



**Alpine Club of Canada**  
**Board of Directors**  
Minutes of the Meeting  
October 13, 2006  
Canmore Recreation Centre,  
1900 8th Ave., Canmore, AB



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**ATTENDING BOARD MEMBERS:**

Cam Roe, President	Andrea Petzold, Rocky Mountain Section
Gord Currie, Treasurer	Simon Statkewich, Manitoba Section
Peter Muir, Secretary	Yvon Deschambault, St. Boniface Section
Carl Hannigan, VP Facilities	Frank Pianka, Thunder Bay Section
Isabelle Daigneault, VP Access and Environment	Sandra Bowkun, Toronto Section
Gerta Smythe, Vancouver Island Section	Elfrieda Bock, Ottawa Section
Rob Brusse, Vancouver Section	Pierre Gravel, Outaouais Section
Dave Rothwell, Okanagan Section	Murray Levine, Montréal Section
Mark Earle, Prince George Section	David Toole, Director, Planning and Development
Ray Norman, Calgary Section	Bruce Keith, Executive Director
Rod Church, Central Alberta Section	

**ALSO ATTENDING:**

Glen Boles, Honorary President	Nancy Hansen, Recording Secretary
Peter Fuhrmann, Past President	Steve Castonguay, FQME
Lynn Martel, Gazette Editor	Ron Whitehead, ENEQ
Lawrence White, Director, Facilities	Paul Chvostek, Toronto Section member
Suzan Chamney, Director, Development & Communications	Roger Wallis, Toronto Section member
Sandy Walker, Director, Club Services	Grant Parkin, NAECC

**ABSENT:**

Roger Laurilla, VP Activities	Whistler Section Representative
David Zemrau, VP Services	Edmonton Section Representative
Bob Sandford, VP Mountain Culture	Jasper/Hinton Section Representative
Mike Mortimer, Director, External Relations	Saskatchewan Section Representative
Dave Dornian, Competition Climbing Section Representative	

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**President's Welcome (C. Roe)**

C. Roe welcomed everyone to the meeting and thanked them for taking the day off work to attend this centennial Board meeting. He introduced several special guests in attendance.

**Approval of Agenda (All)**

**Motion by R. Norman, seconded by G. Smythe: that the agenda for the Board meeting be approved as presented.**

**CARRIED**

## **Approval of Minutes from the March 25, 2006 Board Meeting**

**Motion by L. Martel, seconded by M. Levine: that the minutes of the March 25, 2006 Board meeting be approved as presented.**

**CARRIED**

## **Business Arising from the Minutes**

None.

## **Section Reports and Issues**

The Section representatives spoke to their reports, some of which were passed out at the meeting. There was significant discussion about membership numbers and issues with finding capable and active volunteers. R. Brusse indicated that the Vancouver Section has decided to drop their Section membership fees in order to become more competitive with other clubs in the area. E. Bock stated that the Ottawa Section has formed a membership committee to look at their falling numbers. S. Bowkun said that she researched membership rates, and found that ACC membership fees are at par or less than most other outdoor clubs. Several Sections are brainstorming ways to make their Section more relevant and attractive to potential members. R. Norman said that the Calgary Section feels that the National Club spends money unnecessarily, resulting in inflated membership fees.

Of the 14 sections represented at the meeting, 10 reported that they have the capability to send out electronic newsletters while 3 sections said they do not.

S. Statkewich asked whether the Sections can (re)place anchors and bolts as an official Section activity. P. Muir said that the Legal Committee, in consultation with the Safety Committee, will formulate a policy on this issue.

### **ACTION: P. MUIR**

C. Roe challenged each Section rep to send him ideas on what would make the Club more relevant and attractive to potential members, and also to send him ideas on what the Club is currently doing that is not relevant.

### **ACTION: SECTION REPRESENTATIVES**

R. Brusse said that the Vancouver Section has lost a lot of members and volunteers to local Clubs that do not have expensive "National overhead" fees. R. Brusse said that there are many Sections issues that are not discussed at Board meetings. He suggested that a "Sections meeting" be scheduled in conjunction with the Board meeting so that Sections can discuss issues of mutual importance. C. Roe said that the Board has made time in the past for Section-only meetings, but they were poorly attended. There was consensus that, if the sections wished to get together on their own to discuss matters of mutual interest this weekend and/or in conjunction with future Board meeting weekends), they were free to organize it and do so.

P. Muir spoke to his "Section report template" which he created in the hopes of achieving some consistency re the information sections provide on their semi-annual reports for Board meetings. His hope is that it may reduce the amount of work that is repeated within the Sections. Several Sections representatives spoke positively of the template.

D. Rothwell expressed surprise that the Club has trouble attracting applicants for The North Face-ACC winter leadership course. S. Bowkun said that the winter course is not relevant to most members from eastern Canada. B. Keith said that the option exists to use the sponsorship provided by the North Face for ACC region-specific leadership training courses e.g. a leadership training course customized for the eastern sections. He stated such an approach would be considered if a proposal was forthcoming from the section(s) in the region.

P. Muir reminded the Board members that it is their responsibility to read the Board package prior to the meeting to be as well informed as they can be prior to the meeting. Board members should contact P. Muir if they have questions about the material included in the pre-meeting information package or if they feel they are missing information they need. Board members were encouraged to request meeting agenda items prior to the agenda being issued, or at the beginning of the Board meetings.

### **Secretary (P. Muir)**

P. Muir spoke to his report.

**Motion by P. Muir, seconded by P. Gravel: that the Alpine Club of Canada adopts the Policy for Persons Under the Age of Majority, dated October 13, 2006.**

### **CARRIED**

With regard to possible improvements to the policy just approved, S. Bowkun said that the Toronto Section had concerns over some of the wording in the “guidelines” section of the policy. Some members felt that some of the guidelines were too onerous. P. Muir replied that the guidelines have to be onerous because there are children involved. If a leader feels that he/she cannot follow the guidelines, they should not accept children on their trips.

E. Bock suggested that the Safety Committee look at the Outward Bound requirements for children who attend their activities. P. Gravel suggested that the Club also look at the UIAA Youth Commission recommendations and policies.

### **VP Activities (R. Laurilla)**

S. Walker spoke on behalf of R. Laurilla. She reported that there will be a small surplus in the Activities portfolio in the financial year 2005/2006. There was discussion over the price of camps and the surpluses generated. S. Walker stated that the total gross revenues generated each year by the Canadian Centre for Mountaineering is approximately \$750,000 and, with total expenses for 2006 of approximately \$740,000, the surplus expected this year is in the neighbourhood of \$10,000. R. Brusse pointed out that surpluses generated in certain ACC national portfolios cover other Club expenses such as Board meetings.

### **VP Facilities (C. Hannigan)**

C. Hannigan said that he had one item to add to his report. He said that Ron Hallman of Parks Canada opened the Climate Change Workshop earlier this week. Mr. Hallman said that Parks Canada will place a very high level of importance on the Backcountry Energy and Environmental Solutions (BEES) initiative being developed between the ACC, Parks Canada, BC Parks and the University of Calgary.

R. Brusse asked why there is not a greater differential between member and non-member overnight rates at the huts. C. Hannigan responded that BC Parks has already told us that the

differential charged for their huts operated by the ACC must be eliminated (which the Club has done), and that Parks Canada has unofficially advised the Club that it would be in our interest to keep the differential for huts in national parks as small as possible.

L. Martel stated she thought it would be of benefit to the Club if our huts had more information in them about the hut and the Club.

### **Planning and Development (D. Toole)**

D. Toole spoke to his report and said that he has been disappointed that only four Sections have responded to his request for input into the ACC's strategic planning initiative. He asked Section Representatives to respond to his email if they have not yet done so. He reported for D. Zemrau that approximately 25% of ACC members have responded to the member survey that was emailed two weeks ago. He reported that, should the Club wish to implement it, we will soon have the technological capability to have members indicate via the ACC website their preferences on a variety of topics e.g. whether or not they want to receive their Section newsletters electronically.

### **Membership Committee (D. Toole)**

D. Toole spoke to the Membership Committee report. The Membership Committee was formed to address the fact that membership has gone down about 20% since 2003. Several Section members asked D. Toole for clarification on certain items in the report, including the proposed "2-tier" structure of the portion of the membership fee retained by ACC national. Also discussed in detail were the pros and cons of the Club offering an option to members whereby they could choose to receive a paper versus an electronic version of the Gazette. Some Board members supported such an option while others did not. D. Toole pointed out that the Membership Committee's report ideas will be discussed at the Club's strategic planning session next March.

### **VP Mountain Culture (B. Sandford)**

L. Martel spoke on behalf of B. Sandford. She reported that B. Sandford will step down as VP Mountain Culture in May of 2007. She said that no one on the committee is currently interested in becoming the VP Mountain Culture, but that all committee members are keen to maintain their participation in their current roles. L. Martel said that the Club owes B. Sandford an enormous amount of gratitude. On behalf of the Board, C. Roe reiterated the Club's gratitude to B. Sandford for his 12 years of service and a round of applause ensued.

S. Bowkun requested that the Section Chairs and Section Representatives get a reminder before the deadline for submission to each Gazette.

#### **ACTION: L. MARTEL**

L. Martel showed this year's Summit Series book "Among the Great Hills – Three Generations of Wheelers". She said that sponsorship funding for the book had been received and it would therefore cost the Club no money.

L. Martel said that Mountain Culture would like to offer Sections a free copy of any ACC publication that we currently have in stock. Sections should contact S. Chamney for details.

#### **ACTION: SECTION REPRESENTATIVES**

## **VP Access and Environment (I. Daigneault)**

I. Daigneault referred the Board to her written report. She reported that the Climate Change Workshop held earlier in the week was a success. She will make the proceedings of the workshop available to the Sections once they are compiled. She also said that members of the National Access and Environment Coordinating Committee have had discussions over whether access and environment should be split into two committees, but that such an approach was still an open question at this point.

### **ACTION: I. DAIGNEAULT**

P. Gravel said that the FQME situation has stabilized since I. Daigneault submitted her report.

## **ACC Privacy Policy (P. Muir)**

P. Muir asked for volunteers to review the draft Privacy Policy. S. Bowkun, E. Bock and M. Earle volunteered to participate in the review.

### **ACTION: P. MUIR, S. BOWKUN, E. BOCK, M. EARLE**

## **Section By-laws (P. Muir)**

P. Muir reported that the "Section By-laws" document will be posted on the website for Sections to use (or not) as they see fit.

### **ACTION: P. MUIR, SECTION REPRESENTATIVES**

## **National Office (B. Keith)**

B. Keith referred Board members to his written report that was distributed as part of the pre-meeting information package.

## **FQME (S. Castonguay)**

S. Castonguay reported that the FQME is working hard to continue to serve its members and continue to provide high quality leadership training.

## **ENEQ (R. Whitehead)**

R. Whitehead reported that the ENEQ is working hard to continue to serve its members and resolve insurance and access issues in Quebec. He handed out and spoke to two reports from the ENEQ.

## **National Mountain Centre (P. Fuhrmann)**

P. Fuhrmann updated the Board on the status of the proposed National Mountain Centre for Canmore. He reported that an economic impact study has been completed on the proposal and an architect has been hired to draft a plan for the proposed 10,000 square foot building. The cost is currently estimated at \$34 million and it is estimated visitation will be 300,000 annually, such that the facility will be self-supporting by 2014. The study also includes figures that show that the facility would have a significant positive impact on local businesses and employment. P. Fuhrmann stated that when this project is completed, it would be the second of its kind in the world - the other one being in Torino, Italy.

## **Treasurer (G. Currie)**

G. Currie stated that, with regard to the Club's current finances and operations:

- the costs of running the Club have been rising for the past several years
- membership numbers have been falling, and
- to support operations, there has been an increasing reliance on cross-subsidization from revenue generating portfolios such as Facilities and Activities.

He added that is expected the Facilities Fund (which is used to finance facilities capital projects) will be depleted by the end of this year.

Regarding the 2007 budget, G. Currie stated that after much consideration and work by the Executive Committee, the proposed 2007 budget has been balanced. He went on to say that, as part of accomplishing that balancing, the proposed budget includes the following proposed increases to the national portion of membership fees:

- \$5 for Adult
- \$8 for Family, and
- \$3 for Youth.

R. Brusse asked why there is a discrepancy between the Club-issued financial statements and the audited financial statements. G. Currie said that as a non-profit organization, the audited statements must be presented in a particular format. B. Keith added that the audited statements are not useful as management tools, and as a result the Club has created its own statements for financial management purposes. He said that the individual numbers in the audited financial statements and the financial management statements are identical, but are simply shown in a different format.

R. Brusse requested that the Board be provided with an explanation of the 2 different formats, and that the Board also be supplied with more detail on the 2007 budget numbers it was being asked to approve.

G. Currie agreed to provide the Board with the information requested.

### **ACTION: G. CURRIE**

M. Earle asked why the staff costs appear to have increased by 100% in the last seven years. G. Currie said that additional facilities maintenance staff have been hired to perform the required level of maintenance on the huts. G. Currie added that staff have increasingly had to take over jobs that used to be performed by volunteers, and that the level of professionalism expected from the national office has risen. N. Hansen added that salaries generally in Canmore have risen dramatically over the last 10 years, and the ACC has had to match the increases in order to attract and retain quality staff. B. Keith also pointed out that normal inflationary pressures have also contributed to the increase.

R. Brusse suggested that any staff time spent on capital projects be capitalized, and there was consensus on this point.

There was also discussion over the pros and cons of hiring a Development Officer, and whether or not such a staff person could contribute financially to the Club on an ongoing basis, and how soon. B. Keith stated he expected the funds spent annually on fundraising would be balanced by at least as much new incoming revenue in 2-3 years.

R. Norman stated he was not in favour of the proposed membership fee increase. G. Currie presented some options for making up the \$20K deficit that will result if a membership fee increase is not implemented. The options he presented were as follows:

- Eliminate the \$10K that was allocated towards membership marketing, but that it would defeat the goal of making a concerted effort to increase our membership numbers.
- Reduce the number of staff
- Increase camp fees
- Increase hut fees
- Implement a surcharge for liability insurance

G. Smythe suggested that the Sections should contribute to the cost of having their representatives attend the Board meetings.

B. Keith reported that the last increase in the national portion of membership fees was in July of 2004, and gave an overview of increases in such fees going back to 1995.

**Motion by P. Muir, seconded by C. Hannigan: that the national membership fee be increased as follows, effective January 1, 2007:**

- **\$5 for Adults**
- **\$8 for Family**
- **\$3 for Youth**

**DEFEATED**

**Motion by R. Norman, seconded by P. Muir that: the 2007 budget be approved based on G. Currie, B. Keith and C. Roe making changes to the operating budget to achieve a zero bottom line without any national membership fee increase.**

**CARRIED**

Some Section representatives then added that they feel membership rates do not affect whether people will join or re-join the Club. Others expressed their opinion that membership rates do have a strong influence on membership numbers, pointing out that there was a sharp decline in membership numbers immediately following the last fee increase in July of 2004. It was generally acknowledged that the issue can be very section location-dependant.

### **Other Items (R. Brusse)**

R. Brusse asked if the ACC was still pursuing the possibility of purchasing the Golden Alpine Holidays operation. B. Keith reported that Golden Alpine Holidays has already been sold to another party.

R. Brusse asked about the status of the ACC's national partnership with the Mountain Equipment Coop. B Keith stated that he has had some discussions with the MEC about the details of the partnership but that further discussion was needed before an agreement was reached.

**Next Meetings (P. Muir)**

- 2007 Spring Executive Committee Meeting – March 18 (Canmore)
- 2007 Spring Board Meeting – May 5-6 (Canmore)
- 2007 AGM – May 5 (Canmore)

**Adjournment**

The meeting adjourned at 2:30pm.