in place to develop Education Pathways for Officials. An online e-learning module will be released in June 2021 for introducing judges to competition climbing.

Coach Education Program

CEC is working with Coaches Association of Canada and Sport Canada to introduce climbing to the National Coach Certification Program (NCCP).

Athlete Development Matrix

The Coaching Committee created the CEC Athlete Development Matrix (ADM). This document will help coaches understand how to practically apply the Long Term Athlete Development principles within their daily training programs. The first draft of the ADM will be released in June 2021.

Gold Medal Profile

In line with the ADM, the High Performance Committee is working on a Gold Medal Profile that will help athletes and coaches understand what is required to be the best of the best. Testing protocols and benchmarks are to be released in 2021.

Womxn Mentorship Program

CEC received Sport Canada Funding to create a Mentorship Program to support development and mentorship of female routesetters, judges, and coaches. Also, the Gender Equity Grant will be renewed in 2021! Look for applications in the summer of 2021!



2020-2021 TIMELINE

**We would not have done it without
our AMAZING volunteers!**



COMPETITION COMMITTEE

Simon Parton, BC
Kaleb Thomas, QC
Fred Charron, QC
Jaime Doyle, BC
Paul Ledet, BC
Babak Zia, BC
Brett Boklaschuk, AB
Jaime Doyle, BC
Bob MacDonald, AB
Matt Chapman, ON
Adrian Das, QC

HIGH PERFORMANCE COMMITTEE

Kelly Drager, AB
Stacey Weldon, AB
Chris Hinton, BC
Libor Hroza, BC
Len Chong, BC
Christian Core, BC
Dr. Yasser El-Sheikh, ON
Patrick Labelle, QC

An exciting new committee
will be launched in 2021:

PARA-CLIMBING COMMITTEE

COACHING COMMITTEE

Adrian Das, ON/QC
Christy Spurell, BC
Dallas Mix, AB
Heather Reynolds, NS
Jamie Galloway, ON
Nicolas Janelle, QC
Pier Olivier Bourdon, QC
Silvia McBurney, ON
Terry Spurrell, BC

DIVERSITY & INCLUSION COMMITTEE

Joy Aqwa, AB
Catherine (Cat) Carkner, ON/QC
Grace Cho, ON
Caroline McNamee, BC
Michelle Ang, ON/BC
Rahul Sapra, ON
Rasha Taha, ON
Tosh Sherkat, BC
Yona Al-Tahir, NB

ATHLETES' COMMISSION

Stacey Weldon, AB
Becca Frangos, BC
Allison Vest, BC
Manh Ellis, ON
Samantha Li, YK



STRATEGIC PLAN HIGHLIGHTS

Our 2024 Vision

Anchored in CEC's purpose and values, CEC's vision sets out the aspirational goals for what CEC wants to accomplish by 2024

2024 Desired Achievements:



Podiums at the Olympics & on the World Stage



National Sport Organization (NSO) Recognition



Provincial and Territorial Sport Organizations (PTSOs) in more provinces and territories

Supported By:



National alignment across Canada



Certification of High Performance Training Centers



Strong Grassroots program to build pipeline (leveraging partnerships with PTSOs)

By 2024, CEC aspires to have...



Frameworks

Systematic documentation for coaches, officials, route-setters, belayers and gyms to achieve certifications against a set of national standards



Athlete support

Athlete development programming and support tools in place across all disciplines and stages of athlete development, developed and run seamlessly in partnership with our ecosystem of stakeholders (e.g., PTSOs, gyms)



Events

Robust series of events and development camps nationally across all disciplines and stages of athlete development, run in partnership with our ecosystem of stakeholders (e.g., PTSOs, gyms)



Community engagement and communication

Frequent, transparent 2-way communication, trust and engagement with the broader climbing community accomplished in partnership with our ecosystem of stakeholders (e.g., PTSOs, gyms)



Operations

Efficient, low-cost, fully staffed operations with a secure infrastructure of systems, processes, policies and procedures



Funding

A sustainable funding model that provides year-over-year revenue stability without heavy reliance on any one source for grants or sponsorship



Safe Sport & Inclusion

A diverse, inclusive and safe climbing community where all climbers feel welcome



STRATEGIC PLAN HIGHLIGHTS

Our Strategic Imperatives

The strategic imperatives are the foundational building blocks of CEC's strategy and set the frame for the types of initiatives that CEC will prioritize

| Strategic Imperative | Objectives |
|---------------------------------------|---|
| Performance Pathway | <ul style="list-style-type: none">• To provide structure, standards and frameworks to ensure all athletes along the performance pathway can reach their high-performance potential• To develop the resources required to support athletes at all levels, from grassroots through world class competitors, by providing guidance on national benchmarks, qualification criteria and athlete development to adapt to individual needs• To build a pipeline of high potential athletes and provide support along their journey, in collaboration with PTSOs and gyms |
| Engagement & Communication | <ul style="list-style-type: none">• To create a strong sense of engagement, two-way dialogue and transparency among the members of the Canadian climbing community• To ensure that all stakeholders can access the information they need, when they need it |
| Partnership Integration | <ul style="list-style-type: none">• To develop alignment and clarity on roles and responsibilities of the CEC and its network of partners (PTSOs Gyms, etc.)• To build a culture of collaboration to support execution of CEC's and our partners' programming and initiatives |
| Financial Sustainability | <ul style="list-style-type: none">• To de-risk operations by identifying and pursuing more consistent and reliable sources of revenue• To create a clear value proposition and mechanism for stakeholders, both within the community and outside it, to provide financial support to CEC• To provide athletes and our community with the support they deserve |







STRATEGIC PLAN HIGHLIGHTS

2021 – 2024 Initiatives





Performance Pathway

-  **Training Benchmarks:** Develop Gold Medal Profile of best in the world performance and a climbing specific Athlete Development Matrix
-  **National Support Certifications:** Develop national standard training tools and train the trainer program (for coaches, belayers, officials and route setters)
-  **Training Centers:** Identify and certify regional and national high performance training centers for athlete support and to build athlete mentorship along the pathway
-  **Safe Sport Framework:** Create Safe, Diverse and Inclusive Sport policies, training and programming
-  **Diverse and Inclusive Pathway:** Create competition pathways for all athletes, including, but not limited to, para-climbers


Engagement and Communication

-  **Qualification Pathway:** Formation of a continuous national ranking system and clear communication of event and team qualification criteria
-  **Website/Social Revamp:** Enhance CEC website and social media platforms to increase usability
-  **Webinars:** Launch virtual meet & greets and learning webinars to support the community
-  **Sport Promotion:** Launch CEC YouTube videos to build touchpoints with the community and provide a cost-effective promotion of the sport

Partnership Integration

-  **Roles and Responsibilities:** Clarify the roles and responsibilities of partners in event planning & execution, programming and athlete support
-  **PTSO Support:** Support new PTSOs in standing up the structure required to get formal status
-  **National Level Coaching Network:** Launch collaboration sessions to share coaching practices and lessons learned; supported by CEC's coaching tool-box initiative
-  **Counsel of Gym Representatives:** Build a touchpoint with gym representatives to identify opportunities for CEC to provide value to gyms, while also communicating key CEC initiatives

Financial Sustainability

-  **Value Based Funding Model:** Develop and execute an integrated approach to define a sustainable funding model with a clear CEC value proposition

