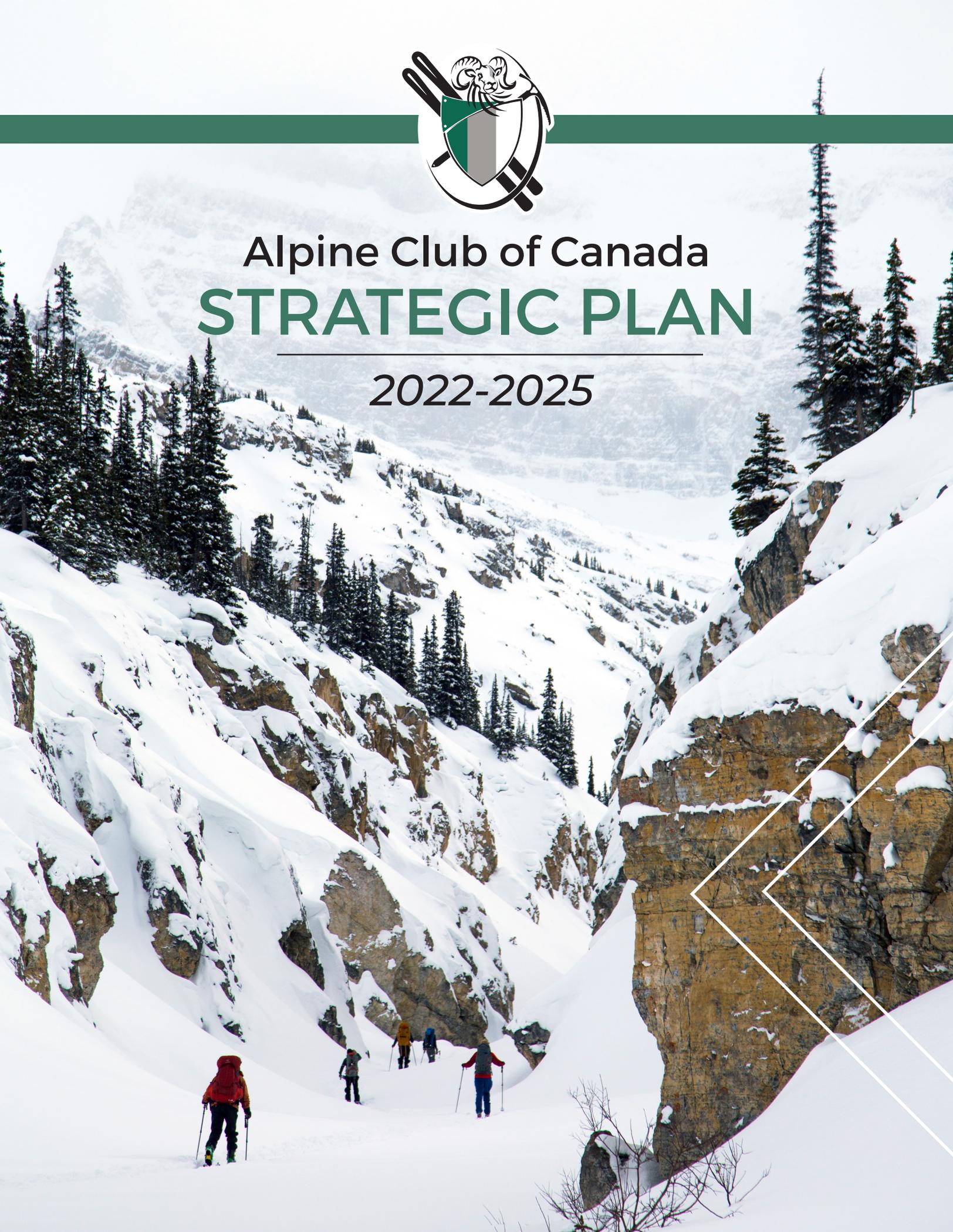




Alpine Club of Canada **STRATEGIC PLAN**

2022-2025



President + Executive Director's Message



Looking ahead to 2025: *Our common future*



We are excited to share with you The Alpine Club of Canada's strategic plan that will carry us through the next three years.

The changes in leadership last May have led to a deep dive into the governance and operations of the club. We questioned some of what we do and explored new possibilities. This resulted in what we hope is a fresh way of looking at the organization and the environment it operates in. It's clear that, more than ever before, we live, work, and play in a world of rapid change. Over the last few years, we've been faced with confusing, sensitive, and daunting tasks, operationally and foundationally.

The outdoor recreation industry faces incredible challenges, from demand/capacity management to inclusive access to programming, and most importantly environmental sustainability and climate change adaptation.

As a club, we've long held on to our mountaineering legacy, which represents a key contribution to Canadian history and culture. While we will continue to celebrate our documented heritage, it is time to recognize that there were others before us, whose voice still needs to be heard and that the future will look considerably different than the past has. We're also acknowledging that we need to address the inequities that have long existed in the industry.

Climbing and mountaineering have long defined a subculture of people pushing exploration, their physical limits, telling stories around the fire or inside a tent at the base of a remote peak. People living simply and for the pursuit of a life of mountains and the vertical world. The glamourization of this subculture through

new digital media has changed its distinctiveness. We must embrace this and adapt our activities and the celebration of this evolving mountain culture in all its forms.

These changes have spurred the growth of commercial operations to take people outside and summiting personal and physical mountain objectives in countless ways. It just means we need to keep refining what we have to offer, keep it authentic, and as a charitable organization, remind ourselves that our mission needs to remain one of social impact.

Today, the ACC and the context it operates in are considerably more complex than they were 50, 30 or even 20 years ago. While our operations are professionally run, we rely heavily on volunteers to service our members at the local level. Volunteerism has carried the club through many decades of delivering amazing experiences. And knowing that volunteering is challenging to maintain with consistency nowadays, we need to better equip and empower people in the right places, to keep aiming for the stars. We need to lead from the top but build from the bottom.

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President + Executive Director's Message



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One of our biggest concerns and a daunting task is defining the balance we need to protect our biggest stakeholder: the environment. From our engagement and visioning exercise, we know that this is top of mind for our members, as well as mountaineers and climbers around the world. It needs to be a collective effort driven by guiding principles and actions.

Clearly, the themes of the next three years are change, capacity building, and resiliency. Reaching our ambitious aspirations will take time.

We have started working with sections to better understand their unique history and background, their opportunities, and challenges. We aim for more effective communication so we can better support their endeavors and share best practices between sections. We are modernizing our structure, processes, and systems so we can build a more resilient, adaptable, and nimble organization, including but not limited to, our governance and oversight practices.

We are developing a more collaborative work environment characterized by greater information sharing, empowerment, responsibility, and accountability. We are building shared processes for planning, budgeting, and operational management. This will enable us to look to the future with confidence. Some of our key initiatives include a renewed focus on safety and inclusion. We have relaunched our health and safety program,

updated our emergency response plans, and are enforcing our Code of Conduct to enhance safety awareness within the club. We will be offering diversity, equity, and inclusion training throughout the club in a bid to shift to a more welcoming, respectful, and inclusive culture.

We are also intent on developing a sustainability plan and taking steps to reduce our carbon footprint as well as ensuring that we are good stewards of the environment and take a balanced access approach to our environmental impact. We are installing renewable energy systems in our huts, and we have relaunched our volunteer hut ambassador program to promote hut etiquette and responsible access to the mountains. We are also working on advocacy policies and approaches, so sections are better equipped to deal with important environmental issues.

We know there are still many big questions to answer, and we're committed to deeper listening and navigating our way through a clearer vision for the future. And we need you alongside to help bring it to its full potential. It is the beginning of what we hope will be a new era for the club to bring together and give voice to Canada's mountain community and what defines it today.

Isabelle Daigneault, *President*

Carine Salvy, *Executive Director*



With input from ACC staff, and informed by an extensive club-wide visioning process in 2022, this Strategic Plan describes the club's goals for 2022 to 2025, and the steps we will take to achieve them.



ACC Vision, Mission + Values



The Alpine Club of Canada is guided by the following Vision, Mission and Values statements. These represent the principles and beliefs of the ACC, going back over 100 years. These statements were formally adopted in December of 2014 and updated in 2016.

Vision

To bring together, and give voice to, Canada's mountaineering community.

Mission

The Alpine Club of Canada promotes alpine experiences, knowledge and culture; responsible access; and excellence in mountain skills and leadership.

Values

- ▶ **Foster belonging** and enhancement of the human spirit through the connection to and value of mountains and mountain sport.
- ▶ **Generosity:** Sharing of knowledge of the mountain environment and recreational best practices with others.
- ▶ **Safety:** To practice and promote safety in the mountain environment at all times.
- ▶ **Inclusivity:** Recognize that personal fulfillment in the outdoors has diverse expressions, but a common foundation in personal and environmental responsibility.
- ▶ **Curiosity:** Seek to continually understand and adapt. This applies to each other but also to our environmental footprint.
- ▶ **Respect:** Respect of people, the environment, and our mountaineering legacy.

Strategic Imperatives



Effectively serve our members from coast to coast to coast



We have diverse members who join the Club for a variety of reasons. Sections have first-hand knowledge of our members; they interact with them on a regular basis and generate an emotional bond with them. The office has an arm's length relationship with members, centered around functional benefits. More operational support is needed at the local level.

Strengthen our identity and communicate with more relevance to our stakeholders



We know what we do and why. However, our social impact as a not-for-profit charitable organization and how our members perceive it is not clear, which makes our internal and external communication confusing. The experience is inconsistent across channels. We need to develop clear messages expressing our identity and purpose and communicate them in a structured manner.

Sustainability and inclusion permeates everything we do



We want to be more inclusive, sustainable, and environmentally focused. We should clearly express our social and environmental convictions. Environmental awareness and inclusiveness is considered and addressed in everything we do.

Find synergy and develop capacity in our federated structure



Our federated structure hinders our ability to harness volunteer resources effectively to serve members. We rely on sections, rather than the Canmore office, to engage with members. The office needs to coordinate more closely with sections to provide the services, support, training, and access that best serve our members.

Develop resiliency: Solidify our operational and financial foundation



There has been a lack of strategic direction for staff and sections. We have operated in a reactive and opportunistic manner, with limited planning and anticipation. We want to address long-standing operational issues by implementing more efficient systems and processes, forward-looking management and decision-making tools.

Success Criteria by October 2025



Desired Outcome	Success Criteria
<p>Increased awareness, relevancy, and sense of community within the Club</p>	<ul style="list-style-type: none"> • 75% of members report full awareness of the club’s offering locally and nationally • Member retention has increased • Membership better reflects the diversity of the people of Canada • Our sections’ capacity is enhanced and there is relevancy but also consistency of the ACC experience across the country
<p>Diversity, safety, equity, and inclusion is integrated into the fabric of our culture</p>	<ul style="list-style-type: none"> • 100% of staff, volunteers and members report feeling welcomed, included, and treated fairly • Voices of diversity are amplified in our communication
<p>Sustainability and the environment are at the forefront of everything we do: programs and strategy are implemented</p>	<ul style="list-style-type: none"> • 75% of members report being aware of what they can do to be good environment stewards and are informed of the Club’s own initiatives • We’ve measured our national carbon footprint and have a plan to reduce it
<p>Funding is clearly structured and diversified through our own operations, grants, and active fundraising</p>	<ul style="list-style-type: none"> • 90% of operational needs are funded internally • Fundraising is diversified through grants, donations, and partnerships
<p>Consistent and well-defined user experience (in quantity and quality) with Programs and Facilities</p>	<ul style="list-style-type: none"> • Our programming and accommodations offer a consistent, well-defined experience (in quantity and quality) that is aligned with our mission and meets the needs and aspirations of our members



The high-level organizational objectives that will guide us.

1. Increase operational efficiency, in support of member services

- A supportive operational and governance structure for sections is defined and an implementation plan is outlined by October 2023.
- IT systems are stable and support cross-functional and member needs by October 2023.
- We operate a diverse portfolio of huts to serve the needs and expectations of our diverse members and we have defined an optimal operating model for each facility (by 2025).
- We have defined a methodology (based on access and outdoor pursuits) to help us determine if/where/when we want to grow our portfolio of backcountry huts.

2. Our programming meets the needs of a diverse membership and fulfills our mission

- Sections are supported in deploying their programming for diverse members, locally and nationally (by 2024).
- Programs offered by the Canmore office reflects the full breadth of mountaineering skills. We offer programs targeting all ages (including youth) and underrepresented groups (by 2024).

Strategic Goals by October 2025



3. A strong brand voice with clear and relevant communications internally and externally

- A deeper understanding of our members so we can personalize the communications and the media we use (late 2023).
- A planned external outreach to partners and media (where necessary) to share our story and hear theirs, starting in 2024.

4. Diversity, Equity and inclusion planning and training

- Policies and values are representative of goals.
- Training is deployed in the autumn of 2023.

5. Sustainability is integrated in all aspects of our operations and activities

- We aim for environmental leadership through a nationwide sustainability plan, including national renewable energy plan to achieve net zero in due course (by late 2024).
- Sections have their own sustainability plan, developed with the support of the Canmore office (by 2025).
- Advocacy and education pillars are defined (i.e., climate resiliency, leave no trace etc.)

6. A structured long-term funding approach is developed

- Our operations are predominantly internally funded through huts, programs, and membership.
- We have a fundraising strategy around grant writing, donation cultivation and management for our various funds (by 2024).



The Alpine Club of Canada // 2022-2025 Strategic Plan