



# STRATEGIC PLAN

2021 - 2024



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# let's hear from our CEC CHAIR



Dear Canadian Climbing Community,

I am excited to share with you Climbing Escalade Canada's (CEC) 2021 – 2024 strategic plan, a plan that outlines ambitious goals for CEC, recognizing the incredible opportunities we face.

We are poised to take a significant step forward, not just as CEC but as a united climbing community that comes together to build the future of the sport we love – acknowledging our differences, leaving the challenges of the past behind and focusing on the potential ahead.

I see a future where CEC, our Provincial and Territorial partners and our diverse community members create a powerful, collaborative network. One in which we all have clear roles to play, we all contribute, and we all benefit.

Together, I hope that we will work towards achieving our vision of athletes medaling on the world stage – at the Olympics and elsewhere – while at the same time, enabling athletes at all levels to achieve their high-performance potential. We will do this by focusing on four key areas:

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.

This is an ambitious plan. It will require hard work, collaboration of many people, and a willingness to come together. I know we can do it. It excites me and I hope it excites you.

Let's face it, we truly are #strongertogether. So let's #climbtogether, #buildtogether and #winttogether. Because together we can show the world what the Canadian climbing community is all about.

Kathy Woods,  
CEC Chair  
[chair@climbingcanada.ca](mailto:chair@climbingcanada.ca)  
+1.416.618.7782

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# a word from the CEC EXECUTIVE DIRECTOR



Dear Canadian Climbing Community,

When I accepted the Executive Director position with Climbing Escalade Canada (CEC) 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 years. 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.

It is my hope that this Strategic Plan 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, today and for the years to come.

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



Christiane Marceau  
CEC Executive Director  
[cec.ed@climbingcanada.ca](mailto:cec.ed@climbingcanada.ca)  
1-613-890-4605

# ACKNOWLEDGEMENTS

The Climbing Escalade Canada (CEC) Board of Directors would like to thank all the stakeholders who were involved in shaping this strategic plan. We believe that the Canadian climbing community will be better served because of your willingness to contribute towards setting CEC’s strategic direction.

## Individuals involved in the Strategic Planning Process:

Strategic Workshop Participation	Stakeholders in Attendance
Ontario Climbing Federation (OCF)	Jamie Galloway
Fédération Québécoise de la Montagne et de l’Escalade (FQME)	Mathieu Des Rochers
Sport Climbing Association of BC (SCBC)	David Faulkner
Alberta Climbing Association (ACA)	John Haigh
Alpine Club of Canada (ACC)	David Foster
CEC – Board of Directors	Paul Dormaar
CEC – Board of Directors	Joachim Stroink
CEC – Board of Directors	Jeffrey Taylor
CEC – Board of Directors	Nicolas Valence
CEC – Board of Directors	Stacey Weldon
CEC – Board of Directors	Kathy Woods
CEC – Executive Director	Christiane Marceau
CEC – High Performance Director	Andrew Wilson
Sport Canada	Sue Scherer
Sport Canada	Erika Terracol
OvalClimb	Thomas Lauer
Climber's Rock	Maria Richardson
Altitude Gym	Dung Nguyen
KINESTASIS ESCALADE	Steven Vosburgh
CEC Judge, High Performance staff	Kateri Belanger

Focus Group Participation	Stakeholder Demographics in Attendance
HP Staff	<ul style="list-style-type: none"> <li>70% Female Identifying Participants, 30% Male Identifying Participants</li> </ul>
	<ul style="list-style-type: none"> <li>43% Coaches, 14% Official, 29% HP Planning staff, 14% Event Planning staff</li> </ul>
	<ul style="list-style-type: none"> <li>17% ON, 28% AB, 43% BC, 17% QC</li> </ul>
HP Athletes	<ul style="list-style-type: none"> <li>33% Female Identifying Participants, 67% Male Identifying Participant</li> </ul>
	<ul style="list-style-type: none"> <li>17% Youth Division, 83% Open Division</li> </ul>
	<ul style="list-style-type: none"> <li>17% ON, 33% AB, 33% BC, 17% QC</li> </ul>
Gym Owners	<ul style="list-style-type: none"> <li>17% Female Identifying Participant, 83% Male Identifying Participants</li> </ul>
	<ul style="list-style-type: none"> <li>33% ON, 17% AB, 17% BC, 33% QC</li> </ul>
Grassroots Parents and Coaches	<ul style="list-style-type: none"> <li>67% Female Identifying Participants, 33% Male Identifying Participants</li> </ul>
	<ul style="list-style-type: none"> <li>17% Parent &amp; Coach, 83% Parents</li> </ul>
	<ul style="list-style-type: none"> <li>17% ON, 18% AB, 29% BC, 18% QC, 18% NS</li> </ul>

For more information please contact:

**Climbing Escalade Canada**

Email | [info@climbingcanada.ca](mailto:info@climbingcanada.ca)



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### Foundations

*Why the CEC exists | Purpose, Values and Vision*

## 2. WHAT



### Strategic Imperatives

*What the CEC will focus on | Strategic Pillars and Success Measures*

## 3. HOW



### Prioritized Initiatives

*How the CEC will execute | 2021 – 2024 Initiatives*

## 4. WHO



### Governance Structure

*Who will drive the strategy | CEC Structure, Roles and Responsibilities*

## 5. CONCLUSION



### Want to learn more?

*Additional context | links to key contacts and appendix of key strategic choices*



A woman with long brown hair tied back, wearing a grey tank top and black leggings, is climbing a grey rock wall. She is reaching up with her right hand to grasp a large, dark, triangular rock feature. Her left hand is also on the wall, and her feet are positioned on various holds. The background is a textured, grey rock surface.

# 1.0

## STRATEGIC FOUNDATIONS

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# INTRODUCTION



Over the past few months, CEC engaged members of the climbing community to align on CEC's strategic vision and goals for the next four years

The result is a strategic plan that encompasses the vision of the climbing community, the CEC's strategic priorities and clearly defined outcome focused objectives for the next four years.

# STRATEGIC REVIEW PROCESS

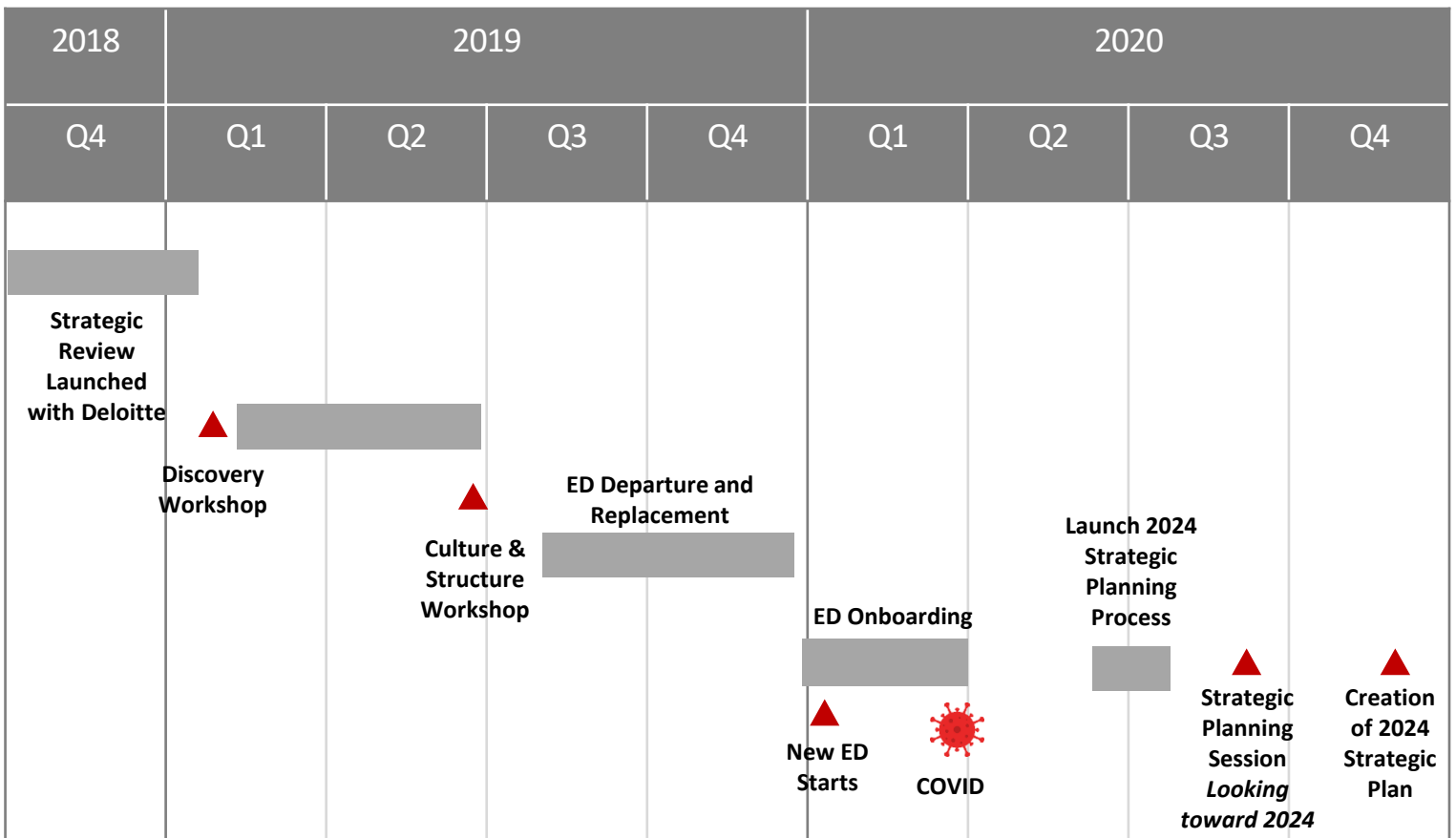
The CEC strategic review process began in 2019 with a pro-bono volunteer engagement with Deloitte Consulting – [final report linked here](#). 2020 kicked off with the onboarding of the new Executive Director (ED). A refreshed strategic planning process began in mid-2020 with a view to looking ahead to 2024.

## OBJECTIVE OF THE STRATEGIC REVIEW

*How will the CEC align and prioritize key initiatives to support the Canadian competition climbing community by 2024?*

## STRATEGIC REVIEW INPUTS

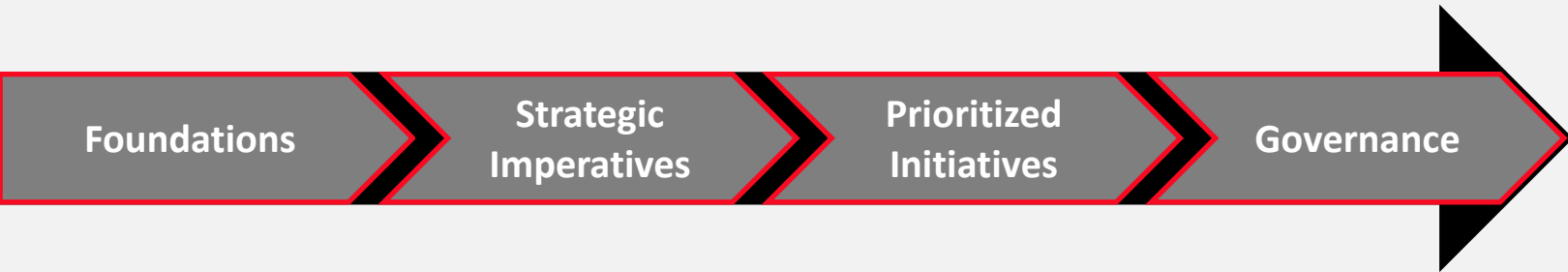
Interviews & Focus Groups	Community Survey	NSO Maturity Model (Deloitte)	Strategy Workshops
36 interviews with strategic partners, members, employees, athletes and subject matter experts	93 survey responses with representation from a variety of CEC stakeholder groups	A Deloitte maturity model outlining best practice for national sporting organizations	Working sessions with CEC board, staff and community members to validate strategic choices





# CEC STRATEGIC MODEL COMPONENTS

CEC’s strategic model below provides the basis for determining CEC’s strategic direction and how we will get there



STRATEGIC COMPONENT	DESCRIPTION
<b>Foundations</b>	Outlines why CEC exists, what we believe in and aspire towards over the next four years
<b>Strategic Imperatives</b>	<p>The key pillars CEC will prioritize and success criteria to bring them to life</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 20%;"> <b>PERFORMANCE PATHWAY</b> </div> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 20%;"> <b>ENGAGEMENT &amp; COMMUNICATION</b> </div> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 20%;"> <b>PARTNERSHIP INTEGRATION</b> </div> <div style="border: 1px solid black; padding: 10px; text-align: center; width: 20%;"> <b>FINANCIAL SUSTAINABILITY</b> </div> </div>
<b>Prioritized Initiatives</b>	Actionable commitments to achieve the success criteria
<b>Governance</b>	Ensures accountability for implementation and sustainment of the plan

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# CEC

## PURPOSE & VALUES

The purpose and values set the foundational CEC mandate and hold the organization and its partners accountable to behaviours in line with CEC’s core beliefs

### OUR PURPOSE: Why we exist

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*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.***

### OUR VALUES: What we believe in

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CEC promotes and lives the following values in our work and through our actions:

#### Community

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

#### Transparency

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

#### Pursuit of Excellence

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

#### Integrity

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

#### Inclusion

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

#### Athlete-centered

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

# CEC




## 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...

	<b>Frameworks</b>	Systematic documentation for coaches, officials, route-setters, belayers and gyms to achieve certifications against a set of national standards
	<b>Athlete support</b>	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)
	<b>Events</b>	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)
	<b>Community engagement and communication</b>	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)
	<b>Operations</b>	Efficient, low-cost, fully staffed operations with a secure infrastructure of systems, processes, policies and procedures
	<b>Funding</b>	A sustainable funding model that provides year-over-year revenue stability without heavy reliance on any one source for grants or sponsorship
	<b>Safe Sport &amp; Inclusion</b>	A diverse, inclusive and safe climbing community where all climbers feel welcome

# 2.0

## STRATEGIC IMPERATIVES



# CEC

## 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
<b>Performance Pathway</b>	<ul style="list-style-type: none"> <li>• To provide structure, standards and frameworks to ensure all athletes along the performance pathway can reach their high-performance potential</li> <li>• 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</li> <li>• To build a pipeline of high potential athletes and provide support along their journey, in collaboration with PTSO’s and gyms</li> </ul>
<b>Engagement &amp; Communication</b>	<ul style="list-style-type: none"> <li>• To create a strong sense of engagement, two-way dialogue and transparency among the members of the Canadian climbing community</li> <li>• To ensure that all stakeholders can access the information they need, when they need it</li> </ul>
<b>Partnership Integration</b>	<ul style="list-style-type: none"> <li>• To develop alignment and clarity on roles and responsibilities of the CEC and its network of partners (PTSO’s Gyms, etc.)</li> <li>• To build a culture of collaboration to support execution of CEC’s and our partners’ programming and initiatives</li> </ul>
<b>Financial Sustainability</b>	<ul style="list-style-type: none"> <li>• To de-risk operations by identifying and pursuing more consistent and reliable sources of revenue</li> <li>• To create a clear value proposition and mechanism for stakeholders, both within the community and outside it, to provide financial support to CEC</li> <li>• To provide athletes and our community with the support they deserve</li> </ul>

# CEC

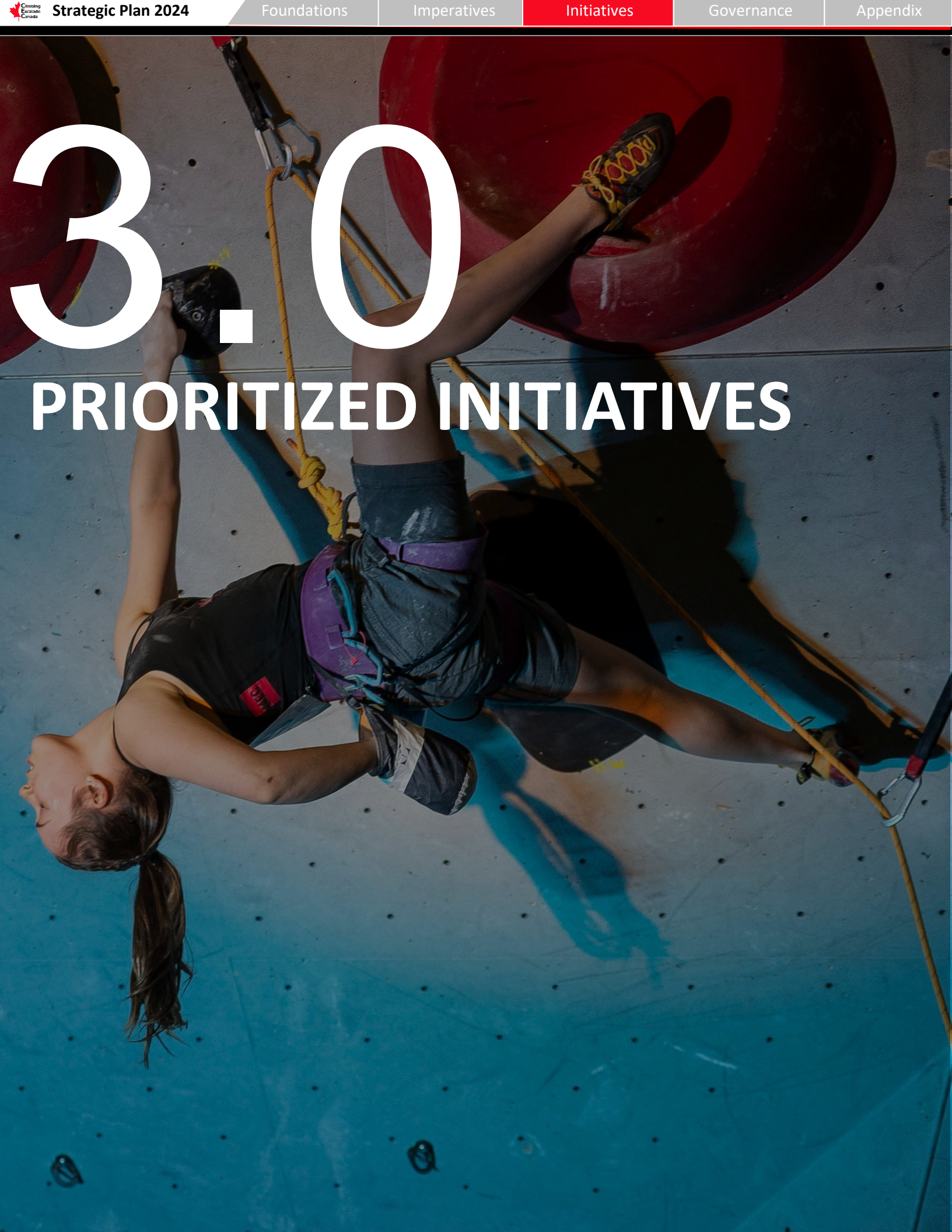
## SUCCESS CRITERIA

Tangible success criteria will be used to stay accountable to meeting the strategic objectives. The below success criteria highlight the 2024 measurement tactics.

Strategic Imperative	2024 Success Criteria (progress to measured via annual community survey)
<b>Performance Pathway</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Standardized frameworks and structures exist for:               <ul style="list-style-type: none"> <li>• Provincial and National coaching</li> <li>• Climbing-specific LTAD</li> <li>• Training benchmarks</li> <li>• Training tools for officials (belayers, judges, route setters, etc.)</li> </ul> </li> <li><input type="checkbox"/> 50% adoption and 70% awareness rates of frameworks and structures by grassroots competitive coaches and officials</li> <li><input type="checkbox"/> 90% adoption and 100% awareness rates of frameworks and structures at the national level by coaches and officials</li> <li><input type="checkbox"/> 90% athletes, coaches and officials surveyed feel supported by CEC</li> <li><input type="checkbox"/> 100% of athletes surveyed feel safe and included in the sport</li> </ul>
<b>Engagement &amp; Communication</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 70% of athletes feel clarity on the criteria and benchmarks they need to meet to qualify for regional events, national events and to be selected into the High Performance Program</li> <li><input type="checkbox"/> 90% of the competition climbing community is aware of the resources CEC provides and knows where to access them</li> </ul>
<b>Partnership Integration</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 80% of partners have a positive sentiment about CEC</li> <li><input type="checkbox"/> 80% of partners feel CEC is both transparent and collaborative</li> <li><input type="checkbox"/> 80% of the partners in the climbing community understand their role and responsibilities in collaborating with CEC</li> </ul>
<b>Financial Sustainability</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sustainable funding model exists and is communicated to the community</li> <li><input type="checkbox"/> Sign at least 1 new private sponsorship contract</li> <li><input type="checkbox"/> Renew Sport Canada funding and secure at least one additional public fund</li> <li><input type="checkbox"/> Value based membership model developed and piloted</li> </ul>

# 3.0






## PRIORITIZED INITIATIVES







# 2021 - 2024 STRATEGIC INITIATIVES

Based on the identified imperatives, the following high impact initiatives were identified.





## 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



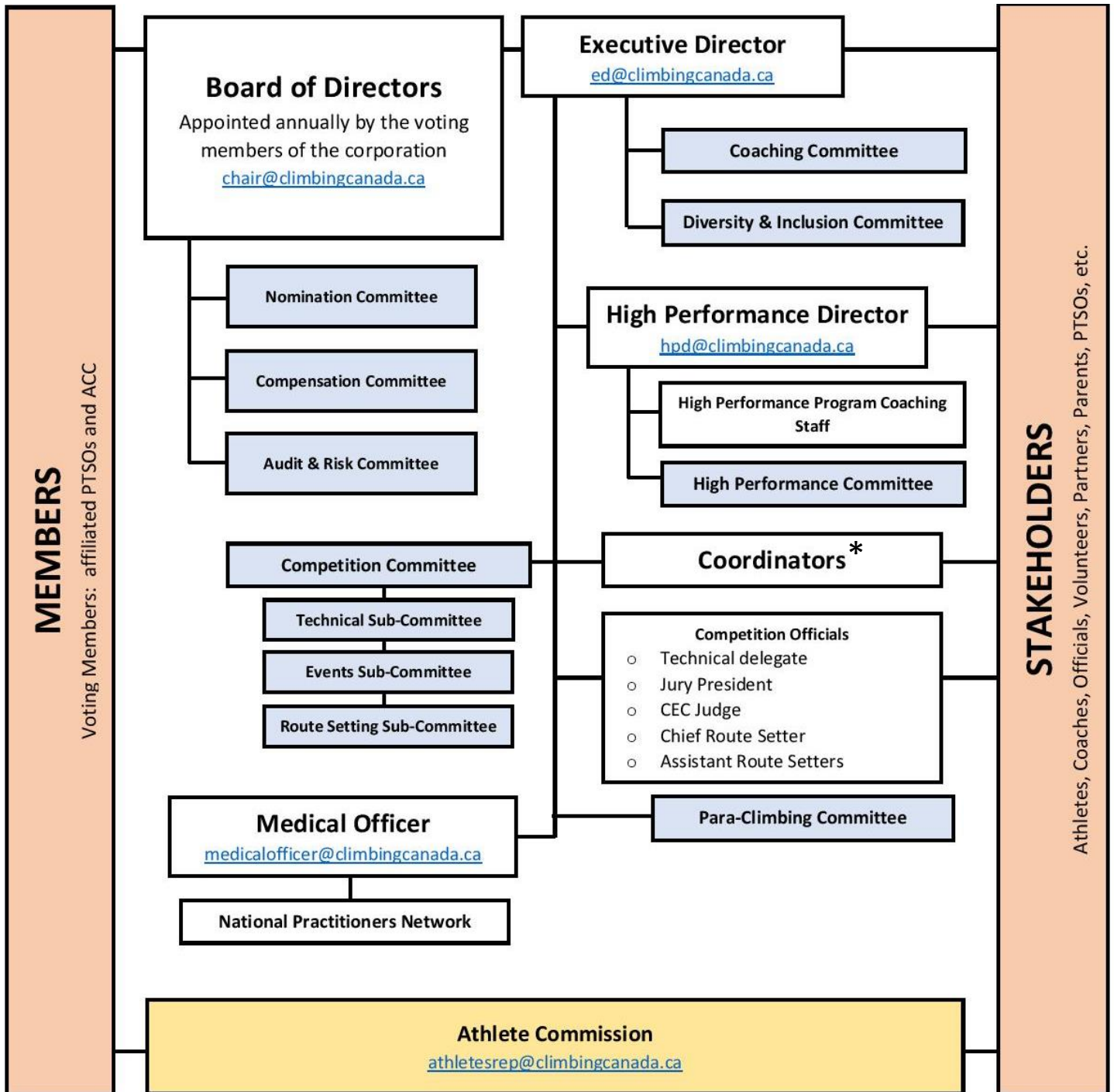
# 4.0

## GOVERNANCE STRUCTURE



# GOVERNANCE STRUCTURE

The CEC governance structure supports the implementation of the initiatives. Each role within the below governance model has a range of responsibilities to ensure successful delivery of the initiatives.



\*Coordinator positions may vary from time to time depending on the current needs of the organization and available funding.

To know who is currently in roles, please consult the CEC website: <http://climbingcanada.ca/en/contactinfo/>

# GOVERNANCE STRUCTURE

The governance structure supports the implementation of the initiatives. Each individual in the below governance model has a range of responsibilities to ensure successful delivery of the initiatives.

Role	Responsibilities
<b>Board of Directors</b>	The primary function of the directors of CEC is to supervise the management of the business and affairs of CEC. The fundamental objectives of the Board are to enhance and preserve long-term value for its members and the climbing community by leading, promoting and developing competition climbing in Canada and to ensure that CEC conducts business in an ethical and safe manner. In performing its functions, the Board considers the legitimate interests that stakeholders, such as athletes, community members and employees may have in CEC. In carrying out its stewardship responsibility, the Board, through the Corporation's Executive Director, also sets the standards of conduct for CEC.
<b>Executive Director</b>	The role of the CEC Executive Director is to manage and execute CEC's day-to-day functioning in all areas of operations – from strategic planning, budgeting and financial management through marketing, communication and 'back-office' activities.
<b>High Performance Director</b>	The CEC High Performance Director is responsible for the development, planning, management, and execution of all national team programs and initiatives, ensuring consistent and sustained performance excellence at the international level, such as World Cups, World Championships and Major Games.
<b>Coordinators</b>	CEC will grow through Coordinator positions, such as Event Coordinator, Safe Sport Coordinator, Programs Coordinator. These positions are contractual, and their goal is to support the ED and HPD in the operations of the CEC. All coordinator positions may not be filled at all times depending on the current needs of the organization and available funding.
<b>Medical Officer</b>	The Medical Officers of CEC are volunteer-based positions occupied by health professionals. Their role is to support the HPD and the high-performance athletes in respect to their health, injury prevention, and injury recovery.
<b>Athlete Commission</b>	The primary function and core responsibility of the Athlete Commission is to represent and promote the views and interests of athletes to the Board of Directors of CEC, with the ultimate goal of encouraging the best conditions for athletes to grow, train, and compete in the sport of climbing.
<b>Members and Stakeholders</b>	As per CEC bylaws, the voting members of CEC are the PTSOs and the Alpine Club of Canada. The voting members appoint the Board of Directors (BOD), who hires the Executive Director (ED). The ED is responsible for the hiring and management of the corporation's employees. The BOD, the ED, and all of CEC's staff work for the stakeholders' best interest – athletes, parents, volunteers, coaches, officials, gyms, PTSOs, etc.

# WANT TO LEARN MORE?

## This plan is dynamic.

There is a deep desire from Canada's Climbing Community to work together to determine CEC's success.

Through the Strategic Plan, we are committed to becoming more purposeful and making positive change for our members and the broader climbing community.

CEC has benefited from many voices in the shaping of the strategic plan. And like those voices, this plan is a living, dynamic document that will grow and evolve with the organization; providing a solid foundation for planning between now and 2024. We welcome any feedback as we go on this journey together.

Interested in learning more or getting involved?  
***Get in touch.***

General Inquires: [info@climbingcanada.com](mailto:info@climbingcanada.com)

CEC ED: [ed@climbingcanada.ca](mailto:ed@climbingcanada.ca)

CEC Chair: [chair@climbingcanada.ca](mailto:chair@climbingcanada.ca)

Want to get the inside scoop?  
***Sign up for the CEC newsletter.***

<http://climbingcanada.ca/en/cec-newsletter/>

Are you an athlete and have questions, concerns or feedback?  
***We would love to hear from you – reach out to our athletes representative.***

Athlete Commission: [athletesrep@climbingcanada.ca](mailto:athletesrep@climbingcanada.ca)

# APPENDIX

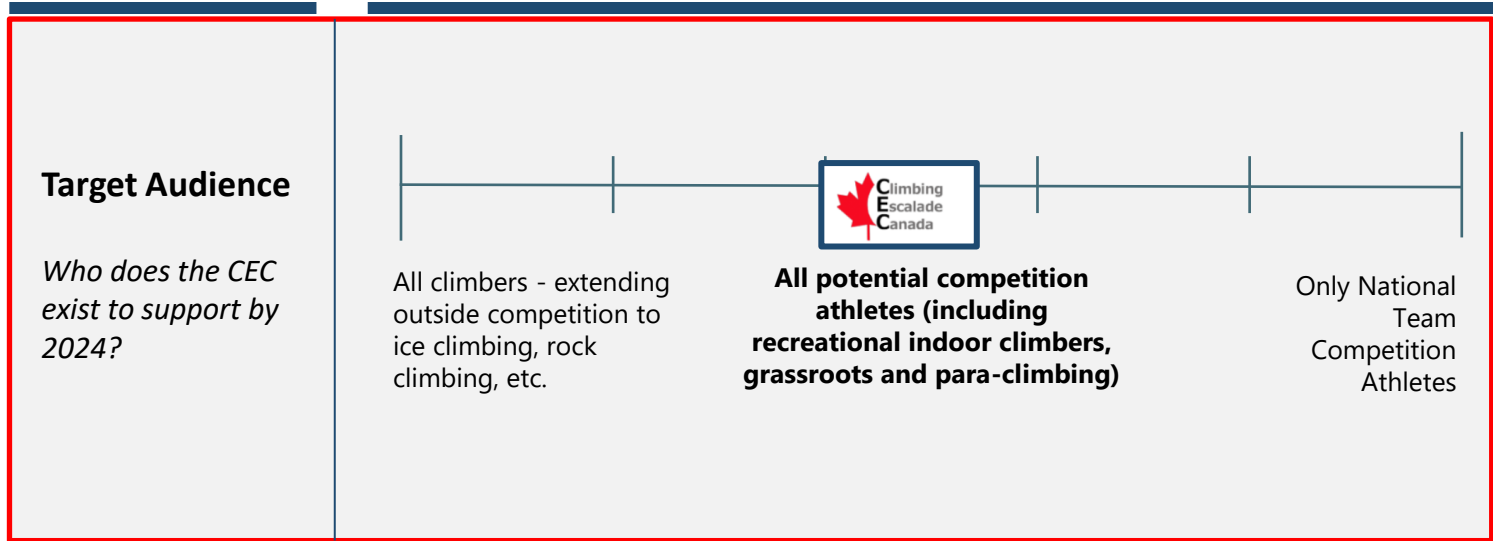
# Strategic Choices



# STRATEGIC CHOICES (1/4)

Throughout the strategic review process, stakeholders desired clarity on key strategic choices. During the strategic planning session, CEC board and staff defined the desired choice to meet the communities needs.

## Strategic Choice      Choice Spectrum and CEC’s Desired Choice



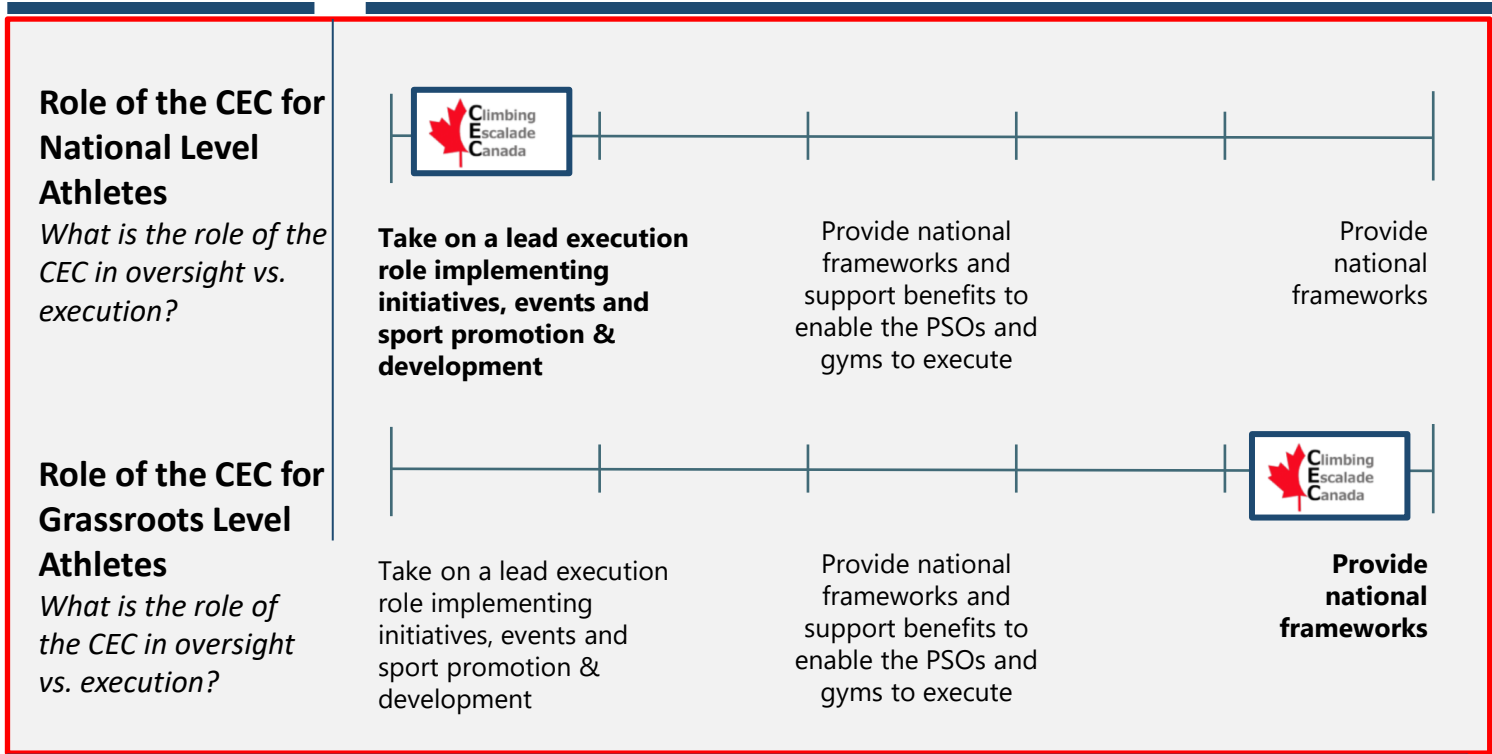
### Strategic Choice Narrative:

- **CEC exists to support all competition climbing athletes along the performance pathway** – this ranges from recreational indoor climbers all the way to national team athletes (inclusive of para-climbing athletes).
- **CEC support will look different depending on where the athlete is on the performance pathway:** from guidance → influence → execution
  - Support at recreational and grassroots levels will be about providing guidance and frameworks, while heavily leveraging partnerships with PTSO’s and gyms to execute
  - Support for national level athletes and above will be more hands on and execution focused

# STRATEGIC CHOICES (2/4)

Throughout the strategic review process, stakeholders desired clarity on key strategic choices. During the strategic planning session, CEC board and staff defined the desired choice to meet the communities needs.

## Strategic Choice      Choice Spectrum and CEC’s Desired Choice



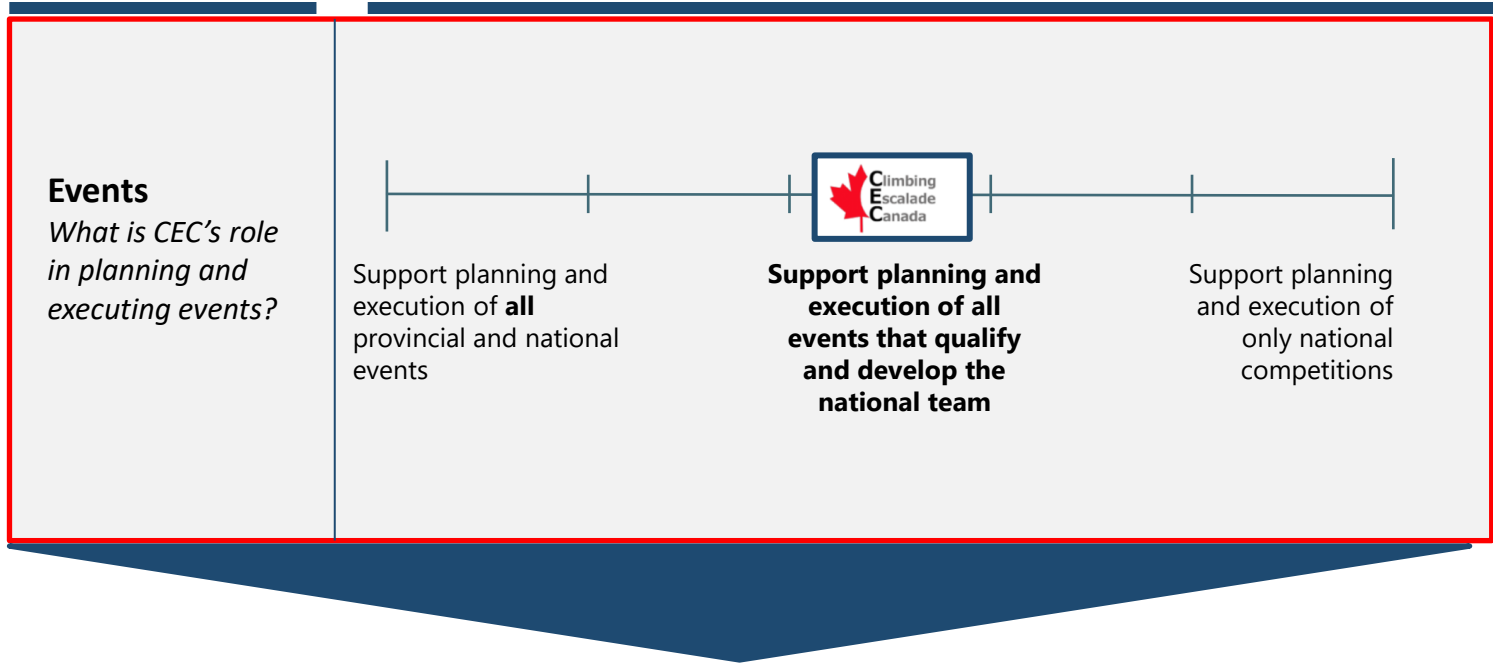
### Strategic Choice Narrative:

- **CEC will take a lead execution role for implementing events, promotion and development programming for national level athletes.** The further along the performance pathway an athlete is, the more support they will receive directly from the CEC.
- **For grassroots level athletes, CEC will provide high level frameworks and national guidance that PTSO’s and gyms can use, if they wish,** to support in the execution of events, and in promotion and development for recreational and provincial level athletes.
- **Recognition that the CEC will need to rely on close collaboration with a range of partners** in the climbing community to execute on strategic initiatives at a local and provincial level

# STRATEGIC CHOICES (3/4)

Throughout the strategic review process, stakeholders desired clarity on key strategic choices. During the strategic planning session, CEC board and staff defined the desired choice to meet the communities needs.

## Strategic Choice      Choice Spectrum and CEC's Desired Choice



### Strategic Choice Narrative:

- **CEC will directly support planning and execution of events that qualify the national team** – this includes national level training camps and selection camps for the national team
- **CEC will indirectly support provincial events by providing lessons learned and guidance** for training camps that the PTSO's can use, *if they wish*, to support their own event planning for provincial competitions and training camps

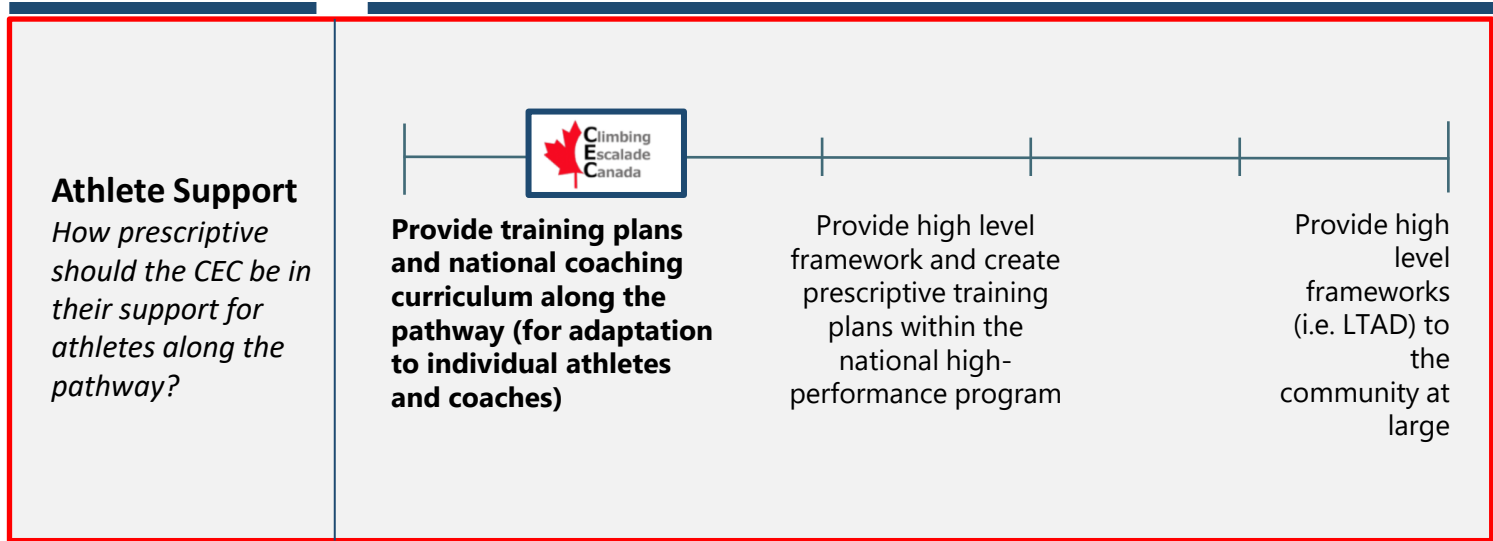


# STRATEGIC CHOICES (4/4)

Throughout the strategic review process, stakeholders desired clarity on key strategic choices. During the strategic planning session, CEC board and staff defined the desired choice to meet the communities needs.

## Strategic Choice

## Choice Spectrum and CEC's Desired Choice



### Strategic Choice Narrative:

- CEC will provide athlete development matrix, training guides and national coaching curriculum to **enable the support of athletes all along the performance pathway**
- **This national level curriculum and training guidance will be given to the PTSO's and gyms for adaptation** to individual athletes and coaches
- **There will be no requirement to use the national documentation provided, but it can be used as needed** by individual gyms and PTSO's to support development of their local and provincial athletes and align to the national level program