

The Deloitte logo is positioned in the top left corner of the slide. It consists of the word "Deloitte" in a bold, black, sans-serif font, followed by a small green dot. The background of the slide is a stylized, layered mountain range with a color gradient from light yellow at the top to dark blue at the bottom.

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Climbing Escalade Canada

Strategic Review Report

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Project overview, outcomes and path forward
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Stakeholders engaged



Purpose of this document

OVERVIEW

- In conclusion of the CEC Strategic Review completed from December 2018 – May 2019, this document outlines the key research and findings
- The executive summary highlights the outcomes while the remaining sections detail the discovery findings, maturity assessment and strategic priorities

WHAT IS INCLUDED IN THE EXEC SUMMARY

- Project overview
- CEC purpose statement
- CEC values
- Strategic priorities overview

WHAT IS INCLUDED IN THE FULL REPORT

- Interview findings
- Community survey themes
- Maturity assessment findings
- Strategic priorities deep dives
- Stakeholder Engagement List

Executive Summary

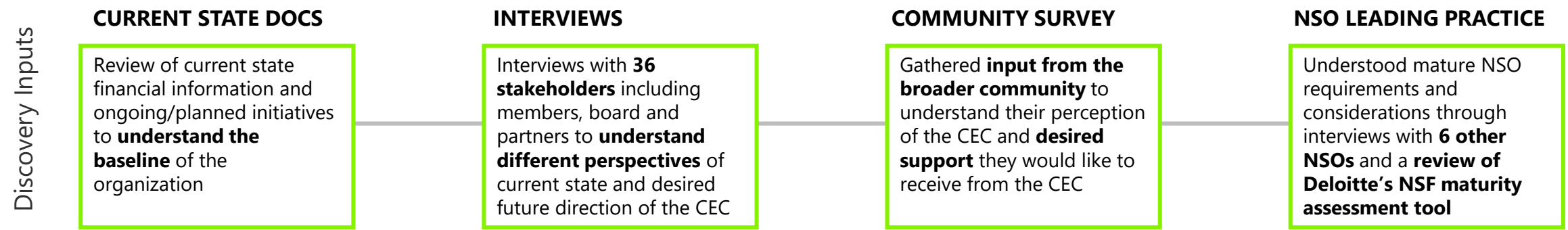
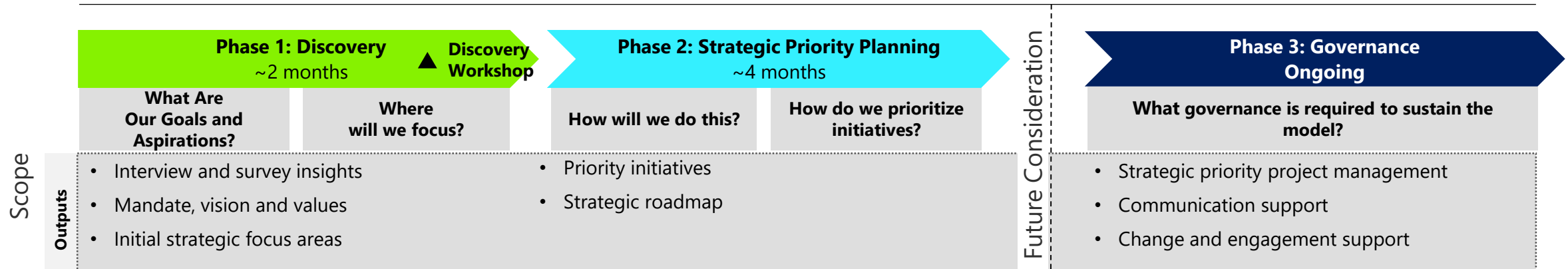
Summary of Approach and Outputs



Project Overview

OBJECTIVE OF THE STRATEGIC REVIEW

How will the CEC align and prioritize key operational initiatives to support the Canadian competition climbing community in the next 6 years?



Purpose Statement

After discussion about the interview findings and the key themes, the resulting purpose statement was created to define a broad vision for the CEC focused on competition climbing in Canada and supporting the Canadian competition climbing community's journey from development to high performance

“ *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.* ”

Values

Once the purpose of the CEC was defined, the team discussed the desired culture of the CEC and defined 6 core values they felt reflected what it would *feel* like to work with the CEC and what behaviors the CEC and all stakeholders should demonstrate in the work CEC does for the community



Community

Maintain, reinforce and continue to build the **unique sense of community, collaboration and support** that exists in climbing in Canada.



Transparency

Provide open, **honest, frequent and consistent communication** that encourages 2-way, constructive dialogue.



Pursuit of Excellence

Aim for continuous improvement and learning in everything we do. Embrace opportunities to use **innovation as the way forward.**



Integrity

Expect our community to be authentic. Ensure relationships and trust are built on **ethical decision making.**



Inclusion

Intentionally seek and consider **multiple perspectives from across Canada.** Ensure individual differences are sought out, valued and embraced.

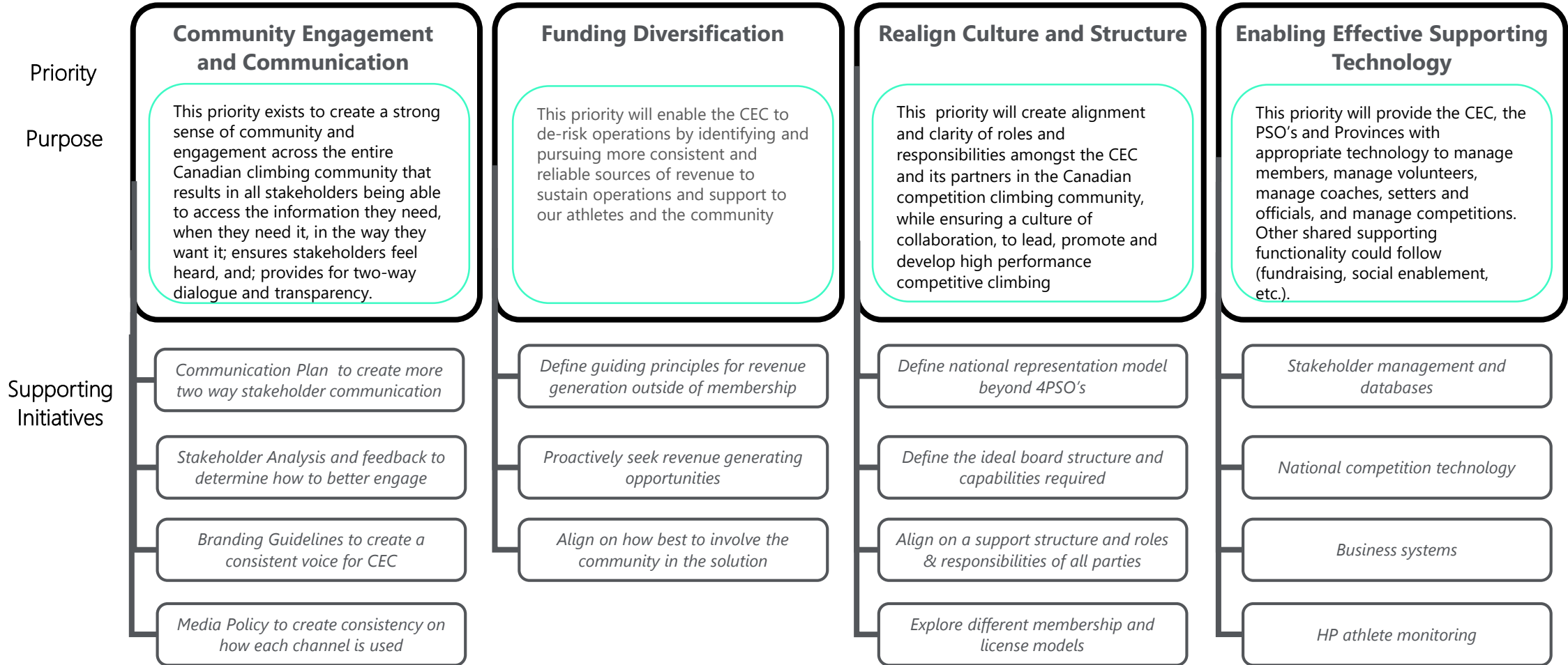


Athlete-centered

Engineer a culture where the **needs of athletes** are at the center. Execute our actions and decision making with athletes first.

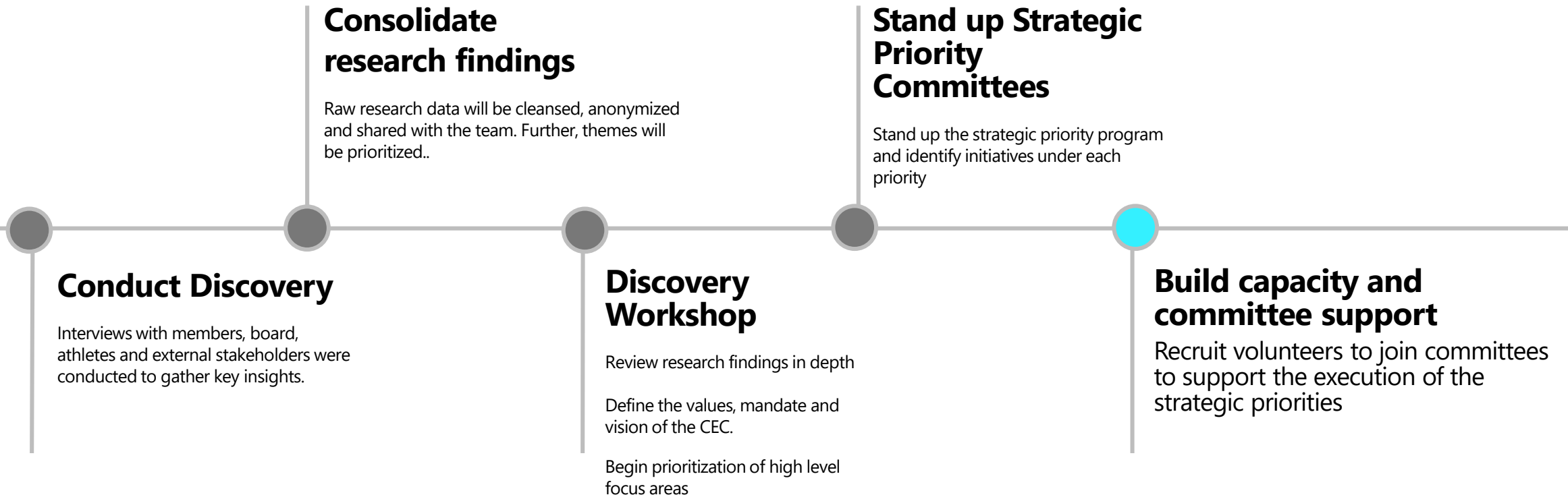
Strategic Priorities

After a discussion on target maturity of the CEC and where the major gaps are, the resulting priorities reflect the focused strategic efforts over the next 4 years to close the maturity gap



What is next?

In order to get this great work done, the CEC needs YOUR help. .



Discovery Insights



Who did we talk to?

A total of **36 stakeholders** were interviewed and **93 community survey respondents**. A group of board members, PSO representatives and athletes came together in a Discovery Workshop and formed working committees for the identified strategic priority areas.

Purpose of discovery:

- Understand current state perception of the CEC
- Understand challenges inhibiting success today
- Understand different perspectives on the future
- Understand leading practice from other NSOs

Strategic Partners

Sport Canada representative
OTP representative
COC representatives

Board and Committees

Board chair and directors
Committee Chairs

Employees

High Performance Director
Executive Director

Subject Matter Experts

Baseball Canada Director
Rowing and volleyball International coach
Pan Am former president

International

IFSC President

Members

PSO presidents
ACC representative

Athletes

Athlete commission members
International IFSC athlete representative

Wrestling Olympic gold medalist

Taekwondo HP coach and former athlete

Bobsled federation director and former athlete

Summary of key discovery themes

On the following pages, the key findings will be presented for each category below:

Categories of findings

- 1\ Governance and Risk
- 2\ Strategy and Planning
- 3\ Values and Culture
- 4\ People
- 5\ Revenue Generation
- 6\ Engagement
- 7\ Support Services

1\ Governance and Risk

Insights gathered

CEC's board should be focused on policy and oversight of operations

- Stakeholders mentioned the desire for the Board to remain at an oversight level while operations carried out by paid staff and volunteer committees
- Lack of well-defined policies and processes to support oversight
- Positive feedback to the move away from a representative PSO board and towards an oversight board
- Need to continue having language representation (French speaking)

Selection and nomination processes need to be fair and transparent

- Perceived lack of fairness in recruitment of board and staff positions
- Perceived lack of fairness in selection of officials for training camps

Advancing mandated ethical practices in progress but critical

- Critical concern raised to ensuring climbing remains a safe sport – including coaching/official code of ethics and required training
- Athletes desire a clear avenue to voice issues confidentially
- Stakeholders want a clear policy outlined on discrimination, harassment and abuse

Key questions/strategic tensions

How do we decrease turnover and improve transition on the board?

- There was a common concern that turnover on the board has created governance problems in the past but the solution was unclear – how do we prevent this in the future? Through compensation? Through more rigorous recruitment? Incentives?
- How do we improve our onboarding and transition process when new individuals take on organizational roles?

Quotes

“Board, staff and official selection processes are unclear and there is undeniably a perception of unfairness that is toxic for the relationship between the community and the CEC.”

“CEC needs to be dealing with issues at a high-level. If the board is dealing with operations... there is less time to deal with policy and oversight of the sport.”

“In this climate our athletes are not safe. We need to make sure we protect the sport and the CEC... connecting with Canadian Centre for Ethics in sport is key”

2\ Strategy and Planning

Insights gathered

Lack of clarity on purpose and vision of the CEC

- Stakeholders were unclear on what role the CEC plays in the community
- There was recognition of growth in the CEC, but unsure if the growth was directed to a defined goal/end state

Difficulty planning initiatives without a bigger picture alignment

- Many stakeholders found it difficult to justify decisions and align on priorities without an agreed view on where the organization is headed

Decision making authority and delegation is unclear

- There was a lack of clarity on who should be involved in decision making and who has the final say on both operational and strategic decisions
- Decision making process is undefined resulting in inefficient operations and many choices being left without resolution

Key questions/strategic tensions

Balance between CEC and PSO support of high performance and development – finding the right way to support athletes through both

- Disagreement on what role the CEC should play in grassroots athlete development vs. HP national team support. To what extent should the CEC's purpose be guided by grassroots and sport promotion? What portion of this should be the PSO mandate vs. CEC mandate?

Quotes

“It’s difficult to explain what were working towards... we don’t have our core principles solidified.”

“It seems our purpose has been defined by the Olympics... but do we really want to exist just to support potential Olympic athletes? What about the whole community?”

“We end up spinning on decisions because no one seems to have the authority to have the final say.”

“There are great things happening at the CEC, but are they the right things at the right time?”

3\ Values and Culture

Insights gathered

Climbing's unique strength is cooperation and fun in competition

- Key community concern is to uphold the “fun” that is inherent in the sport of climbing and ensure it is not lost as the sport becomes more competitive
- As the sport grows, there is a worry that youth competitors will not enjoy the sport if the fun is not engrained in the culture of sport and organization
- Desire to keep the “fun” but also an understanding that high performance is hard work

Values need to be clearly defined and exemplified

- Decision making is not grounded on core values that the organization lives by – this is seen as a miss in the operations and alignment of the CEC by many stakeholders

Key questions/strategic tensions

How do we ensure parents are acting in accordance to a code of ethics that will help maintain the fun and sportsmanship of the sport?

- Misalignment on the extent the CEC should play a part in mandating and enforcing ethics for parents in the sport. What role should CEC play here?

Quotes

“I hate going to competition now because they aren’t even fun anymore... how do we get the unique and fun community back into climbing?”

“CEC + PSOs should take a position on [this] and develop initiatives and standards for events with fun and community in mind.”

“What other sport has the community climbing does? Let’s use this strength to define the future of the sport... we should be using this to help grow the sports competitor base.”

4\ People

Insights gathered

Lack of clarity on roles and responsibilities

- Stakeholders are unsure where their role begins and ends resulting in overlap of work and inefficient operations
- Unclear lines of accountability between the CEC and the PSO – there is a desire for the CEC to play a bigger role in supporting PSOs with standards and guidance while still allowing local customization
- Due to a lack of clarity on roles, stakeholders feel limited accountability to ensure performance is met in each role

Training and development of coaches and officials is critical

- Desire for a stronger development and certification program for provincial and national coaches and officials
- This process has started but needs further definition and priority

Key questions/strategic tensions

What level of support from CEC should be given to local gyms and PSOs to help develop new coaches and officials?

- Stakeholders had different views of what level of involvement the CEC should have in finding, developing and supporting coaches and officials at a provincial and local level

Quotes

“We need to clearly specify who does what, to avoid overloading certain resources.”

“We are not currently using everyone’s unique strengths in the roles they are assigned and it is causing overlap as people naturally trend towards what they are good at.”

“All the PSOs are running independently right now... we need guidance from the CEC to ensure things are consistent nationally and people are working towards one national goal.”

5\ Revenue Generation

Insights gathered

CEC should focus on meeting Sport Canada, COC and OTP requirements for funding

- Without Olympic inclusion, the CEC may be at risk of losing Sport Canada funding until it meets the requirements of a National Sporting Organization; including meeting the minimum of 8 PSOs and 5000 participants
- Stakeholders addressed the unique strength of a country like Canada in its population and wide base of potential athletes, but addressed that the CEC has not prioritized promotion of the sport and recruitment of potential development athletes from local gyms

Desire to diversify funding to multiple sources

- Many feel that in order to grow the sport, a shift needs to take place in actively searching and prioritizing funding development
- There is a perception that the roles as they are today do not allow enough capacity to fundraise at the level required
- Desire to diversify and focus on non-governmental funding options

Key questions/strategic tensions

What should be the role of the CEC in promotion of the sport nationally?

- Difference of opinion between stakeholders on what role the CEC should play in marketing and promoting the sport to meet Sport Canada funding requirements. To what extent should the CEC focus on growing the sport in Canada vs. focusing on the HP national team? Should promotion and marketing of the sport be a PSO responsibility?

Quotes

“It seems there isn’t enough capacity after dealing with day to day fires to focus enough effort on funding diversification. The accountability needs to be clearly defined so it doesn’t get lost.”

“If we focus only on the funding we have today, the CEC will be back to where it was in the past in no time. There needs to be more effort made in growing these sources and defining how much we diversify.”

6\ Engagement

Insights gathered

Lack of communication

- Seen as the biggest inhibitor to success of the CEC, stakeholders desired more frequent and transparent communication on key decisions and the reasons why decisions are made

Communication style is considered unfriendly and defensive

- General perception that the CEC voice is defensive and un-inviting
- Communication is seen as 1-way and formal – there is a desire for more informal avenues of 2-way communication and a clear contact person

Desire to grow more sustainable partnerships with sport community

- Sentiment that the CEC needs to make more concerted effort to attend key events with COC and IFSC to engage in the community of sport
- Perception CEC is not taking advantage of access to knowledge sharing of other NSOs nationally and globally who have been on a similar journey
- Athletes desire opportunities to connect with each other through training camps and athlete summits to grow a better athlete community

Key questions/strategic tensions

To what extent should the community be engaged in decision making?

- There was a lack of agreement on the degree in which athletes and the boarder community should be involved in decision making. How do we balance efficiency and involvement? Which decisions require community input? How do we ensure the community and athlete voice is represented in decisions?

Quotes

“I don’t have any insight into the CEC because it is never communicated to me. I’m sure great things are going on but how am I supposed to know about them..”

“In order to grow as an NSO, the CEC needs to participate in key community of sport meetings and continue to build its external relationships.”

“CEC should open up their eyes to the world. Try and catch the best of each country and then make it unique to Canada.”

7\ Support Services

Insights gathered

Facilities in Canada are not well supported by the CEC

- Stakeholders referenced other sports where the national organization has made significant investments in training facilities to support athletes – there was an understanding that this is likely lower priority right now but may be interesting to consider in the future
- Route setting training and development needs support to be at par with leading class facilities

Quotes

“Our gyms are not to the same standard as those in Europe or Asia.... the CEC should consider how they support improving our training spaces in the future. Our athletes shouldn’t have to go to Europe to train for international competitions.”

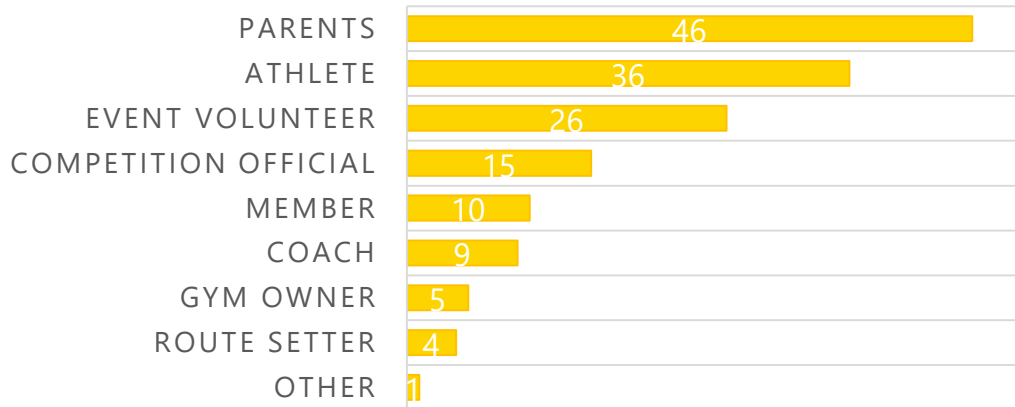
Survey Findings



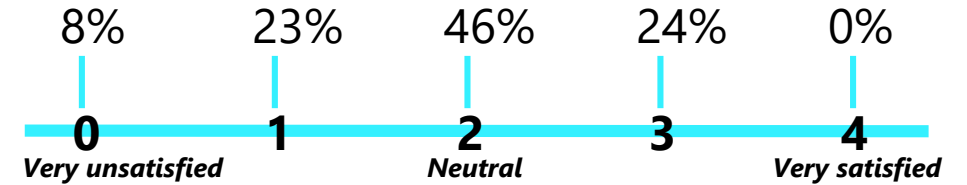
Community Survey

The broader athlete community was engaged in an survey.

93 Total participants*



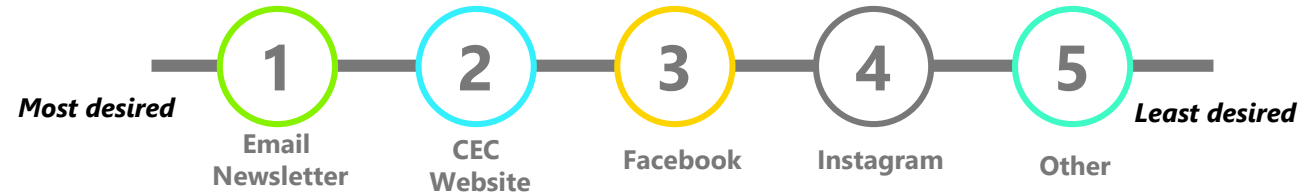
CEC satisfaction



Top 5 initiatives to fund

- \$\$\$\$\$ sanctioning and supporting national level competitions
- \$\$\$\$ managing high-performance athlete programs
- \$\$\$\$ selecting and managing the national teams
- \$\$\$ supporting travel, expenses and team uniforms for international comps
- \$ providing professional development for coaches and officials

Best platform for communication (ranked)



*note – survey participants could choose more than one participant type

What did the community say?

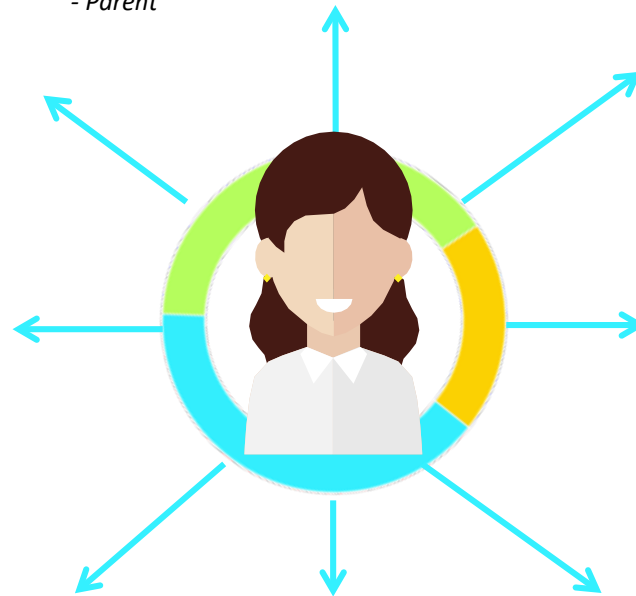
Quotes selected are representative of common themes found in the community survey of over 90 respondents.

"I feel it seems the focus of the NSO has/had become to produce athletes for the Olympic games. The convivial and camaraderie element of the climbing community is/would be at risk with this new turn."
- Parent

"More promotion would be great. Most people do NOT know what Sport Climbing is."
- Parent

There is an under-representation of the Eastern provinces of Canada at the national level. I think it is very important CEC work nationally and make a special effort to reconnect with the communities of the Eastern provinces.
- Parent

Canadian athletes would benefit from MORE, not LESS exposure to international events. The idea to restrict the National team squad members participation to IFSC events is counterproductive to their written statement: "The NTP has the following objectives: 1) to support Canadian competition climbers at each level of HP development with the purpose of increasing the number of Canadian athletes achieving top 10 results at World Cup."
- Parent



"I found the Long-Term Athlete Development program that the CEC developed to be amazing! I use it constantly to evaluate my progress and modify my training program once in a while. However, as an athlete without a coach, it was very hard to create my plan in the first place, and it is difficult to maintain it simply by scavenging training material from free sources around the web and personal connections. By not supporting the grassroots level of competition climbing, athletes at the bottom of the standings will stay at the bottom thanks to a lack of resources, and athletes at the top will stay at the top."
- Athlete

"Charge more for competitions to support hiring of event planner type staff to manage sanctioned comps."
-Gym Owner

The CEC should work towards getting more funding from relevant government branches, associations and corporations
- Athlete

"The only communication from the CEC is via Facebook. Although this is a good platform, most of the younger climbers don't interact through this medium as they once did."
- Parent

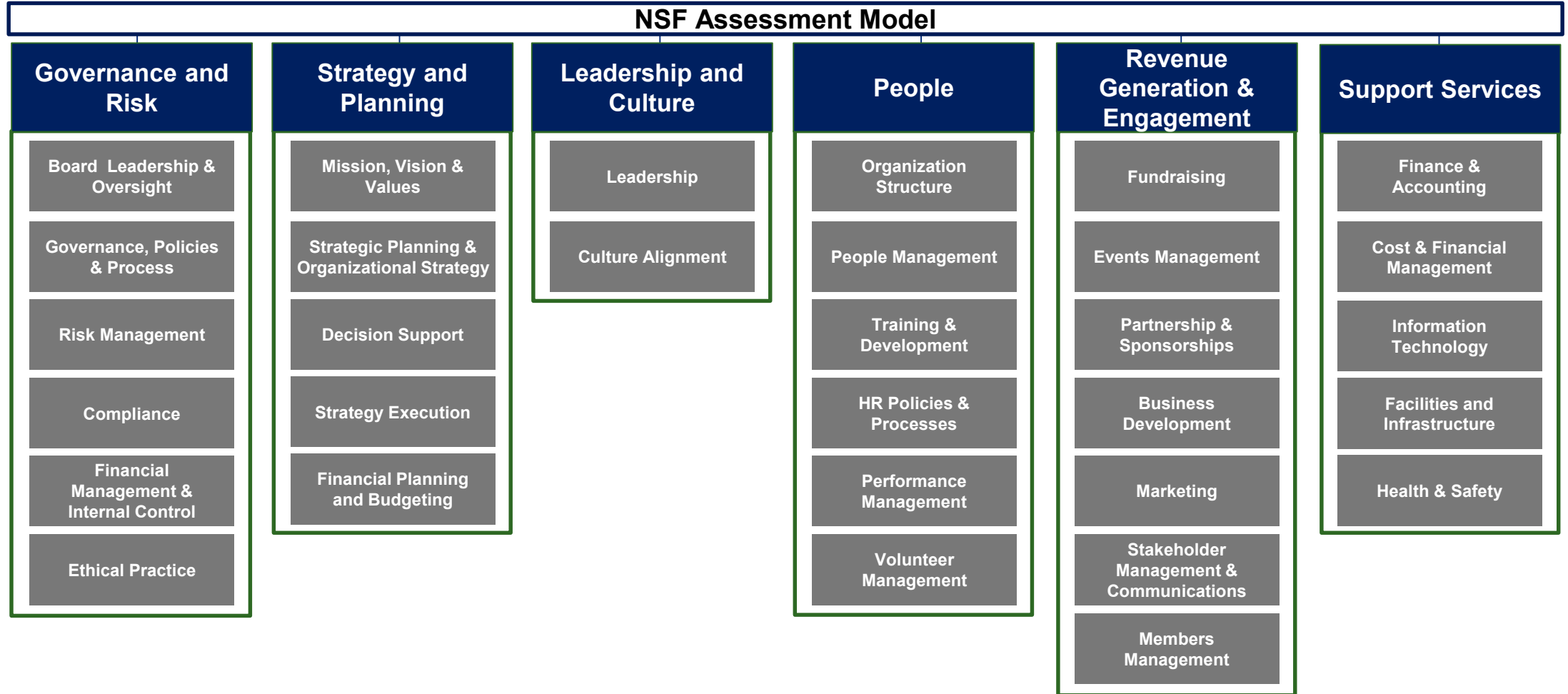
Maturity Assessment Overview



Maturity Assessment Overview

Using the Deloitte National Sporting Federation (NSF) assessment tool, the CEC will be reviewed for its maturity in key operational areas.

Legend	
Business Functions / Process Areas	Sub-process areas

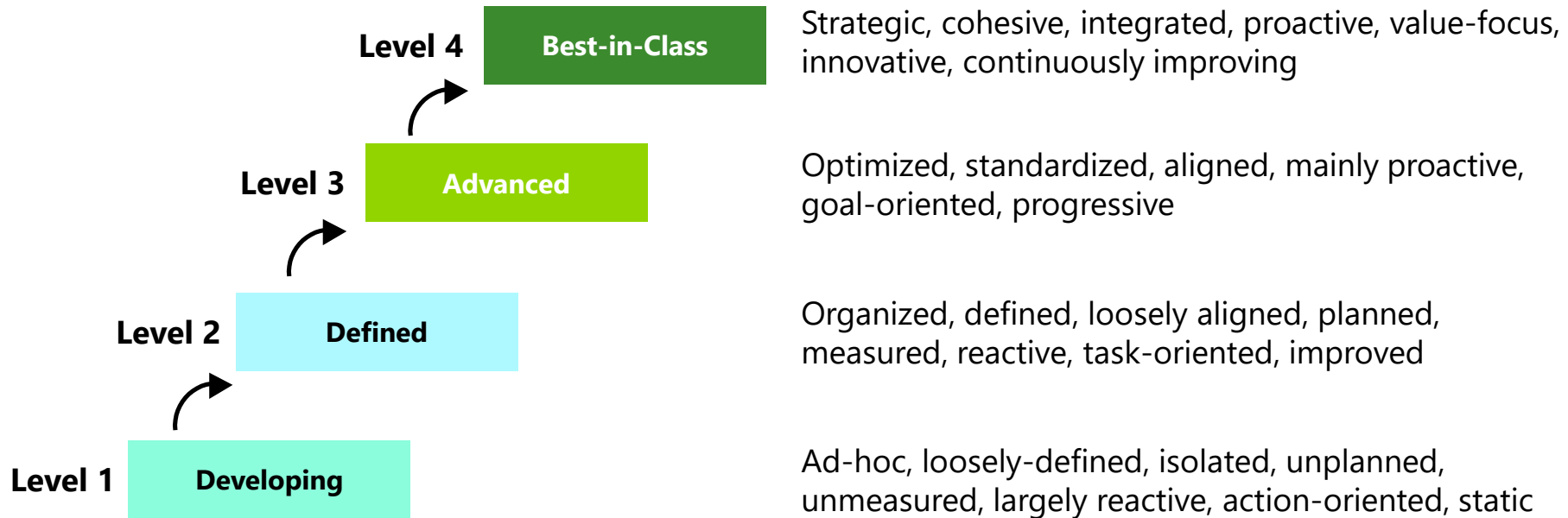


Maturity Assessment Criteria

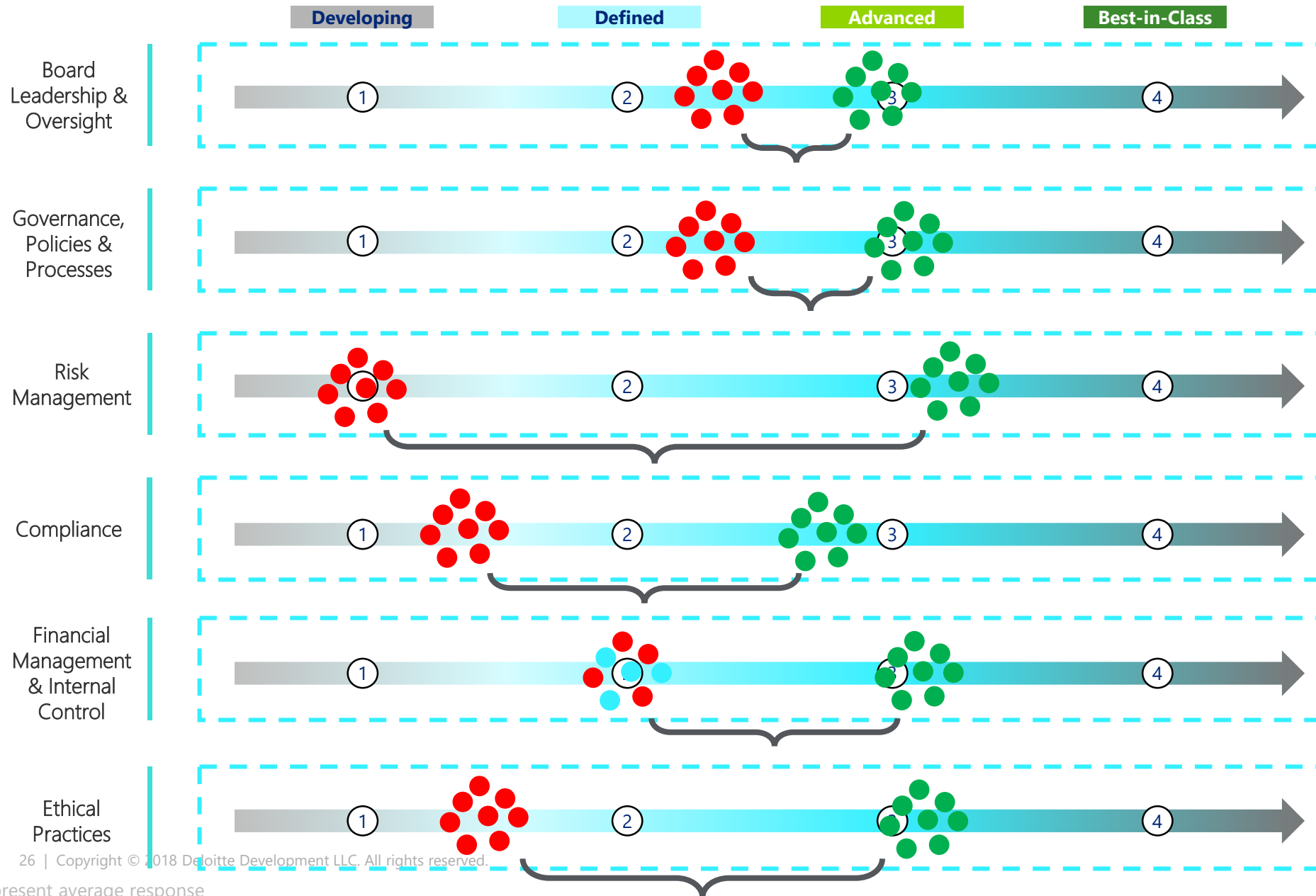
The assessment tool provided in a separate document defines stages of maturity for each operational area.

The assessment tool is used as a framework to identify:

- **Current State** – level which describes the current state assessment for each component
- **Target State** – level which describes the target future state vision for each component **based on a 4 year timeframe**



Maturity Model | Governance and Risk

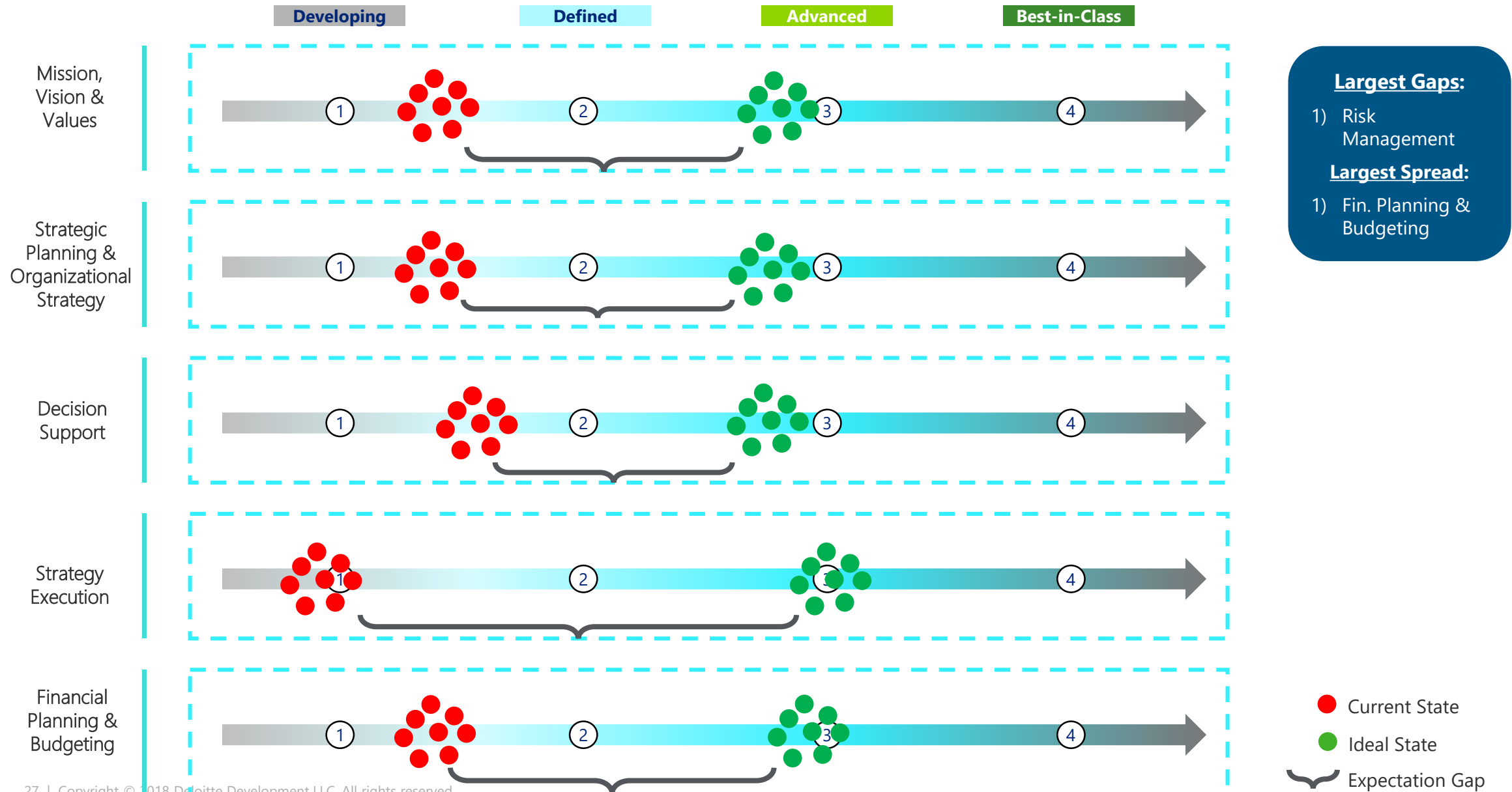


Largest Gaps:
1) Risk Management

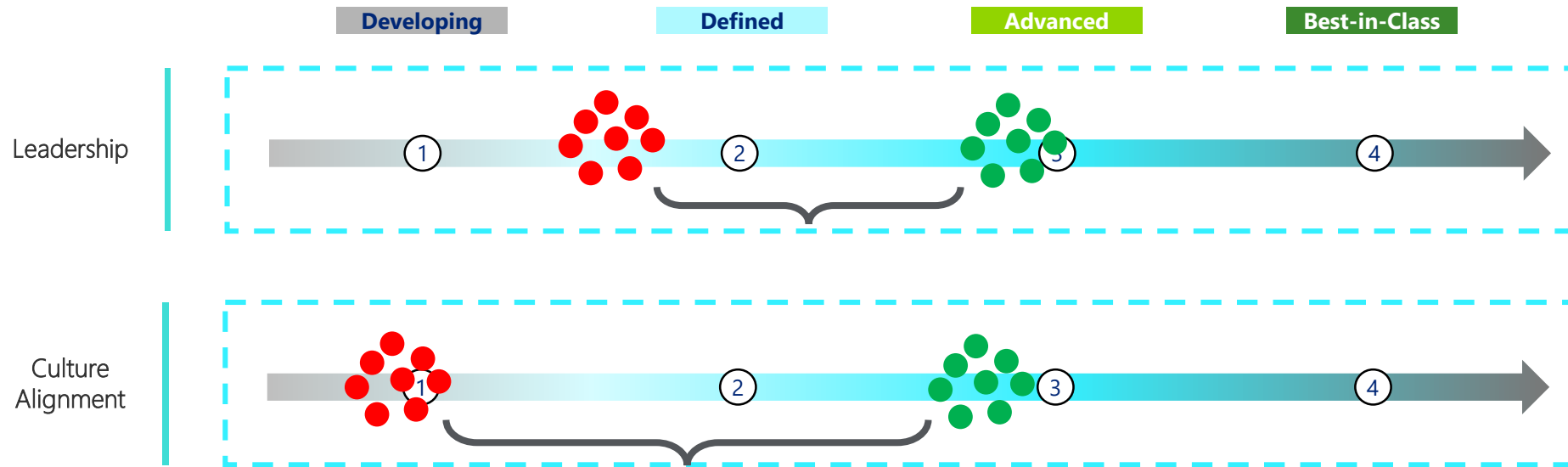
Largest Spread:
1) Ethical Practices

● Current State
● Ideal State
} Expectation Gap

Maturity Model | Strategy and Planning



Maturity Model | Leadership and Culture



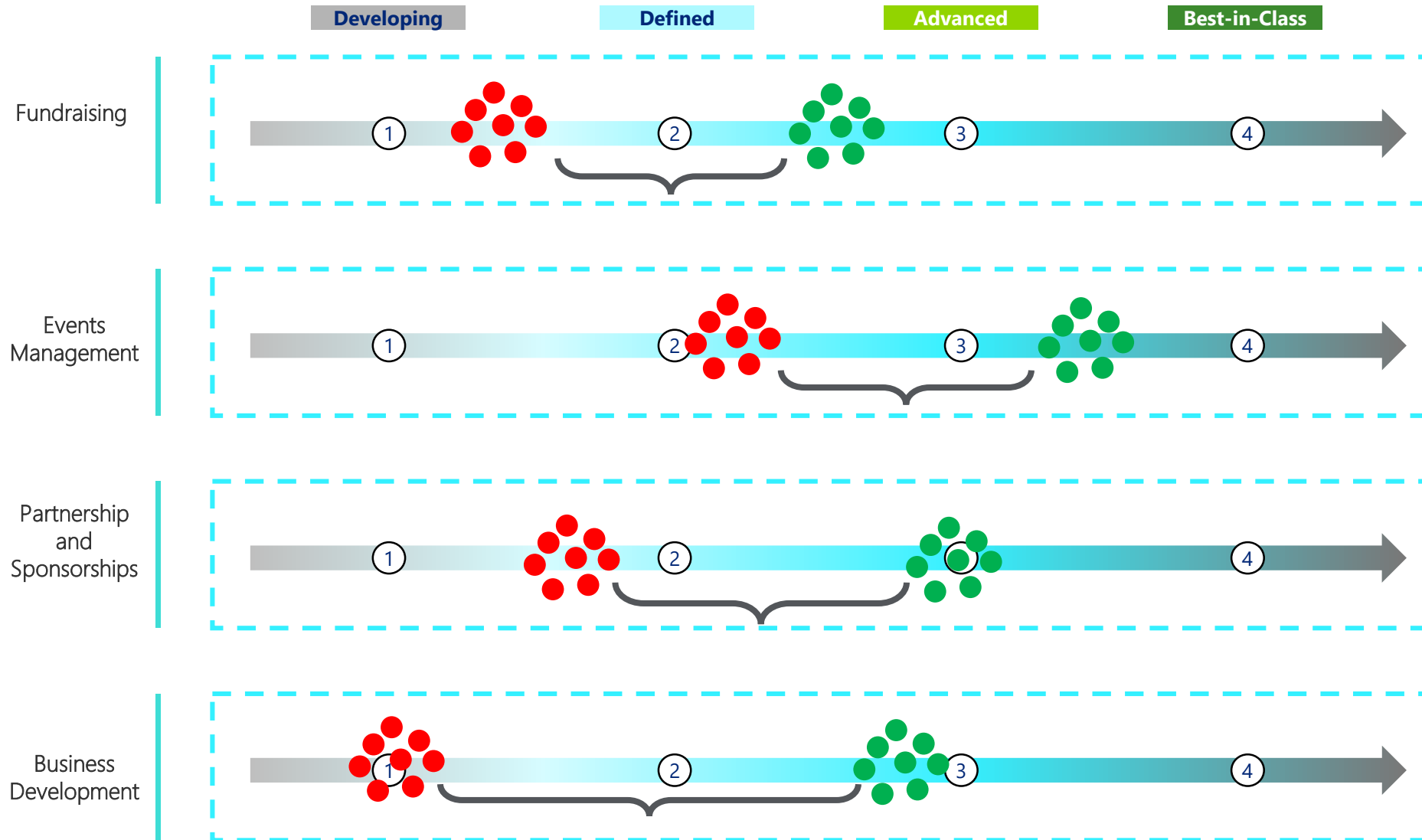
Largest Gaps:
1) Culture Alignment

- Current State
- Ideal State
- ⎵ Expectation Gap

Maturity Model | People



Maturity Model | Revenue Generation



Largest Gaps:

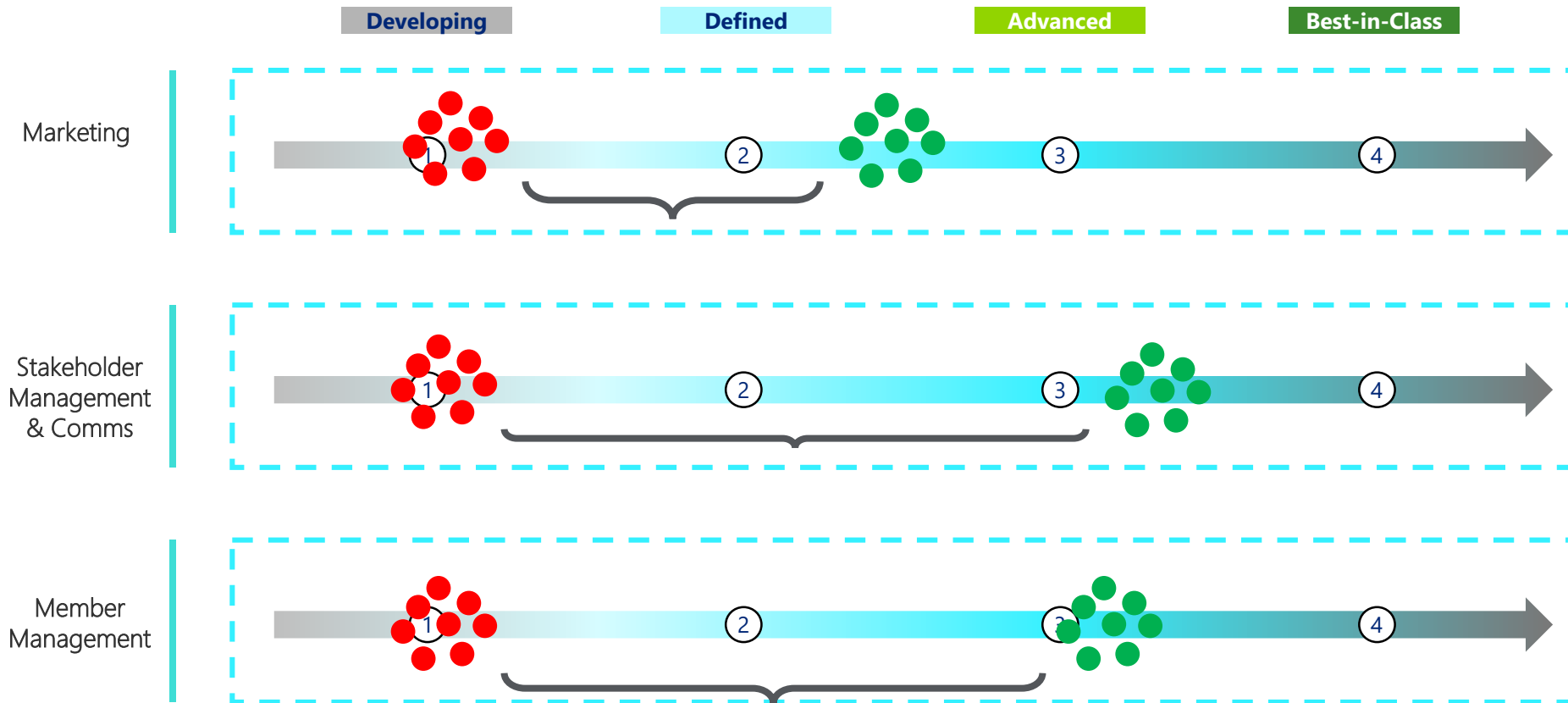
- 1) Bus Development
- 2) Partnerships and Sponsors

Largest Spread:

- 1) Fundraising

● Current State
● Ideal State
⎵ Expectation Gap

Maturity Model | Engagement



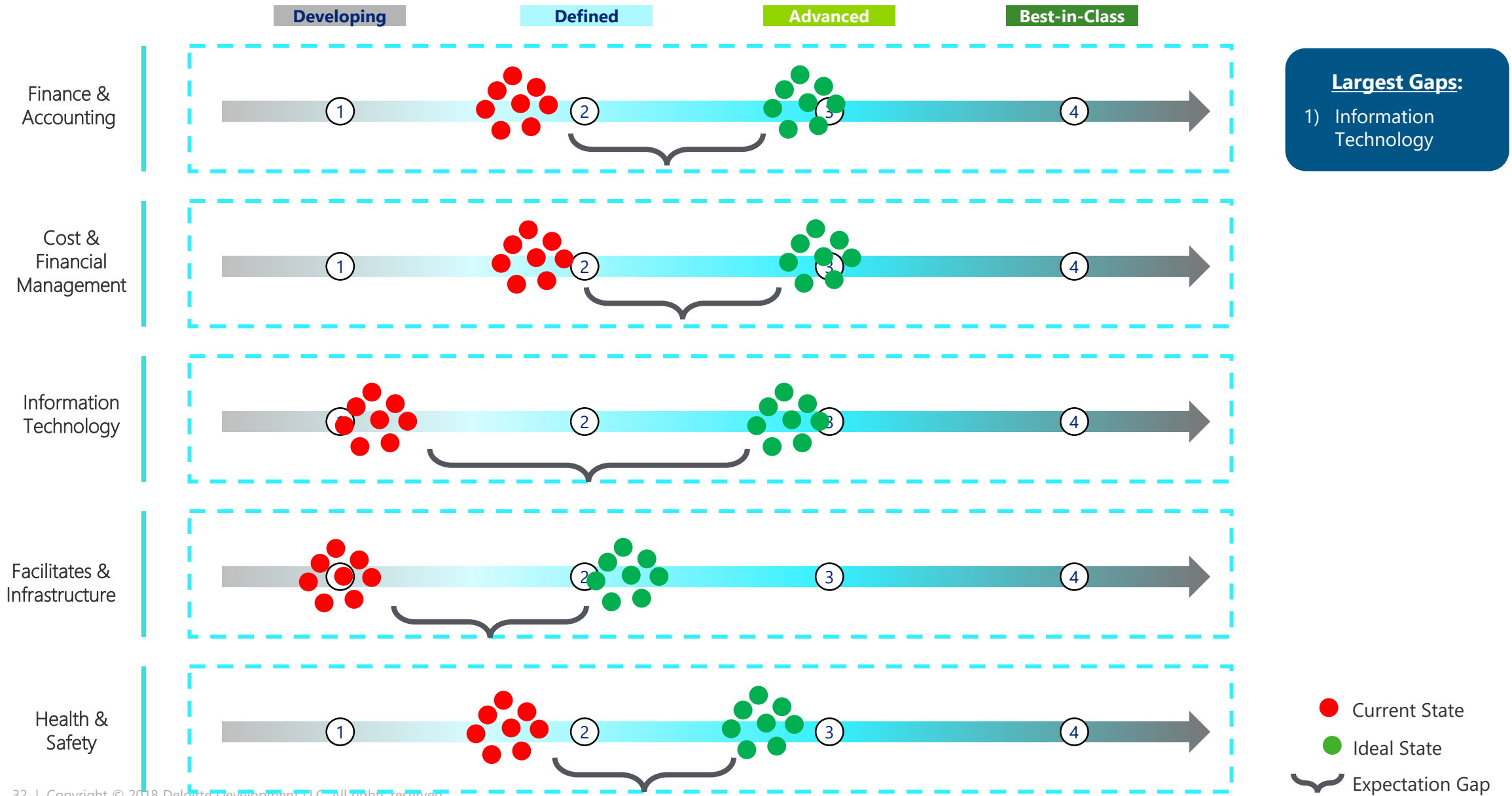
Largest Gaps:

- 1) Stakeholder Management
- 2) Member Management

● Current State
 ● Ideal State
 } Expectation Gap

*Clusters represent average response

Maturity Model | Support Services

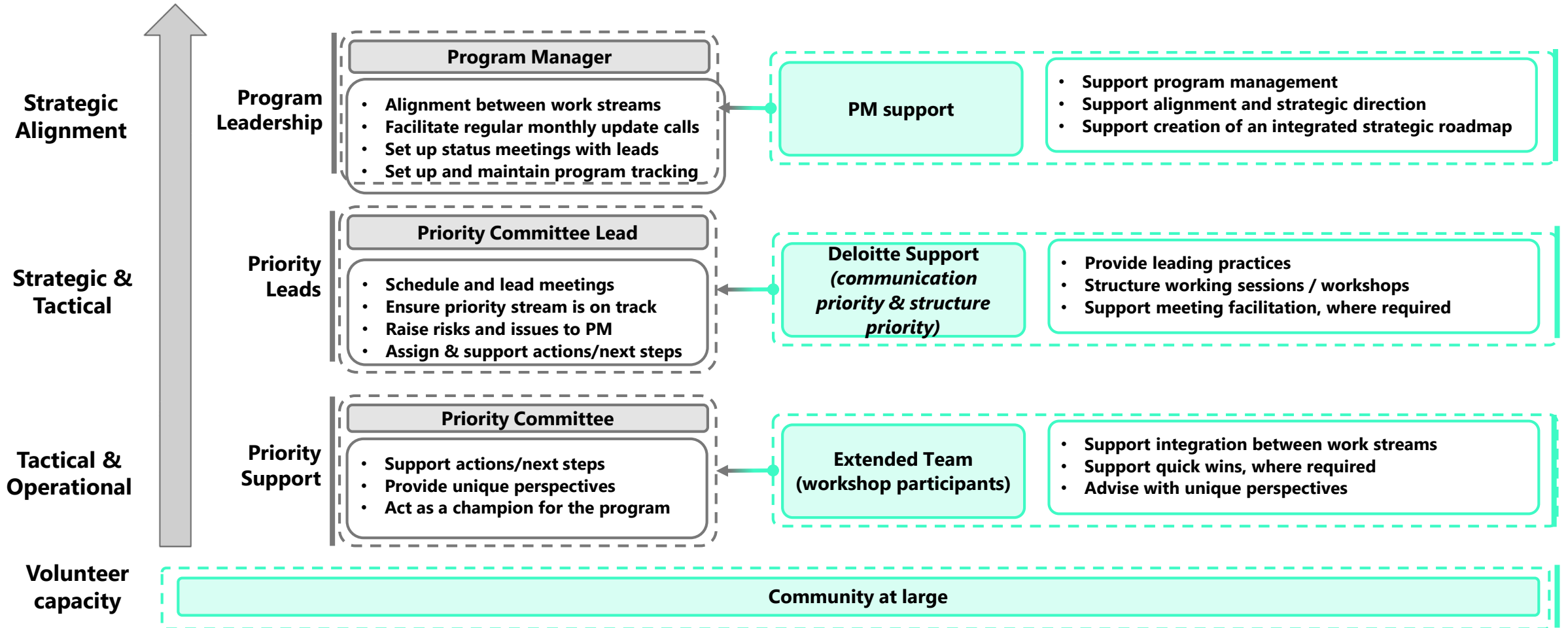


Strategic Priorities Deep Dive



Program Role	Accountability
Support Role	Accountability

Priority Committee Structure



Structure & Culture Priority

Strategic Priority Purpose

As the CEC advances its structure and culture, we will aim to:

Create alignment and clarity of roles and responsibilities amongst the CEC and its partners in the Canadian competition climbing community, while ensuring a culture of collaboration, to lead, promote and develop high performance competitive climbing

Strategic Priority Goals

As the CEC advances its structure and culture, our objectives are to:

1. **Define roles and responsibility of the CEC and all related partners in the Canadian competition climbing community with:**
 - a) Clear mandates for each
 - b) Definitions of how all bodies will interact with one another – *related to communications and engagement priority*
 - c) Consistency in national standards and requirements
 - d) Decision rights

2. **Implement a structure and support mechanism that enable the growth of and access to climbing in all provinces and territories across Canada to develop high performance**

Structure & Culture Initiatives

These initiatives are drawn from the discovery workshop conversation and aligned to the Structure & Culture priority goals and purpose

Create a national representation model

Create support mechanisms and structure to move beyond the 4 PSO model and enable development of high performance nationally

Link to membership model initiative

Align on roles and responsibilities

Align on the roles and responsibilities, board structure as well as expectations of the CEC and its network of partners and members

Potential link to communications and engagement stream

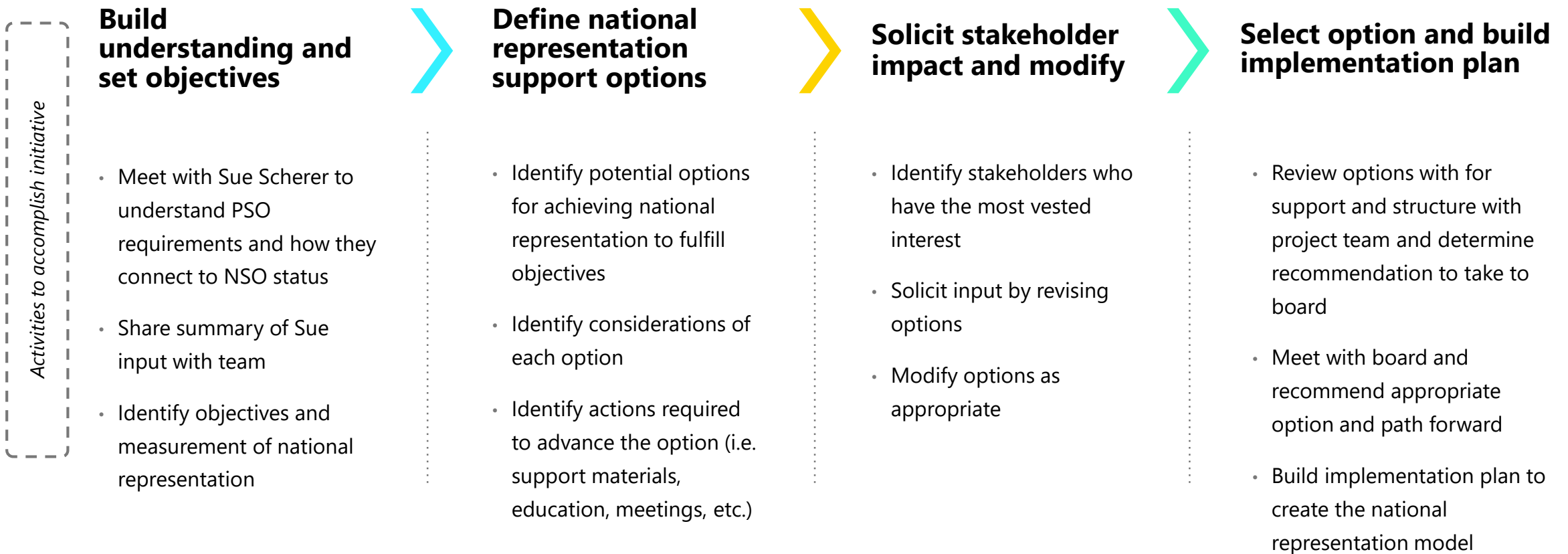
Explore different membership/license models

Rethink the options for different membership and license models to increase access to the sport and revenue to the CEC

*Potential link to revenue diversification stream
And link to national representation initiative*

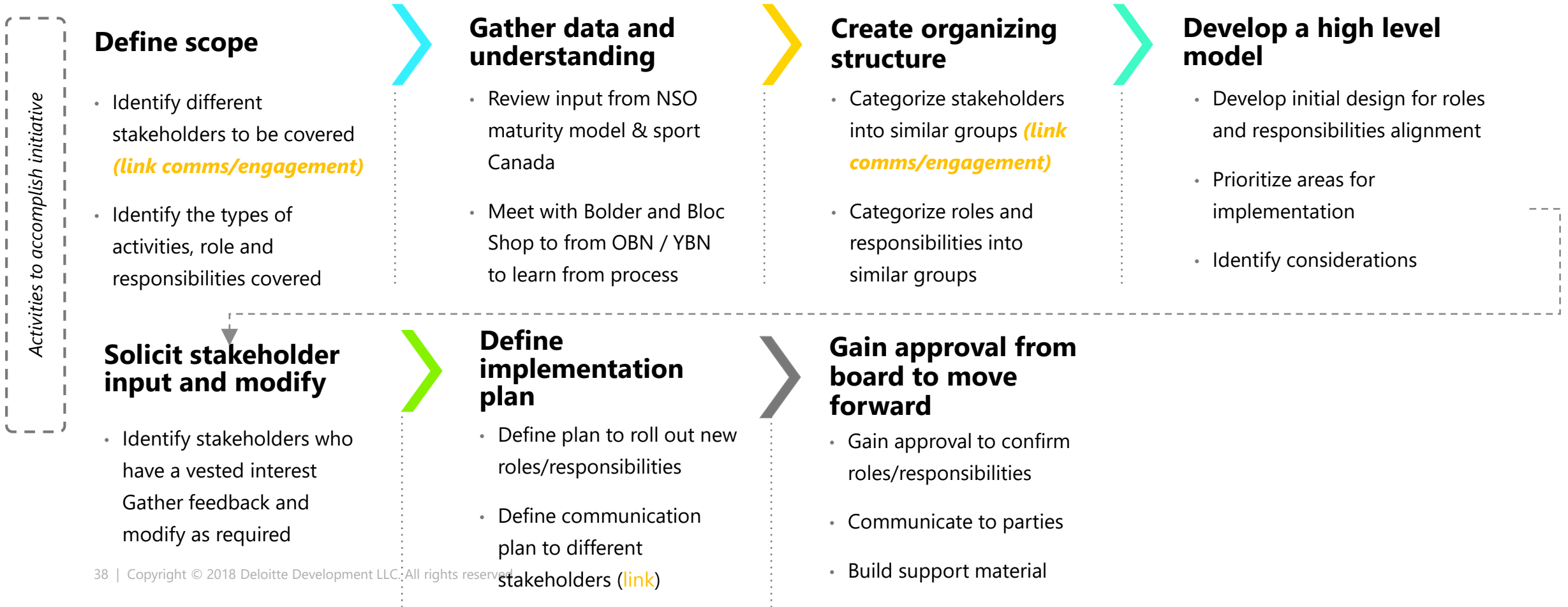
Initiative 1 | Create a national representation model

This initiative will create a structure and support by which the CEC provides for national representation model across Canada, going beyond simply the 4 PSOs that currently exist



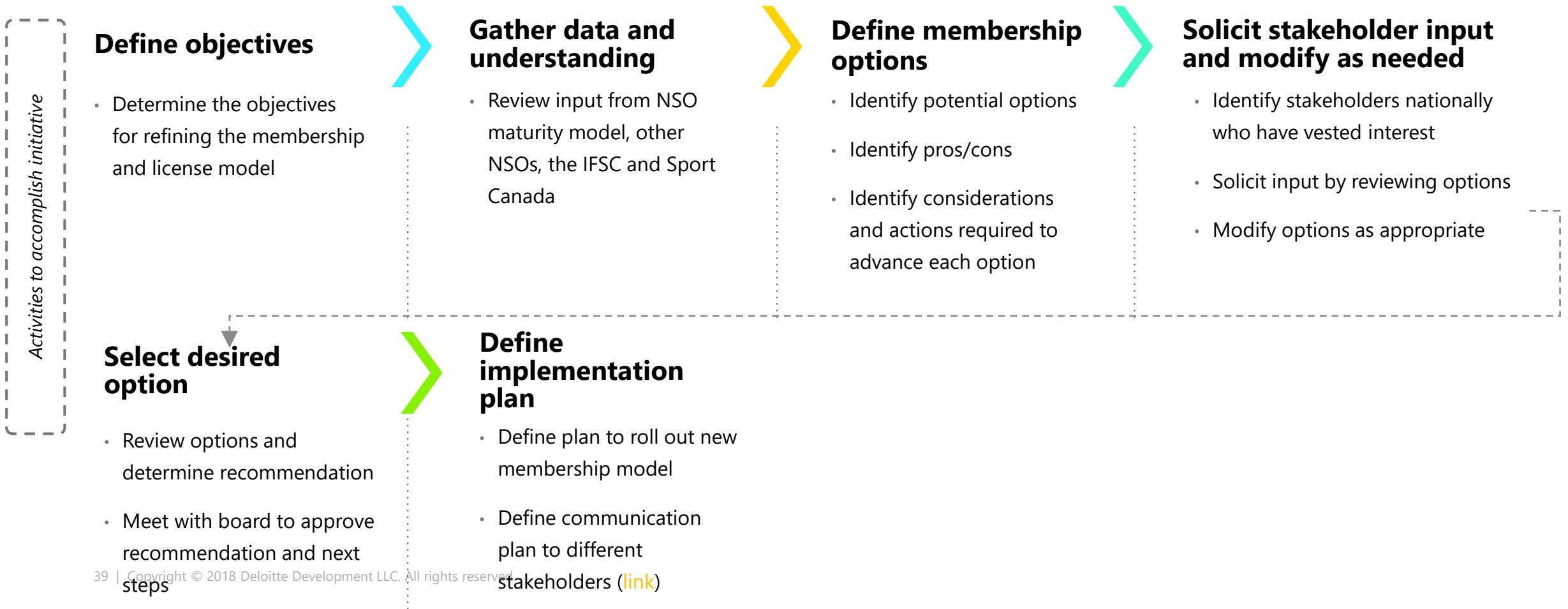
Initiative 2 | Align roles and responsibilities

This initiative will define and communicate the roles and responsibilities of the CEC and its network of partners and members to better enable support and consistency across groups



Initiative 3 | Explore membership model

This initiative will define and implement a new model for membership and licensing for the CEC



Communications & Engagement Priority

Strategic Priority Purpose

As the CEC advances its community engagement and communication, we will aim to:

To create a strong sense of community and engagement across the entire Canadian climbing community that results in all stakeholders being able to access the information they need, when they need it, in the way they want it; ensures stakeholders feel heard, and; provides for two-way dialogue and transparency.

Strategic Priority Goals

As the CEC advances its community engagement and communication, our objectives are to:

1. Develop a clear brand identity and voice for the CEC that reflects the values and speaks to the broader climbing community in a way that engages them
2. Create a living communication strategy and plan (appropriate channels, audiences, frequency, communication objectives)
3. Ensure sustainable communication processes and mechanics exist for executing, maintaining and evolving CEC communication (roles, responsibilities and processes)

Communications & Engagement Initiatives

These initiatives are drawn from the discovery workshop conversation and aligned to the Community Engagement and Communication priority goals and purpose

Communication Plan

Understanding of the current channels, exploring new channels, defining key messages and governance.

Link to IT and culture/structure

Stakeholder Analysis & Prioritization

Defined stakeholder groups, an understanding of their personas, and preferred communication channel

Potential link to all strategic priorities

Competition Climbing Primer

A one-page document defining frequently used climbing terminology in context of the CEC

Potential link to revenue streams and culture/ structure

Branding Guideline

A document that outlines a consistent brand personality and image to be used across all channels

Potential link to culture/structure

Media Policy

A set of operational standards to adhere to when engaging on the various channels (i.e. response time)

Potential link to IT and culture/structure

Initiative 1 | Communication Plan

This initiative will foster an understanding of existing communication channels, and inform the implementation of the strategy going forward including new channels, defined key messages and governance.

Analyzing current state



Future state planning



Governance



Update on an as needed basis

- By channel:
 - Identify key areas to improve
 - Capture key messages
 - Understand primary users

- Launch new channels
- Clear strategy for existing channels (by channel)

- Rules for engagement on each channel (Who is responsible for curating content, posting, and responding? How will they engage with the other priority groups and broader community to effectively do their job?)
- Define metrics for success

- As the stakeholder needs/behaviors change with time, the channels used and information communicated will need to evolve as well

Activities to accomplish initiative

Initiative 2 | Stakeholder Analysis/Prioritization

This initiative will bring clarity to who the CEC serves and how to reach them in a meaningful and efficient way.

Activities to accomplish initiative

List key stakeholder groups

- Within this working group, list the names of the key stakeholders that the CEC must consider
- Validate list with other dependent strategic initiatives



Identify desired vs. required information by stakeholder

- List what information we think each stakeholder desires and requires
- Validate with a handful of people from each stakeholder group (modify as needed)



Behavior analysis

- Run a persona building exercise (e.g. portrait, needs, demographic information, frustrations, brands, values)
- Based on the persona, identify the appropriate communication channel by stakeholder and how frequently they need to be contacted. Validate with stakeholders.



Prioritize

- Given the limited resources that the CEC has to allocate to communication, prioritize the list stakeholders (most important to least) and the information they must receive (most important to least)

Initiative 3 | Competition Climbing Primer

This initiative will bring clarity to frequently used terms in the climbing world as defined by CEC.

Record unclear terms (ex. high performance athlete)

- List key terms used in the world of competition climbing that have unclear definitions



Identify author of definitions

- Link terms to a person who is qualified to write the definition



Write and qualify

- Once the definition is written, validate with the working group and then with the CEC board



Consolidate and publish

- Design a one-page document which has a consolidated list of the terms and their definitions and publish it

Activities to accomplish initiative

Initiative 4 | Branding Guidelines

This initiative will ensure a consistent brand personality and image across all communication channels

Activities to accomplish initiative

Define CEC's brand story

- Identify and prioritize stakeholders / target audience for communications (**links to stakeholder analysis**)
- Set the tone for all communications by defining CEC's brand personality (i.e. determine the 3-5 adjectives that describe the CEC)
- Outline brand story (mission, vision, values, audience, brand personality)



Define brand typography and colours

- Clearly define and document the font and size of text that should be used for headlines, paragraphs, captions, etc. across communication channels
- Clearly define and document the primary and secondary brand colours to be used across communication channels



Define brand imagery

- Establish the photographic and illustrative style of the CEC (this will encompass aspects such as light, composition and subject matter)
- Develop examples of appropriate images and inappropriate images to include in the branding guideline



Define tone of voice

- Use the 3-5 adjectives that define CEC's brand personality to describe the type of language that is on-brand for CEC
- Outline the do's and don'ts (e.g. use strong verbs, don't use too much slang)

Initiative 5 | Media Policy

This initiative will provide guidance and standards to adhere to when engaging on the various communication channels

Activities to accomplish initiative

Define roles and responsibilities

- Define roles and responsibilities for managing and engaging on media platforms (i.e. who is permitted to manage CEC's social media platforms, who is expected to respond to emails)



Define guiding principles

- Define rules for engaging on social and traditional media (e.g. do's and don'ts, response times to social media comments, direct messages and e-mails, etc.) **(overlaps with communication policy)**



On-going training and monitoring

- Develop and provide training to members on how to engage with social and traditional media
- Incorporate training into employee on-boarding
- Actively monitor social media and web pages for compliance

Appendix



Stakeholders Engaged (1/2)

Stakeholder Group	Role	Stakeholder
Member	OCF	Tyler Norton
Member	ASA	George Irwin
Member	SCBC	Peter McNamee
Member	FQME	Nicholas Vallance (interview scheduled Jan)
Member	ACC	David Foster
Employee	High Performance Director	Andrew Wilson
Employee	Executive Director	Jeff Thomson
Committee Chair	Competition Committee Chair	Fred Charron
Committee Chair	Competition Sub-committee Chair	Jamie Doyal
Committee Chair	Route setting Sub-committee Chair	Simon Parton
Board	Chair	Steve Frangos
Board	Treasurer	Jeannine Mallet
Board	Legal and Governance	Jeff Taylor
Board	Competition Liason + events sub-comm	Dung Nguyen
Board	Media and Technology	Greg Locke
Board	Competition Liason + events sub-comm	Sebastian Powell
Board	Athlete Representative	Stacey Weldon

Stakeholders Engaged (2/2)

Stakeholder Group	Role	Stakeholder
Athlete	International Athlete rep	Sean McColl
Athlete	Sport Athlete rep	Becca Frangos
Athlete	Speed Athlete rep	Christy Spurrel
Athlete	Bouldering Athlete rep	Alannah Yip
International	IFSC President	Marco Maria Scolaris
Governance	COC representative - director	Marg McGregor
Governance	COC representative - hands on	Veronica Brenner
Governance	Own the Podium	Jessica Levitt
Governance	Sport Canada Representative	Sue Scherer
Committee	HP committee member	Kelly Drager
Subject Matter Expert	Baseball Canada Director, Head Coach	Greg Hamilton
Subject Matter Expert	Taekwondo Canada, Athlete and HP employee	Dominique Bosshart
Subject Matter Expert	Bobsled Canada, Athlete and employee	Kristina Koch
Subject Matter Expert	Partner, Deloitte (worked in sport governance)	Bruce Chin
Subject Matter Expert	Senior Manager, Future of Sport Community of Practice, Deloitte	Jeff Harris
Subject Matter Expert	Athlete, coach and former employee of volleyball Canada and softball	Jacquelyn Novak
Subject Matter Expert	Wrestling Canada, Olympic Gold medalist	Erica Wiebe
Subject Matter Expert	Baseball Canada, Athlete	John Caputo
Subject Matter Expert	Partner, lead of Game Plan (COC initiative), Deloitte	Micheal Pentland

Workshop Participants

Stakeholder Group	Role	Stakeholder
Member	ASA	George Irwin
Member	FQME	Véronique Gosselin
Employee	High Performance Director	Andrew Wilson
Employee	Executive Director	Jeff Thomson
Board	Chair	Steve Frangos
Board	Treasurer	Jeannine Mallet
Board	Legal and Governance	Jeff Taylor
Board	Media and Technology (remote)	Greg Locke
Board	Competition Liaison + events sub-comm (acting as SCBC rep)	Sebastian Powell
Athlete	Athlete Representative	Kelly Drager
Athlete	Athlete Representative	Sean McColl
Facilitator	Deloitte	Kathy Woods
Facilitator	Deloitte	Elise Sethna
Facilitator	Deloitte	Kareem Hersi