



**ALPINE CLUB
OF CANADA**

**CLUB ALPIN
DU CANADA**

STRATEGIC PLAN

2025-2028



Looking ahead to 2028

President & Executive Director's message

The Alpine Club of Canada (ACC) has always been shaped by its members, its sections, and the deep connections we all share with the mountains.

In developing this new three-year strategic plan, we wanted to ensure it reflects the voices and priorities of the sections and members who bring the ACC to life across the country.

To achieve this, we engaged a third-party facilitator to lead a broad consultation process. Staff, board members, section leaders, and ACC members all had the opportunity to share their insights and ideas. This independent facilitation ensured that diverse perspectives were heard and woven into a plan that is firmly grounded in both our proud history and our collective future.

“ **These achievements created a strong foundation, and now we look ahead to deepen and expand that work.**



This plan builds on the important progress made under our 2022–2025 strategic plan, which marked the beginning of a transformational journey for the ACC. In those years, we strengthened our governance, began the work to build section capacity, advanced sustainability practices and conversations, and began shaping a more inclusive, connected, values-driven and resilient national community. These achievements created a strong foundation, and now we look ahead to deepen and expand that work.

The result is a plan with a renewed vision of the future, built by the sections and for the sections — in other words, by our members and for our members. It emphasizes the strength of our national network, the diversity of experiences and communities within the ACC, and the shared belief that the mountains and pursuit of the human spirit through climbing have the power to transform lives.

As you read through this plan, we invite you to see it not only as a roadmap for the operations of our office in Canmore but as a collective vision for the entire ACC community. Together, we will continue our journey — growing, adapting, and caring for the mountain environments and the people who are at the heart of everything we do.

Perspectives pour 2028

Message de la présidence et de la direction générale

Le Club Alpin du Canada (CAC) a toujours été façonné par ses membres, ses sections et les liens profonds que nous partageons tous avec les montagnes.

En élaborant ce nouveau plan stratégique triennal, nous avons voulu nous assurer qu'il reflète les opinions et les priorités des sections et des membres qui font vivre le CAC à travers le pays.

Pour ce faire, nous avons fait appel à un facilitateur tiers pour mener un vaste processus de consultation. Le personnel, les membres du conseil d'administration, les responsables des sections et les membres du CAC ont tous eu l'occasion de partager leurs points de vue et leurs idées. Cette facilitation indépendante a permis de garantir que des perspectives diverses soient entendues et intégrées dans un plan solidement ancré à la fois dans notre fière histoire et dans notre avenir collectif.

« Ces réalisations ont créé une base solide, et nous nous tournons désormais vers l'avenir pour approfondir et élargir ce travail.

Ce plan s'appuie sur les progrès importants réalisés dans le cadre de notre plan stratégique 2022-2025, qui a marqué le début d'une transformation pour le CAC. Au cours de ces années, nous avons amélioré notre gouvernance, commencé à renforcer les capacités des sections, fait progresser les pratiques et les discussions en matière de durabilité, et commencé à façonner une communauté nationale plus inclusive, plus connectée, plus axée sur nos valeurs et plus résiliente. Ces réalisations ont créé une base solide, et nous nous tournons désormais vers l'avenir pour approfondir et élargir ce travail.

Le résultat est un plan avec une vision renouvelée de l'avenir, élaboré par les sections et pour les sections — en d'autres termes, par nos membres et pour nos membres. Il met l'accent sur la force de notre réseau national, la diversité des expériences et des communautés au sein du CAC, et la conviction commune que les montagnes et la quête de l'esprit humain à travers l'alpinisme ont le pouvoir de transformer des vies.

En lisant ce plan, nous vous invitons à le considérer non seulement comme une feuille de route pour les activités de notre bureau à Canmore, mais aussi comme une vision collective pour l'ensemble de la communauté du CAC. Ensemble, nous poursuivrons notre cheminement, en grandissant, en nous adaptant et en prenant soin des environnements montagneux et des personnes qui sont au cœur de toutes nos activités.

A person wearing a dark jacket and a light-colored head covering is sitting on a jagged, rocky mountain peak. The person is looking upwards. The background shows a clear blue sky and snow-capped mountain ranges. The foreground is filled with large, light-colored rocks and some snow. The overall scene is a high-altitude mountain landscape.

Informed by an extensive club-wide consultation process, our strategic plan continues to guide our actions. It captures the **outcomes we wish to achieve** and the **necessary steps to reach our goals**, with our sections and members being at the centre of everything we do.

Vision, Mission & Ambitions

Vision

A thriving, united mountain community that transforms lives through adventure, deep connection and lifelong engagement, supporting the preservation of the mountain ecosystem.

Mission

The Alpine Club of Canada, through its members, local sections, and backcountry huts, inspires and connects all who seek to experience the mountains across Canada by encouraging adventure and exploration, advancing mountain culture, and stewarding the wild places that inspire us.

Long-term ambitions

- + Members and partners feel connected to one another, to the collective and to their environment through shared experiences, stories, and a strong sense of identity rooted in a deep appreciation of the mountains. (Mountain culture across our national network).
- + All who wish to experience the mountains through the ACC and its sections feel welcomed, prepared, and empowered to participate safely and sustainably. (Accessibility, inclusivity, engagement and skills development.)
- + We promote the protection of mountain ecosystems and responsible recreation through leadership, education, and partnerships. (Conservation.)
- + We are equipped with the leadership, funding, and systems needed to remain sustainable and thrive in future years. (Financial sustainability, operational excellence, effective governance.)

Guiding Principles



Accessibility & Inclusivity

We are an accessible and inclusive community. We value diversity and equity as founding principles to participate in the club and recreate in the mountains.



Environmental Stewardship

We are committed to protecting the landscapes we explore. Through leadership and education, we promote and model responsible recreation and environmental care.



Effective governance

We uphold transparency and accountability to proactively cultivate trust with our members and partners. We continuously adapt our organization and systems to ensure the club's long-term vitality and financial sustainability.



Embracing change

Built upon a proud legacy, we embrace growth and innovation. We evolve our culture, programs, and services to meet the changing needs of our community.

Values

+ Foster Belonging

Enhancement of the human spirit through connection to and value of mountains and mountain sport.

+ Inclusivity

Recognize that personal fulfillment in the outdoors has diverse expressions, but a common foundation in personal and environmental responsibility.

+ Generosity

Sharing knowledge of the mountain environment and recreational best practices with others.

+ Curiosity

Seek to continually understand and adapt. This applies to each other but also to our environmental footprint.

+ Safety

To practice and promote safety in the mountain environment at all times.

+ Respect

Respect of people, the environment, Indigenous ways, and our mountaineering legacy.



Photo: Shotlida

Strategic Priorities

1

Engaging and Unifying the ACC Community

- + The ACC is a strong, inclusive, and collaborative community across Canada and ACC's sections. This community is rooted in engagement and shared values of adventure, respect, and stewardship.

2

Enhancing Capacity and Leadership

- + The ACC develops the leadership skills of its members to provide accessible, safe, and inspiring alpine adventures.
- + The ACC sections and office have the necessary tools, governance clarity, and shared purpose to thrive together.

3

Advancing ACC Values through Mountain Culture

- + We use storytelling, film, literature, art, and our archives to share our values.

4

Ensuring Access

- + We act locally to ensure our members can access recreation areas responsibly.

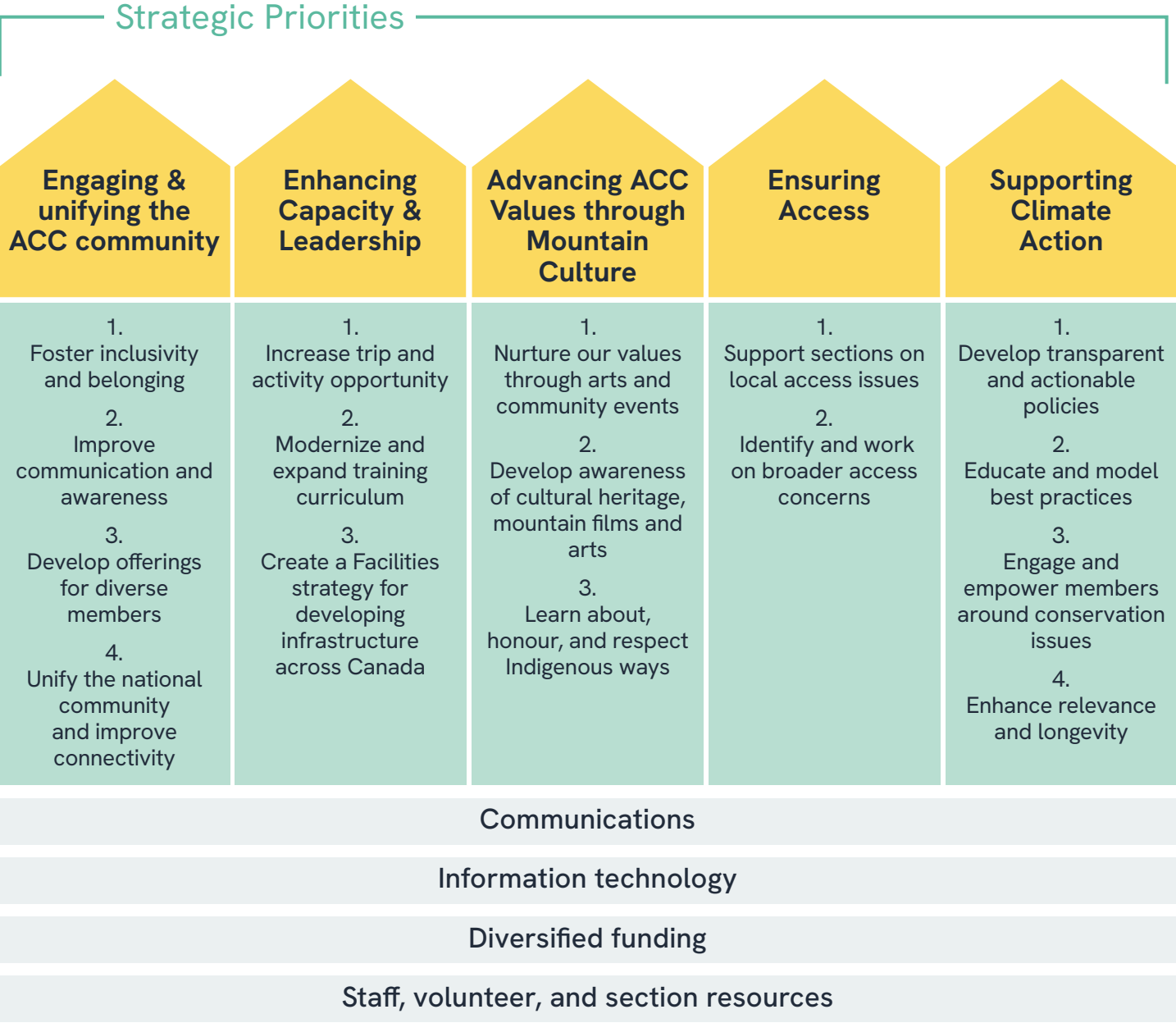
5

Supporting Climate Action

- + With our partners, we raise awareness and educate our members about climate change. We mitigate our impact and adapt our practices to the changing ecosystem.

2025-2028 Strategic Plan

Our three-year goals support our strategic priorities to make progress towards achieving our **vision**, in line with our **mission** and **guiding principles**. We build on a solid foundation of communications, information technology, diversified funding, and most importantly, the people who work and volunteer for the ACC.



Retrospective

What we've achieved so far

Goals

Achievements

Lessons learnt

1. Increased operational efficiency

- + Restructured and restaffed Canmore office.
- + Documented processes and enhanced operational efficiency.
- + New IT systems: online hut bookings, new member management system, new accounting software.
- + Implementation of Occupational Health & Safety framework.

- + Documentation and succession planning are key to mitigate the impact of staff turnover.
- + New IT platforms are an improvement, but they are not user friendly and have limited integration capabilities. A further upgrade is necessary.

2. Facilities and Programs meet member needs

- + Revamped offering of camps and courses.
- + Support for section trips.
- + Changes to the GMC with Independent Weeks and investment.
- + Over \$3M invested in facilities maintenance and upkeep.
- + Nearly \$2M invested in new facilities and assets.

- + Expanded marketing outreach is required to ensure camps and courses break even.
- + The role of Volunteer Leaders at the GMC has evolved.
- + Maintaining backcountry facilities is increasingly complex and expensive.

3. Clear and relevant communications

- + Launch of a new brand centered on the emotional bond that brings ACC members together.
- + Revamped Gazette and member communications.
- + Monthly newsletter and webinars for sections.
- + Communications dashboard to measure member engagement.
- + Renewed format and programming of the section forum.

- + Striking a balance between honoring the club's legacy and attracting younger, more diverse members is challenging.
- + The rapid change in communication channels and technology is challenging for a federated, volunteer-led organization.

Retrospective

What we've achieved so far

Goals

Achievements

Lessons learnt

4. Diversity, equity, and inclusion

- + Club-wide training on DEI, dedicated resources to support members and sections.
- + Launch of an Indigenous Relations working group to define the ACC's path towards Truth & Reconciliation.

- + The values that bring us together offer a compass to navigate questions of diversity and inclusivity.
- + We are only at the start of our journey to learn, honour, and respect Indigenous ways.

5. Sustainability integrated in all aspects of operations and activities

- + Consistent and on-going calls to reduce environmental footprint (carpooling, self-propelled travel, leave no trace, hut etiquette, backcountry waste management).
- + Gradual roll-out of alternative energy systems at ACC facilities.

- + Efforts to mitigate our impact on the environment must continue.
- + We must adapt our practices to take into account the impact of climate change.

6. Structured long-term funding

- + Three-year budgets and five-year capital plans quarterly financial reports.
- + Sustained grant writing and development of corporate sponsorship.
- + Fund development strategy and implementation plan.
- + Recruitment of a Senior Fund Development Officer.

- + A more granular monitoring of financial performance and better anticipating our future financial needs are paramount to ensure long-term financial sustainability.
- + Fundraising is required to execute projects outside the day-to-day operations of the club and to launch new programs and initiatives.



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A thriving, united mountain community that transforms lives through adventure, deep connection and lifelong engagement, supporting the preservation of the mountain ecosystem.

Une communauté montagnarde dynamique et unie, où l'aventure, des liens profonds et un engagement communautaire durable, rassemble et inspire, tout en soutenant la préservation de l'écosystème alpin.

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