



**ALPINE CLUB
OF CANADA**

**CLUB ALPIN
DU CANADA**

ANNUAL REPORT 2023



+ Introduction



From our president and executive director

purpose, we undertook a thorough examination of who we are and what brings us together. Our revitalized identity is poised to resonate more profoundly and consistently across geographies while maintaining a local presence.

Throughout the year, we endeavoured to serve our mountain community. We conducted numerous camps, courses, and a successful General Mountaineering Camp in the Chess Group. Furthermore, substantial investments were made in our network of front and backcountry huts, ensuring safe access for our members through critical upgrades and maintenance projects.

We also worked on our governance by conducting a strategic review of our federated structure. This work shed light on the intricacies of our organization, enabling us to optimize volunteer efforts and disseminate best practices effectively.

The significant progress we made is largely thanks to the collective dedication of our board, the Canmore team, and the tireless members, volunteers and donors who propel us forward.

At a time when our society needs more authentic connections to each other and the natural world around us, we are ready for this next chapter. You are the ACC, we are the ACC and as we turn to the future, it's looking very bright.

Amidst the rapid evolution of our world, The Alpine Club of Canada remains steadfast in its mission to encourage the journey of self-discovery and connection to others and the natural environment through mountain climbing.

In 2023, we embarked on the first year of our stakeholder-driven three-year strategic plan, with a resolute focus on enhancing our support for sections and members. Our strategic vision is centred on awareness, relevance, and community spirit within our club. Recognizing the need for a deeper understanding of member experiences and their alignment with our

“ ...as we turn to the future,
it's looking very bright.
...nous nous tournons vers
l'avenir, qui s'annonce très
prometteur.

Face à l'évolution rapide de notre monde, le Club Alpin du Canada reste fidèle à sa mission d'encourager la découverte de soi et le rapprochement avec les autres et l'environnement naturel par la pratique de l'alpinisme.

Nous avons entamé en 2023 la première année de notre plan stratégique triennal axé sur les parties prenantes, en mettant résolument l'accent sur l'amélioration de notre soutien aux sections et aux membres. Notre vision stratégique est centrée sur la sensibilisation, la pertinence et l'esprit de communauté au sein de notre club. Conscients de la nécessité de mieux comprendre les expériences des membres et leur adéquation avec notre objectif, nous avons entrepris un examen approfondi de qui nous sommes et de ce qui nous rassemble. Cette identité revitalisée résonne plus profondément et de manière plus cohérente à travers les zones géographiques tout en maintenant une présence locale.

Tout au long de l'année, nous nous sommes efforcés de servir notre communauté montagnarde. Nous avons organisé de nombreux camps et formations, ainsi qu'un camp d'alpinisme général couronné de succès dans le groupe Chess. En outre, des investissements substantiels ont été réalisés dans notre réseau de refuges d'avant-pays et d'arrière-pays, garantissant à nos membres un accès sûr à la montagne grâce à des projets essentiels de modernisation et d'entretien.

Nous avons également travaillé sur notre gouvernance en menant une revue stratégique de notre structure fédérée. Ce travail a permis de mettre en lumière les subtilités de notre organisation, ce qui nous a permis d'optimiser les efforts des bénévoles et de diffuser efficacement les meilleures pratiques.

Ces avancées significatives sont en grande partie dues au dévouement collectif de notre conseil d'administration, de l'équipe de Canmore et des membres, bénévoles et donateurs infatigables qui nous poussent à aller de l'avant.

À une époque où notre société a besoin de liens plus authentiques les uns avec les autres et avec le monde naturel qui nous entoure, nous sommes prêts pour ce nouveau chapitre. Vous êtes le CAC, nous sommes le CAC et nous nous tournons vers l'avenir, qui s'annonce très prometteur.

Isabelle Daigneault
President

Carine Salvv
Executive Director

+ Strat Plan Recap

Our 2022-2025 strategic plan has guided our actions for the past 18 months. Informed by an extensive club-wide consultation process, it captures the outcomes we wish to achieve and the steps we take to reach our goals.

These initiatives aim to reposition our sections and members at the centre of everything we do. This is conveyed by our updated organizational chart and drives all our decisions.

Strategic Goal 1

Increased operational efficiency in support of member services, adequate operational and governance structure for sections, stable systems and efficient processes that support cross-functional and member needs.

Strategic Goal 2

Our assets meet the needs of a diverse membership and fulfill our mission. Our Adventures offering and our diverse portfolio of huts meet the needs and expectations of our members. Sections are supported in deploying their programming.

Strategic Goal 3

A strong brand voice with clear and relevant communications internally and externally. Members live out our shared values and are fully aware of our offering.

We are at home
in the mountains.

Strategic Goal 4

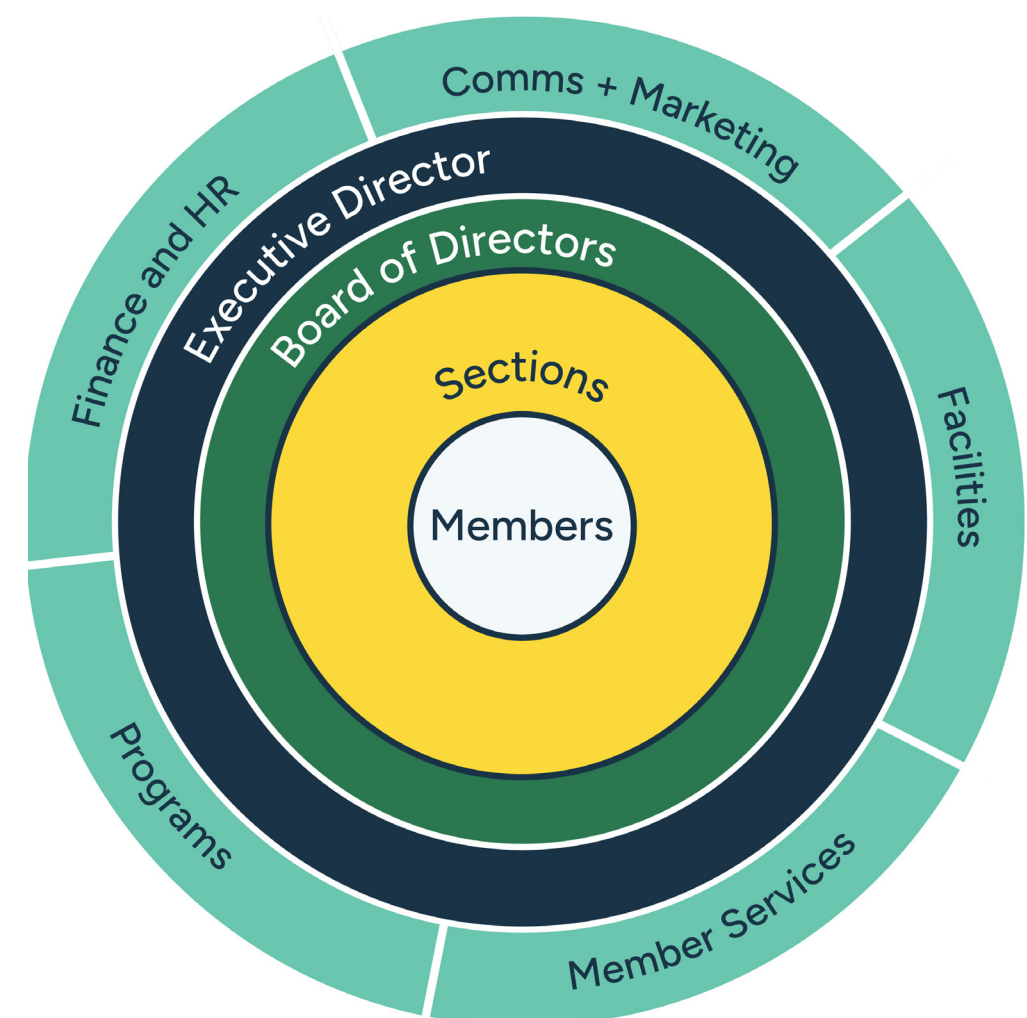
Safety, diversity, equity, and inclusion are integrated in our culture. Volunteers, members, and staff report feeling welcomed, included, and treated fairly. Safety is paramount.

Strategic Goal 5

Sustainability is integrated in all aspects of our operations and activities. We foster a culture of sustainability within our membership, we promote and advocate for sustainability initiatives nationally and through our sections.

Strategic Goal 6

A structured long-term funding approach is developed. Our operations are predominantly internally funded and we diversify our resources through fund development and grant writing.



Organizational chart

Our Members

The first goal of our strategic plan is to better serve our members and sections. Here's how we did that in 2023:

Membership

With over 15,500 members across Canada, membership is at an all-time high. Thanks to a passionate group of mountain enthusiasts out of Invermere BC, the new Bugaboo Section was formed.

Volunteers

Volunteers run sections, lead trips, put on events for their communities and make our community strong. We are grateful and humbled by their contributions. The club honoured 18 members with volunteer awards in 2023.

Environment + Access

The sixth edition of the State of the Mountains Report was published, providing information about the forces that are influencing Canadian mountain places, ecosystems and communities. A total of \$8,300 was awarded through Environment Grants.

Events

The ACC held the 2023 Mountain Guides Ball and participated in the Banff Mountain Film Festival. The May section forum gathered representatives from 19 different sections and for the first time, the fall section forum was open to all section executives as a series of virtual meetings.

Ever-shifting mountainscapes, trees stretching to meet the sky, the drum of cold rushing water — in the mountains we find solace, connection, adventure, and the feeling of being alive.

After an extensive consultation process in 2022, we held meetings with each section to better understand their needs and challenges so we could address them more effectively. In addition to the bi-annual section forums, we now communicate with sections through monthly newsletters and webinars and a shared document platform.

Our new visual and verbal identity seeks to capture the essence of who we are and what we do. We are a community of mountain lovers, we value our heritage and rich history, we are stewards of the environment, and we thrive on transformative experiences in the mountains.



GOIC 2024

The experience with GOIC (Girls on Ice Canada) drastically changed the way I viewed leadership. It really opened my mind to new ways to be a leader that were kinder and fairer to my teammates. It also made me a lot more confident in myself, my body, and my knowledge. I made a lot of great friends while taking part in this program who I've been able to reach out to when I encounter problems back in my "old life" as well, which has been invaluable as I've made my transition from high school into university and the working world.

Maya Brown
Girls On Ice participant

15,500

MEMBERS

18

VOLUNTEER
AWARD
WINNERS

\$8,300

ENVIRONMENT
GRANTS
AWARDED

Grants

We continued to support our members through the financial grants program in 2023.

The personal growth is priceless, and this experience is indescribable. It has been an honour to receive the Jen Higgins, a grant to support women on alpine adventures, and I hope that I can help inspire other women to believe in what they are capable of in the mountains. Thank you for the support.

— Jen Higgins Grant recipient



+ Over 12K in grants awarded:

Jen Higgins Grant for Young Women

\$2,245 awarded to Amanda Bischke and Shira Biner for their expedition: Exploratory Climbing in Canada's North: A human powered expedition to the Coronation Glacier.

\$2,000 awarded to Sara Lilley, Sasha Yasinski and Isobel Phoebus for their expedition: A First Ascent to the Great Hall of the Gods.

Jim Colpitts Scholarship

\$1,056 awarded to Antje Gille for an ACC Intro to Mountaineering Course.

Karl Nagy Award

Corey Woolnough was awarded the 2023 Karl Nagy Award for a mentored week at the ACCs 2023 General Mountaineering Camp (\$2,625).

Philippe Delesalle Grant

In 2023, this fund supported a collaborative program between the ACC and Spirit North that welcomed five Indigenous youth into the world of climbing in the Bow Valley. The program had an indoor and an outdoor session.

The Environment Grant

\$4,000 was awarded to Heather Shaw of Living Lakes Canada for their High Elevation Monitoring Project.

\$2,300 was also awarded to the Friends of Bugaboo Park for their East Creek Diversion Toilet Upgrade.

\$2,000 was awarded to Mary Sanseverino and Zac Robinson for their project Mountain Voices: The Mountain Legacy Project and a Century of Change in Western Canada.

Leadership Development

Leadership Development Courses were successfully run in both the winter and summer in 2023 for volunteer trip leaders from ACC sections across Canada. The winter course trained 12 leaders at the Fairy Meadow Hut in January. The summer course ran in August during week 5 of the Chess Group GMC, where 10 leaders attended.



“ In the words of our Summer Leadership Course participants

Thank you for all the new connections and experiences. I will carry them with me in my coming years in the mountains.

My focus is shifting from my own needs to those of the people around me. I will continue to reflect on what is important to me when I climb.

Thank you for your emphasis on connection with oneself, other people, and the environment when we climb.

Our Assets

We endeavour to meet the needs and expectations of our sections and members through our portfolio of facilities and our Adventures offering. These are some of the highlights of 2023.

Hut Network

In addition to the servicing and maintenance of our huts, we carried out several large capital projects at **Kokanee Glacier Cabin** (outhouse expansion and ventilation system upgrade), the **Conrad Kain Hut** (new power generation system), **Fairy Meadow** (new roof), **Peyto** (new cladding), and **Bow Hut** (new vestibule, renovated breezeway, new alternative energy system). We also planned the construction of a replacement hut at **Castle Mountain** which should be built in the summer of 2024.

Adventures

We ran 26 skills courses (avalanche skills, introduction to ski mountaineering, ice and rock climbing, intro to mountaineering). Winter offerings featured both hut-based ski trips and skills courses, as well as a successful pilot program delivering AST 1 training to school groups. In the summer we were proud to support a Colour the Trails Intro to Mountaineering Camp out of Bow Hut.

Clubhouse

The Clubhouse benefited from an upgrade of our utilities (new furnaces and water systems) and the renovation of the Boswell Cabin. Renovation of the lounge and Heritage Room, as well as the Bell Cabin, are also under way.

Shadow Lake Lodge

We revamped the renewable power system at Shadow Lake Lodge and built a new ground mount solar array with 2,500 watts of solar panels. Another new solar array will be installed in the summer of 2024, as well as a new propane deck.

GMC

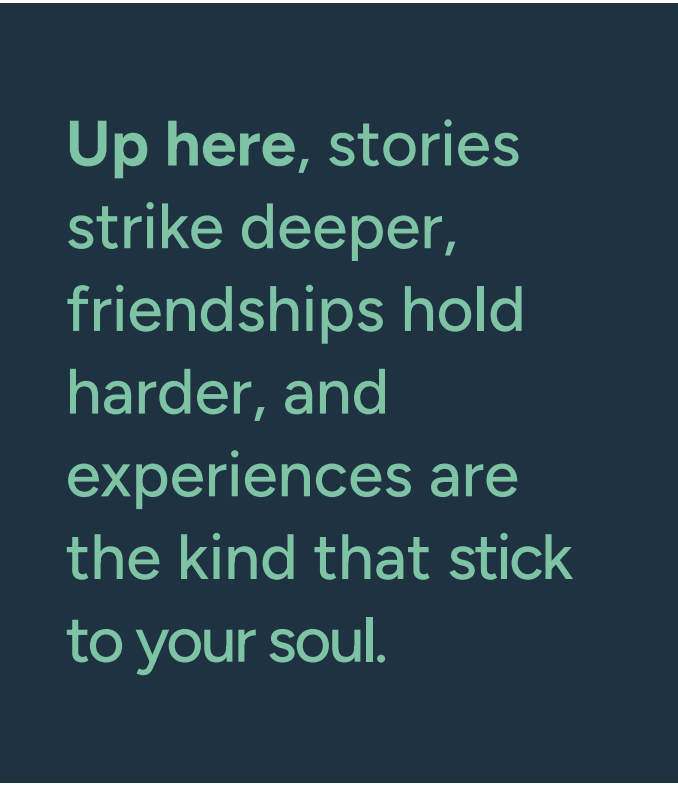
The 2023 edition of the GMC was held in the Chess Group for six weeks, including a week dedicated to artists. The camp was well attended and the annual photo contest provided many of the photos featured in this report.



NEW POWER
GENERATION at
Kain Hut



2,500
WATTS of SOLAR PANELS
at SHADOW LAKE LODGE



Up here, stories
strike deeper,
friendships hold
harder, and
experiences are
the kind that stick
to your soul.



6 weeks
at THE CHESS
GROUP GMC

Marketing + Communications

ACC communications involve telling our club's story in real time, in generational time, and everything in-between. We interact with our members via stories short-lived and permanent; digitally and in print; on the channels where our community lives. 2023 was a year of advancement, improvements, relaunches, and growth.

Canadian Alpine Journal

The 2023 edition of the CAJ included features on first ascents in the Himalaya, Patagonia, Peru, and Greenland, along with reports from all climbing corners of Canada. The CAJ continues to be the flagship publication of the ACC and the permanent record of the year in climbing in Canada and by Canadians abroad.



Gazette

The ACC members' magazine celebrated club news and member-submitted stories from across Canada and internationally in issues published in spring and autumn. Online versions and back issues of the Gazette are available on the club's website.



Member Communications

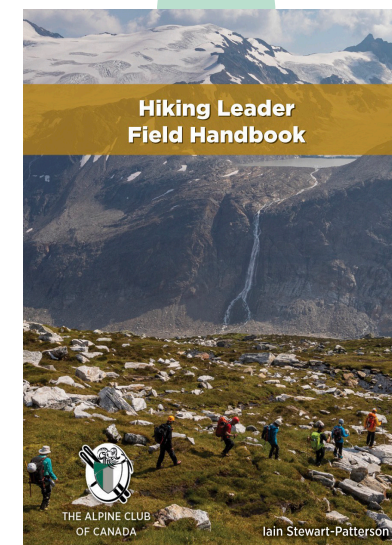
Members have access to newsletters that celebrate different segments of the club, including our mountain community (Dispatch), the club's hut network (Hut Insider), our backcountry lodge (Shadow Lake Lodge Insider) and the GMC (Outpost). The club's offerings, as well as our social media channels, continue to grow and to strongly represent these different segments of the club.

BUILDING COMMUNITY

OUR SUBSCRIBERS ON FACEBOOK, INSTAGRAM, THE ASPECTS BLOG, STATE OF THE MOUNTAINS MICROSITE, AND ALL OF OUR NEWSLETTERS SAW SIGNIFICANT GROWTH IN 2023.

Leadership Handbooks

2023 saw the publication of the Hiking Leader Field Handbook, the first new leadership manual in four years. The club's Technical Training Development Program manuals, and accompanying Lesson Plans, support the ACC's training programs at the section level.



ACC Rebrand

Following the club-wide Visioning Process undertaken in 2022, we engaged brand strategy consultant Kind Atom to begin the process of turning our values into action and establishing a new brand identity for the ACC. This work continued into 2024.

ACC History Book

Work continued in 2023 on a comprehensive history book of The Alpine Club of Canada. This five-year project, authored by mountain historian Chic Scott, is scheduled to be released in a coffee table book format for fall 2026.

ACC Website

In 2023, the ACC website, the primary channel for communicating club news and information to our community, was relaunched to provide a modern and more functional user experience.

10%
total increase
in newsletter
subscribers

35%
growth in visitors
to the ACC
Aspects blog

**Facebook
audience up by
111%**
**Instagram up by
64%**

State of the Mountains

The sixth annual SOTM, published in September, includes essays on People in the Mountains, Life in the Mountains, and Physical Mountains, as well as a historical/modern comparison photo essay on our changing mountains.



Diversity

Fostering a welcoming community

Inclusivity was identified as a strategic imperative in our 2022-2025 strategic plan. Our ambition is for our membership to reflect the richness and diversity of Canada, and for each of our members to feel welcome and safe within our community.

With this in mind, we offered a comprehensive, club-wide diversity equity and inclusion (DEI) training course during the fall of 2023. The training was offered to all members through their local section and was aimed specifically at volunteers (trip leaders, section executives, board and committee members) and Canmore staff members. The goal was to provide our members with the tools to create safe and inclusive spaces and common language to facilitate ongoing conversations about diversity in the club. Some outcomes:



Participants commented on how the training addressed unconscious behaviours, blind spots, and biases, and gave practical ideas and tools to address those patterns. They appreciated having their own perspectives opened to better understand others' points of view.



One of our team members in Canmore has been appointed as the DEI resource person for the club. Using the dei@alpineclubofcanada.ca email, members can ask questions, seek support, or raise concerns relating to diversity in the club.

"I learned how my everyday actions may inadvertently impact others. I learned the language and tools to be able to create inclusive spaces."

- Staff feedback from post-training survey



We have launched a **discussion forum** where passionate members can discuss DEI topics across the club. It allows trip leaders to discuss how to run inclusive trips with each other and share our learnings from section to section. It also allows discussion and the sharing of resources between members.



The Canmore office is **committed to ongoing support of all sections of the ACC** in achieving their diversity goals. We will be developing resources to help sections revisit their approach to diversity and inclusion as easily as possible.



We are signatories of the **Bow Valley Workplace Inclusion Charter**, an initiative to help foster welcoming, inclusive workplaces.

**THERE IS SO MUCH MORE
TO A PERSON'S EXPERIENCE
THAN YOU CAN IMAGINE.
KINDNESS, CURIOSITY, AND
COMPASSION, PAIRED WITH
AN AWARENESS OF THE
CHALLENGES PEOPLE FACE,
WILL HELP CREATE SAFER
AND MORE INCLUSIVE
COMMUNITIES.**

Sustainability

“The preservation of the natural beauties of the mountain places and of the fauna and flora in their habitat” featured among the six objects of the club’s founding constitution in 1906. Nearly 120 years later, our ambition to place sustainability and the environment at the forefront of everything we do is undiminished.

State of the Mountains Report

The State of the Mountains report is a commitment by the ACC to provide accessible, current, and accurate information about the forces that affect Canadian mountain places, ecosystems, and communities. It is produced annually by the ACC in collaboration with mountain researchers, community members, and partner organizations.



ALTERNATIVE ENERGY

In an effort to reduce our environmental footprint, we have been installing alternative energy systems at our backcountry huts. Major projects completed in 2023 include:

Kokanee Glacier Cabin

At Kokanee Cabin, we upgraded the ventilation system in the sewage treatment plant. It involved new HRVs and associated ducting, and tying in the exhaust fan to the gas sensors. It was the last part of a major revamp of our STP system there.

Shadow Lake Lodge

The renewable power system was revamped at Shadow Lake Lodge. We moved the batteries to a dedicated powerhouse and installed a new 48v hybrid charge controller inverter. We also built a new ground mount solar array with 2500 watts of solar panels, reducing generator usage.

SOLAR
POWER
FOR THE
WIN!

IN 2023, WE
INSTALLED
2500 WATTS
AT SHADOW
LAKE LODGE
AND 3800
WATTS AT
BOW HUT

Conrad Kain Hut

At the Conrad Kain Hut we rebuilt the power generation system, adding solar panels, battery storage, and a smaller microhydro unit to create a hybrid renewable energy system for the hut.



Bow Hut

We installed alternative energy at Bow Hut with 3800 watts of solar panels, lithium-ion battery storage, LED lighting, and HRV systems throughout the hut. Guests now benefit from a better ventilated space and can charge their phones and emergency devices, all while reducing propane consumption.



Funding

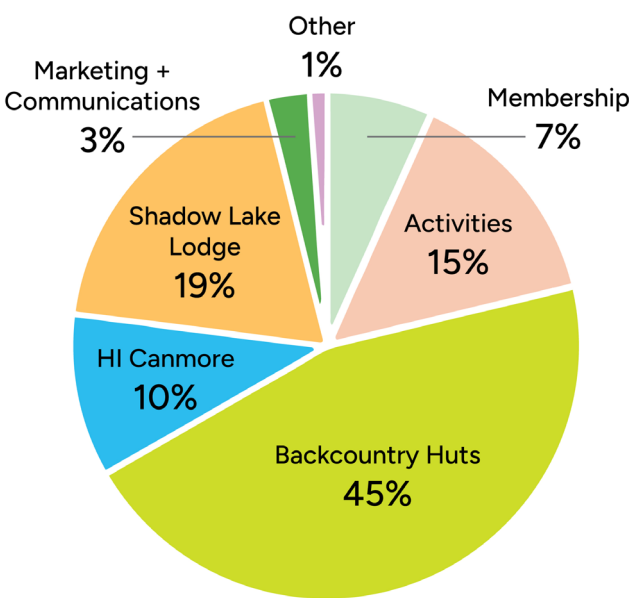
Structured long-term funding approach

A key strategic goal is to develop a structured long-term funding approach. This includes long-term financial planning for our operating and capital expenditures so we can fully leverage our internally funded operating model. We also seek to diversify our resources through fundraising and donor management to finance more ambitious projects to modernize and expand our facilities.

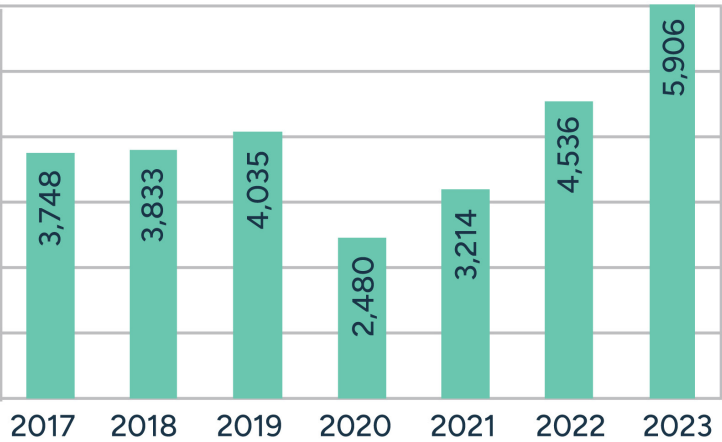
Finances

- + Fiscal 2023 featured healthy revenue growth after the global pandemic impacted club finances from March 2020 to the summer of 2022.
- + We generated a surplus of \$263,116, driven by higher-than-expected income from facilities, while operating costs and expenses were kept in line with the budget. Membership returned to pre-pandemic levels, while our programming was negatively affected by poor winter snow conditions and permitting issues.
- + Our investment portfolio grew 3.0% to \$7.9M by October 31, 2023, benefitting from more active asset management, away from defensive positions held throughout the pandemic.
- + Capital assets grew 8.9% due to higher capital expenditures. We have been investing heavily in our facilities and our IT infrastructure to modernize operations and better serve our members.

Revenue Sources



Revenue (\$ in millions)



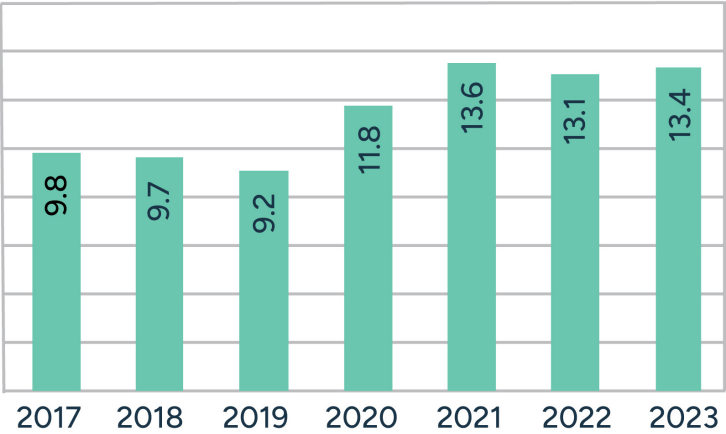
Income Statement to October 31, 2023

REVENUE	
Facilities	\$4,121,739
Activities	\$800,916
Membership	\$367,909
Marketing & Communications	\$151,395
Other revenue	\$62,386
	\$5,504,345
Cost of sales	\$2,473,995
Expenses	\$3,045,226
	\$5,519,221
Lake Louise Alpine Centre	\$222,497
Other income	\$136,728
Net result from Operations	\$344,349
Designated Funds Revenue	\$622,879
Designated Funds Expenses	\$704,112
Net result from Designated Funds	\$(81,233)
Net result for the year	\$263,116

Balance Sheet to October 31, 2023

ASSETS	
Current assets	\$1,207,080
LLAC	\$1,442,003
Capital assets	\$4,815,926
	\$7,465,009
LIABILITIES	LIABILITIES
Current liabilities	\$2,005,757
Members' Equity	\$5,459,252
	\$7,465,009
Designated funds	\$7,900,969

Net Assets



Our Donors

Our successes are made possible by the generosity of our members, friends and partners for their gifts of time, energy and funding. Your contributions helped the club to thrive and grow in 2023!

The following pages recognize our donors for the 2023 fiscal year. We would also like to thank all of those donors not shown here who wished to remain anonymous.

Thank you, everyone!



Merci beaucoup to the 1,580 people who donated to the ACC this year!

St Elias Level

Over \$10,000

Albert Hestler
The Magne Family
Alfred Tatyrek

Rockies Level

Over \$1,000

Paul Evans
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Kit Moore
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Daniel and Erik Sundholm
Desikan Thiruvendipuram and
Lakshmi Jambukeswaran
David Toole
Adam Walker and Tammera Kostya
Roger Wallis
Rob Wood

Cascades Level

Over \$100

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Laurentians Level

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CREATIVITY



**ALPINE CLUB
OF CANADA**

**CLUB ALPIN
DU CANADA**

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

Tous ensemble, bien
représenter et faire apprécier
la communauté canadienne
des amateurs de montagne.

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