



---

## **ALPINE CLUB OF CANADA STRATEGIC PLAN 2010-2014**

### **VISION**

---

*Preserving, practicing and promoting Canadian mountain culture and self-propelled alpine pursuits.*

### **MISSION**

---

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

*Produced with the assistance of Framework Partners Inc.  
09-10-27*

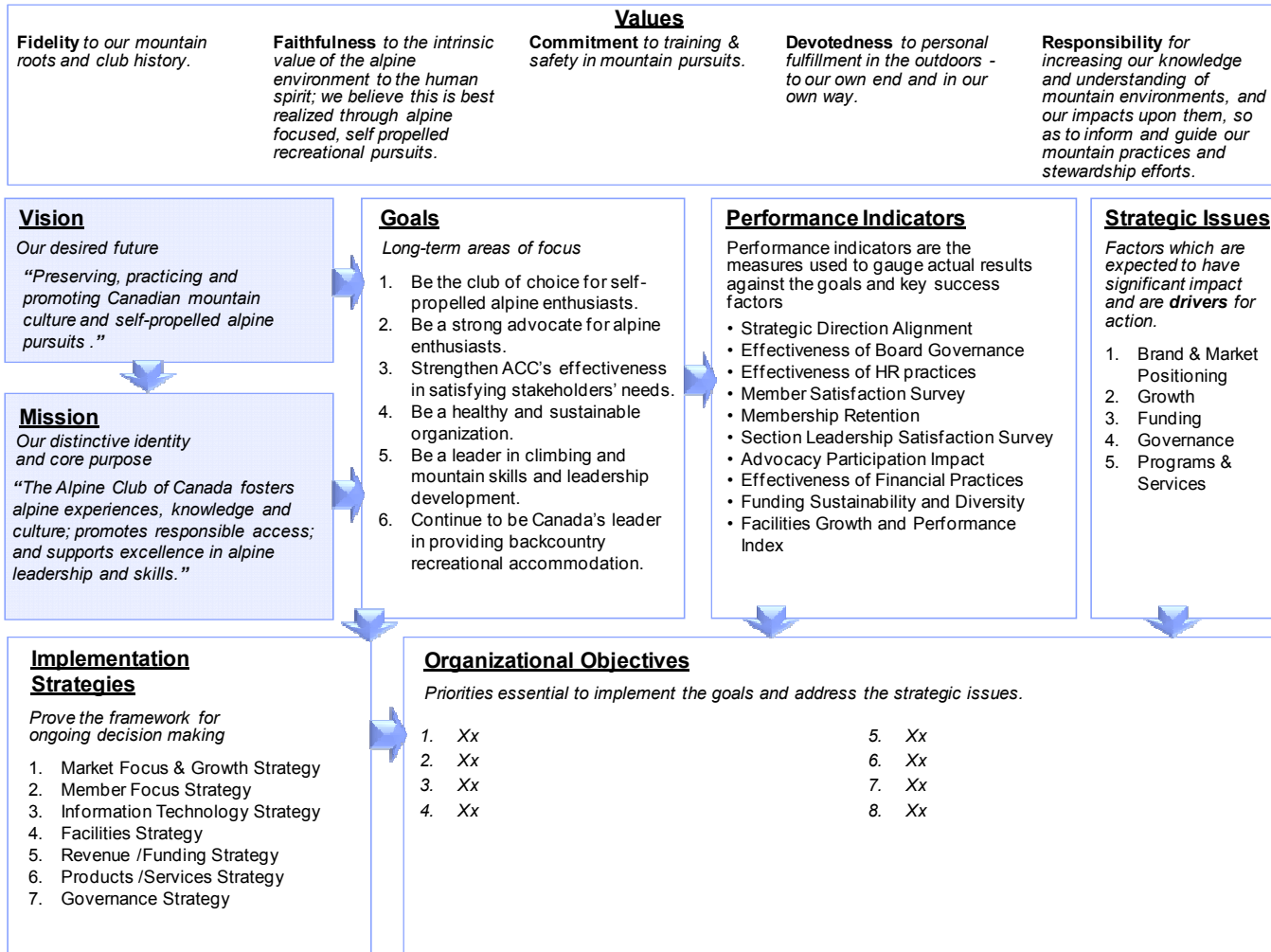
## TABLE OF CONTENTS

---

<b>TABLE OF CONTENTS</b>	<b>I</b>
<b>ONE PAGE SUMMARY OF STRATEGIC DIRECTION</b>	<b>III</b>
<b>1. OVERVIEW AND SITUATION ASSESSMENT</b>	<b>1</b>
Introduction	1
Background	1
Key Trends	3
Competitive Landscape	6
Client Analysis	8
SWOT Analysis	10
Strategic Issues	13
<b>2. STRATEGIC DIRECTION</b>	<b>14</b>
Values	14
Vision	14
Mission	14
Goals	15
Key Success Factors	15
Performance Indicators	16
Unique Value Proposition	17
<b>3. IMPLEMENTATION STRATEGIES</b>	<b>18</b>
Market Focus and Growth Strategy	18
Member Focus Strategy	19
Information Technology Strategy	19
Facilities Strategy	19
Revenue / Funding Strategy	20
Product / Services Strategy	20
Governance Strategy	20
<b>4. ACTION PRIORITIES (<i>TO BE COMPLETED AFTER THE ACC BOARD APPROVES THE STRATEGIC PLAN.</i>)</b>	<b>21</b>
<b>5. PERFORMANCE TARGETS / MEASUREMENTS (<i>TO BE COMPLETED AFTER THE ACC BOARD APPROVES THE STRATEGIC PLAN.</i>)</b>	<b>23</b>
<b>6. FINANCIAL FORECAST</b>	<b>24</b>
Current Proposed Budget	24

<b>APPENDICES</b>	<b>25</b>
Appendix A: Planning Process	25
Appendix B: Strategic Framework Planning Model	26
Appendix C: Glossary of Planning Terms	27

# ONE PAGE SUMMARY OF STRATEGIC DIRECTION



# 1. OVERVIEW AND SITUATION ASSESSMENT

---

## INTRODUCTION

---

<i>Purpose of the Document</i>	This Strategic Plan is intended to articulate the strategic direction and supporting activities of Alpine Club of Canada for the five-year period, 2010-2014.
<i>Plan Structure</i>	<p>The plan is structured in six sections (see Appendix A for a depiction of the planning process):</p> <p><b>Overview and Situation Assessment</b> – Provides the context within which Alpine Club of Canada operates and highlights the key strategic issues the organization must address.</p> <p><b>Strategic Direction</b> – Describes the organization’s values, vision, mission, goals, key success factors, and associated performance indicators.</p> <p><b>Implementation Strategies</b> – Outlines the framework for ongoing decision-making as they relate to key areas of Alpine Club of Canada’s operations.</p> <p><b>Action Priorities</b> – Defines objectives and action plans for the period covered by the plan.</p> <p><b>Performance Targets / Measurements</b> – (tbd)</p> <p><b>Financial Budget</b> – Summarizes the organization proposed budget.</p> <p><b>Appendices</b> – Describes the planning process, model, and planning terms.</p>
<i>Confidentiality</i>	This document is intended for the use of Alpine Club of Canada’s Board of Directors and Executive Director, and may contain information that is privileged and/or confidential. Copying and the dissemination or distribution of this document, in whole or in part, is strictly at the discretion of the Board or the Executive Director.

## BACKGROUND<sup>1</sup>

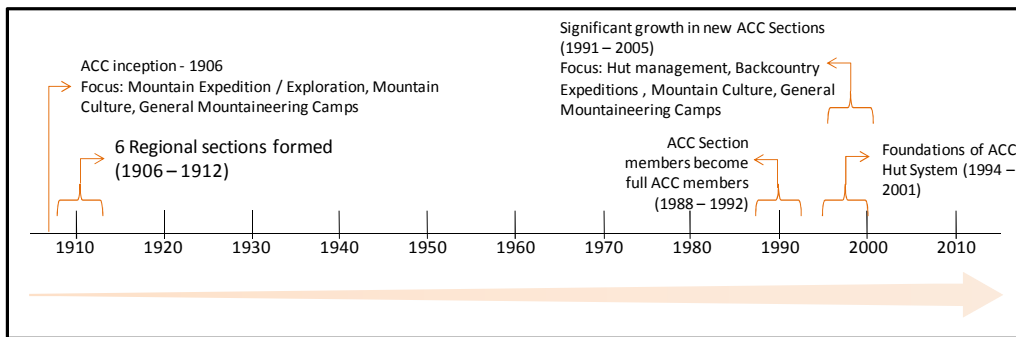
---

<i>Our Roots</i>	Founded in 1906, the Alpine Club of Canada (ACC) has a long history of promoting knowledge about mountain culture and climbing and the responsible enjoyment of self-propelled alpine recreational activities. The ACC focuses its services and programs in three main areas: huts, mountain adventures and mountain culture.
------------------	---

<sup>1</sup> ACC website and internal documents, VASP Committee session Sep 9, 2009.

<i>Huts</i>	<b>Huts</b> – The ACC owns and / or operates 25 backcountry huts in the Rocky and Selkirk Mountains of Alberta and British Columbia, along with hostel facilities in Lake Louise and Canmore. The ACC is thus able to offers its members a range of rustic hospitality options in some of Canada’s most popular mountain environments.
<i>Mountain adventure</i>	<b>Mountain Adventure</b> – The ACC offers a variety of activities, programs and services to provide its members and volunteers with the connections, challenges and support they seek. This ranges from leadership training through the general mountaineering camps to local and global adventures camps.
<i>Mountain Culture</i>	<b>Mountain Culture</b> –The ACC celebrates the Club’s relevance to Canadian culture through the presentation of literature, art, history and heritage, mountain related science, and exchanges of ideas with other Alpine organizations. This also encompasses the production of alpine related publications and sponsorship support of mountain festivals such as the Banff Mountain Festival.
<i>A national mountain organization</i>	<p>The ACC is Canada’s national mountain organization. It has grown from its inception to now having a presence in six provinces, and representing over 6000 members in 19 regional sections.</p> <p>Regional sections are responsible for member recruitment, coordination of winter and summer activities, mentoring on the basics of mountain and outdoor safety and skills, and for providing social functions. All section club activities are led by volunteers.</p>
<i>Representational board structure</i>	<p>To serve the needs of its diverse member base, the ACC has a National Board of Directors that is responsible for governance of the Club. The ACC’s Board is composed of:</p> <ul style="list-style-type: none"> <li>• Section Representatives (one representative from every ACC regional section; representatives elected by section members at Section annual general meetings).</li> <li>• Executive Committee – (committee members elected at the National annual general meeting).</li> </ul> <p>The current Board model makes it difficult for all Board members to be involved in an effective manner. Under the current Board structure the Executive committee has a significant role to play in assisting in the implementation of policies established by the Board of Directors, supervising the Executive Director in the day to day administration of the Club and providing swift and effective response to issues arising between Board meetings.</p>
<i>ACC in transition</i>	The ACC has evolved significantly since its beginnings (as shown in Figure 1 below), thereby prompting the Board to undertake a strategic planning process at this point.

**Figure 1: ACC's Evolution over Time**



**KEY TRENDS**

Key facts and trends summarize information and factors that have impacted the Alpine Club of Canada in recent years and are expected to impact the organization in the future.

Key facts and trends and the potential implications for the ACC were identified in five broad categories:

- Socio-demographic
- Environmental
- Volunteerism
- Technology / social networking
- Tourism

**SOCIO-DEMOGRAPHIC**

*Trends<sup>2</sup>*

People are living and remaining active for longer, and the “boomers,” the largest age group is getting older. Although some seniors remain active; a large portion are inactive. Furthermore, Generation Y (born between mid 1970s and late ‘80s) is also entering adulthood and has different needs than the groups that came before them. Ethnic diversity has also been shown to impact participation levels in outdoor recreation levels.

The trend of higher income people participating more in sports continues to hold true. This is unsurprising considering that the two largest barriers to sports participation are the cost of equipment and admission costs.

*Potential Implications and Opportunities for the ACC*

1. *There is a growing demand for services suited to different generations.*
2. *A broad range of services are needed to serve an increasingly diverse membership base.*

<sup>2</sup> Sports Alberta – Our Cause; ERA Report, Stats Canada; VASP Committee Session Sep 9, 2009.

## ENVIRONMENTAL

---

### *Trends*<sup>3</sup>

Tension exists between environmentalists and alpine outdoor recreationalists due to the potential environmental impact from recreational activities (e.g., soil erosion, chalk accumulation, litter, human excrement, damage to native plant species). Society in general is also more watchful of the ‘carbon-footprint’ and ‘leave no trace’ practices of various organizations.

On the global scale, climate change is negatively impacting the diversity, length and quality of outdoor recreation activities. Glacial recession puts the safety, aesthetic and access to glacier activities in jeopardy.

### *Potential Implications and Opportunities for the ACC*

- 1. The ACC may need to increase information/training provided to its members about reducing the environmental impact of member activities in all areas where we recreate.*
- 2. Access to recreational areas may be limited by environmental issues / sensitivity.*
- 3. Access and environment balance resonates with the ACC’s members. There is an increasing expectation of from members and the public for outdoor recreationists to respond proactively to these issues.*

## VOLUNTEERING

---

### *Trends*<sup>4</sup>

Although just under half of Canadians volunteer, a small minority of volunteers account for the bulk of volunteer hours. The top 25% of volunteers account for over three-quarters (78%) of total volunteer hours. The highest rates of volunteering were found among young Canadians, those with higher levels of formal education and household income, and those with school-aged children in the household.

The most common reasons people volunteer are to make a contribution to the community, to use skills and experiences, and having been personally affected by the cause the organization supports.

The competition for volunteers has also increased and the trend towards more accountability within organizations has lengthened the administrative process required of volunteers, which may impact their willingness to donate their time and efforts.

### *Potential Implications*

- 1. Having a committed “core” base of volunteers is critical for*

<sup>3</sup> Scott, D. & Jones, B. 2006. Climate Change and Seasonality in Canadian Outdoor Recreation and Tourism, Waterloo, ON: University of Waterloo, Department of Geography; VASP Committee Session Sep 9, 2009.

<sup>4</sup> 2007 Canada Survey of Giving, Volunteering and Participating, Imagine Canada; VASP Committee Session Sep 9, 2009.

*and Opportunities for the ACC*

*an effective volunteer program and the ACC's success.*

- 2. Highlighting volunteer benefits can allow the ACC to maintain and grow their volunteer base; e.g. how volunteering for the ACC contributes to the community, taps into volunteers' existing skills and knowledge, and / or is linked to a personal "cause."*

## **TECHNOLOGY / SOCIAL NETWORKING**

---

*Trends*<sup>5</sup>

Millions of North Americans are involved in various online social networks (OSN). Many OSN websites are tailored specifically for non-profits (e.g., Nonprofit Library Commons). Tools exist for non-profits to tap OSNs (e.g., Google Checkout and Google OpenSocial).

However, most non-profits lack the capability and resources to pursue OSNs. Many organizations that are pursuing OSNs are not doing so in a strategic, results-oriented manner.

*Potential Implications and Opportunities for the ACC*

- 1. OSNs offer huge potential for fundraising, recruitment and awareness building efforts amongst very large audiences, especially Generation Y.*
- 2. OSN technology can reduce club overhead and increase efficiency through tools such as online membership registration and payment, online events calendar, and virtual clubhouses for members to connect.*
- 3. Specific goals, knowledge of target audience, tactics and evaluation measures must be developed before proceeding with an OSN strategy.*

## **TOURISM**

---

*Trends*<sup>6</sup>

Over the next 20 years there will be a dramatic increase in people aged 55-75. These individuals will have time, health, discretionary income and the desire to travel.

An increase in smaller group travel and niche markets that want specific products and experiences is changing tourism development focus to more intimate facilities and services such as lodges, country inns, bed and breakfasts, and small all-suites hotels.

Due to increased demand for individual and commercial recreation activities in Mountain National Parks, Parks Canada is undertaking public consultations to update Mountain National Parks management plans and policy direction. Parks Canada

---

<sup>5</sup> Cravens and Coyote Communications ([www.coyoyecom.com](http://www.coyoyecom.com)), March 1, 2008; [www.nonprofitechblog.com](http://www.nonprofitechblog.com); VASP Committee Session Sep 9, 2009.

<sup>6</sup> Parks Canada Backgrounders; VASP Committee Session Sep 9, 2009.

recognizes that area management strategies need to be tailored to individual circumstance and must integrate objectives for resources protection, visitor experiences and education.

*Potential Implications and Opportunities for the ACC*

1. *There is an opportunity to promote the ACC's existing hut system as an intimate and rustic experience for travellers who are tired of the "tourist" scene and leverage this experience into club membership.*
2. *Increasing and publicizing the ACC's sensitivity to the balance of access and environment in its programs and services may attract more members and hut system customers*

## COMPETITIVE LANDSCAPE<sup>7</sup>

*Competition for members*

The ACC faces direct competition for members from a variety of sources:

- **Outdoor Recreation Clubs** which provide a variety of year-round outdoor activities, as well as social and "special" events.
- **Online Social Networks Focused on Outdoor Activities** which, in addition to organized activities, also provide a forum for member sharing.
- **Sports-focused Regional Clubs** which offer expertise and activities in specific sports.

Indirect competitors for members include:

- **Climbing facilities** which offer year-round climbing facilities and training programs.
- **Public Parks & Recreation Programs** which are accessible by a broad audience.
- **Local Social Clubs** which offer a strong sense of community and grass-roots atmosphere.
- **Universities / colleges** which are especially appealing to Generation Y.

*Competition for hut customers*

The ACC's backcountry huts face competition from:

- **Mountain lodges** which offer high quality multi-season lodging to the public interested in undertaking self-propelled recreation in remote wilderness environments.
- **Regional huts** which offer a rustic backcountry experience to members and the general public.

*ACC's unique strengths*

The ACC's unique strengths include:

- *Umbrella organization for a variety of regional alpine-*

<sup>7</sup> ACC website; Framework analysis; VASP Committee Session Sep 9, 2009.

*focused recreation clubs.*

- *Leader in promoting and preserving Mountain Culture.*
- *Advocate for a balance between stewardship and responsible access to all areas in which we recreate.*
- *Largest provider of backcountry lodgings in Canada.*

*Hut system is important for growth and sustainability*

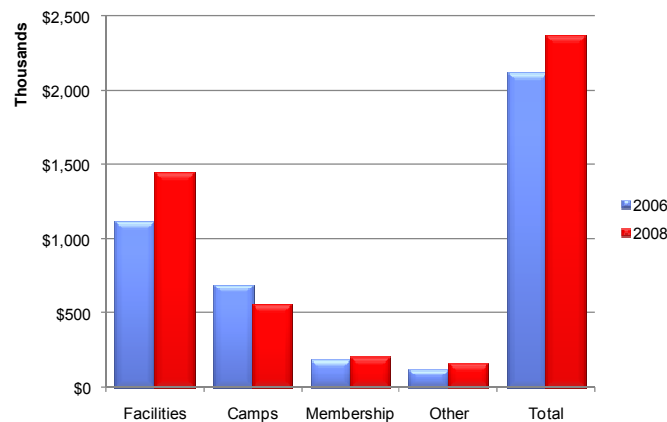
Hut upgrade and growth is an important element for club growth and sustainability. The ACC hut system is an important gateway for introducing people to the ACC. Although the hut system attracts new members, retention is a challenge to the Club.

Some huts are geared to mountaineering more than others and it is recognized that the hut system may be more relevant to Western members than those in Eastern Canada.

*Huts are a major source of revenue*

The hut system is the largest source of revenue to the ACC (see Figure 2 below).

**Figure 2: ACC's Sources of Revenue**



Without this reliable and steady revenue stream the ACC would be unable to provide the array of programs and services it now offers to its members.

Although huts have been, and will likely continue to be, a reliable revenue source in the foreseeable future, the ACC also recognizes the need to diversify its funding to help ensure organizational sustainability. As the ACC huts are on leased tenure, changes to Parks Canada management strategies and management plans that restrict access could negatively impact ACC's hut system in the future.

*Potential Implications and Opportunities for the ACC*

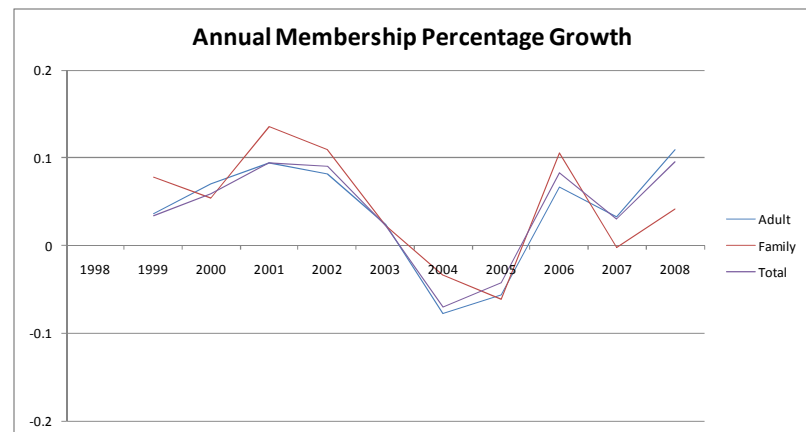
1. *The ACC needs to develop a strategy for hut system growth and sustainability.*
2. *The ACC needs to seek other sources of funding to increase its funding diversity.*

*Membership* As of 2008, the ACC had a membership of 6,398; however membership numbers do not translate into an exact member count due to the nature of membership categories, i.e. individual and family. The Club's best estimate is it represents approximately 10,000 individuals nationally.

Traditionally, the ACC sections have been responsible for the majority of membership recruitment and retention; however approximately 25% of the memberships are strictly National members; i.e. they have no affiliation with a section.

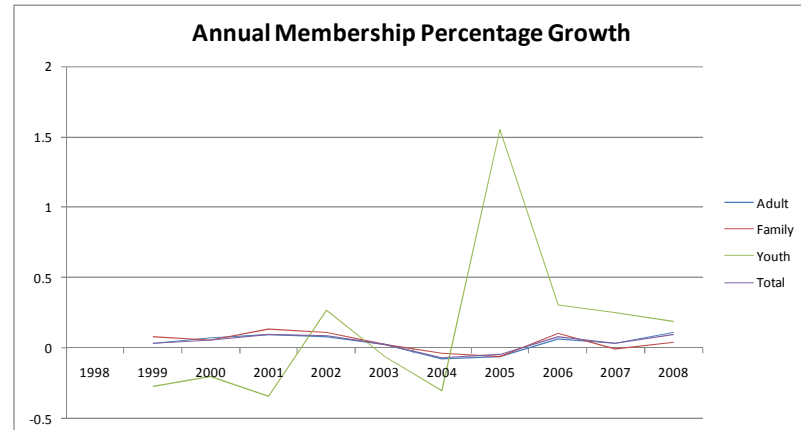
Membership growth has been minimal over the past 10 years, averaging approximately 4% growth per year. Figure 3 shows how family, adult and total membership move together over this time period. Figure 4 illustrates the fluctuations in youth membership with respect to adult, family and total membership over the same time period.

**Figure 3: Annual Membership Percentage Growth - Adult, Family & Total (excluding Youth)**



<sup>8</sup> ACC website; Framework Analysis; VASP Committee Session Sep 9, 2009; ACC Executive Committee meeting Sept 19, 2009.

**Figure 4: Annual Membership Percentage Growth - Adult, Family Youth & Total**



Membership growth is section specific. Some sections have focused their energies on significantly growing their membership base, while others maintain a relatively constant member base.

The largest membership challenge facing both sections and the National office is member churn. Sections' recruitment rate tends to be high however their retention rates are a challenge, especially for younger members.

*Target market focus*

The ACC's traditional primary market focus has been self-propelled alpine recreationists, with a smaller secondary market comprised of non-active alpine enthusiasts (those people interested in the publications produced by the ACC as well as alpine culture, e.g. alpine events, art, photography).

*ACC's National office programs and services*

The ACC National office offers a range of programs and services that address a variety of section, member and customer needs.

Figure 5 below illustrates the ACC's value proposition to its current members (sections, section members and unaffiliated members). It also illustrates areas that have potential value to non-traditional target segments. By expanding or enhancing specific programs and services ACC will be better positioned to attract and retain members from these new target market segments.

**Figure 5: Value of ACC's National Programs & Services to Target Markets**

Programs & Services	ACC Members		Potential target market					
	Sections	National Members	Mountaineers	Back-country recreationists	Sport climbers	Alpine Culture Seekers	Economy Mountain Tourists	Outdoor recreationists
No frills low cost mountain lodging (e.g. Hostels)	H	M		H			H	M
Huts	H	H	L-H	M-H			H	L-M
Membership Services	H	L			H			
Liability Insurance/Risk	H	L		M				
Volunteer Leadership Training	H	L						
Adventure Camps	L	L-M	M	H				H
Intern'l Adventure Camps	L	L						
Club Affiliation	H	H		H				
Club Publications	L	M	H	M	M	H		
Mountain-focused art / books / events	L	M	M	M		H		
Resp. Access	H	H	H	H	L-H			
Marketing / Promotion	M	L						
Library	L	L	M-H			M		

Indicates programs / services that can be expanded to better meet needs of potential target markets.

## SWOT ANALYSIS

The strengths and weaknesses summarize factors internal and external to the Alpine Club of Canada that will influence the organization's ability to achieve its strategic direction.

### STRENGTHS

Strengths, which position the ACC to capitalize on opportunities are identified as<sup>9</sup>:

- Strong, stable management
- Capacity and commitment of staff
- Strong and committed volunteer leader resources, i.e. Board and Executive Committee
- Ability to leverage staff expertise with volunteer resources
- Financially sound with respect to current structure
- Strong volunteer leadership development program, i.e. North Face Program

<sup>9</sup> Interviews with VASP Committee, Staff and Members at Large; VASP Committee Session Sep 9, 2009.

- Viewed as a leader in mountaineering community, e.g. Association of Canadian Mountain Guides (ACGM), Canadian Avalanche Association
- Relationships with 3rd party organizations, e.g. ACMG, National Parks, Provincial Parks particularly in the West
- Strong hut system
- Preservation of mountain history and culture

## **WEAKNESSES**

---

The most significant limitations that may impede the ACC's progress and require additional attention to overcome are identified as<sup>10</sup>:

- Unclear National priorities.
- Unclear role and relationship between National office and sections
- Time and resources required to align with and manage National issues.
- Lack of formal communication process
- Heavy reliance on huts for financial stability
- Lack of National strategy to assist sections to attract/retain new members
- Lack of succession plan for CEO and Board members
- Competition between different member communities, e.g. climbers, hikers, skiers, mountaineers
- Lack of focus on member needs

## **OPPORTUNITIES**

---

Key opportunities available to the ACC are identified as:<sup>11</sup>

- Strengthen the ACC brand and positioning as the spokesperson for the mountains and the active outdoor community in Canada
- Become a primary spokes person for the mountains with the public and government
- Leverage the ACC's national perspective; become the go-to organization for resources and current knowledge regarding mountain history and culture
- Strengthen communications messaging based on club's

<sup>10</sup> Interviews with VASP Committee, Staff and Members at Large; VASP Committee Session Sep 9, 2009.

<sup>11</sup> Interviews with VASP Committee, Staff and Members at Large; VASP Committee Session Sep 9, 2009.

- history and leverage success stories
- Become a leader in providing volunteer leadership training
- Use technology / strategic partnerships to expand reach
- Enhance and expand backcountry hut system
- Broaden geographic scope of our efforts in other provinces / territories
- Expand club's use of technology, e.g. utilizing online social networking and communication tools
- Market to youth and sport climbers

## **THREATS**<sup>12</sup>

---

Threats, which could potentially hinder the ACC's success, are identified as:

- Access
  - Direct – potential loss of access to backcountry and other climbing areas and to huts
  - Indirect – certification requirements for activities and trips; e.g. youth trips must be led by certified guides
  - Land tenures
  - 3rd party ownership of the land the huts are situated on
- Loss / lack of volunteers at section level to maintain / grow programs
  - Failure at the section level negatively impacts the National club
- Market saturation of “outdoor “ recreation clubs
- Liability – the club and the sport, i.e. mountaineering / climbing, are higher risk than many other recreational sports
- Increase in mechanized access to the backcountry
- Lack of profile in the market place and with the general public
- Limited sources of funding may restrict programs and services
- Loss of interest in the club

<sup>12</sup> Interviews with VASP Committee, Staff and Members at Large; VASP Committee Session Sep 9, 2009.

## STRATEGIC ISSUES

---

*The drivers for action* Five categories of strategic issues are expected to have a significant impact on the ACC over the next five years. These strategic issues<sup>13</sup> are drivers for action:

1. **Brand and Market Positioning**
  - What specific segments do the ACC wish to pursue and what services best meet their needs?
  - What strategies are required to increase brand awareness and profile?
  - What marketing communications need to be developed to support these strategies?
2. **Growth**
  - Should the ACC pursue a model of growth or of sustainability? If so, in what areas, membership, huts, both?
  - What new strategies are needed to support the chosen model?
3. **Funding**
  - What funding strategies are required to support the chosen growth model?
4. **Governance**
  - What changes to governance are required to make the Board more effective in carrying out its roles and responsibilities?
5. **Programs and Services**
  - What should be the focus of National's programs and services vs. those of Sections?
  - What National programs /services need to be enhanced/developed /dropped to support this focus?

<sup>13</sup> Interviews with VASP Committee, Staff and Members at Large; VASP Committee Session Sep 9, 2009.

## 2. STRATEGIC DIRECTION

---

### VALUES

---

Values are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making. The Alpine Club of Canada's values include the following:

- ACC's Value<sup>14</sup>s* We, as club members, are committed to the following values:
- *Fidelity to our mountain roots and club history.*
  - *Faithfulness to the intrinsic value of the alpine environment to the human spirit; we believe this is best realized through alpine focused, self propelled recreational pursuits.*
  - *Commitment to training & safety in mountain pursuits.*
  - *Devotedness to personal fulfillment in the outdoors - to our own end and in our own way.*
  - *Responsibility for increasing our knowledge and understanding of mountain environments, and our impacts upon them, so as to inform and guide our mountain practices and stewardship efforts.*

### VISION

---

The Alpine Club of Canada's vision is described by the components of the organization's desired future state:

- ACC's Vision<sup>15</sup>* *Preserving, practicing and promoting Canadian mountain culture and self-propelled alpine pursuits.*

### MISSION

---

The mission statement articulates the organization's core purpose and distinctive identity within the industry, which is:

- ACC's Mission<sup>16</sup>* *The Alpine Club of Canada fosters alpine experiences, knowledge and culture; promotes responsible access; and supports excellence in alpine leadership and skills.*

<sup>14</sup> ACC internal documents; discussions with ACC ED, Board Chair, VASP Committee Chair.

<sup>15</sup> ACC internal documents; discussions with ACC ED, Board Chair, VASP Committee Chair.

<sup>16</sup> ACC internal documents; discussions with ACC ED, Board Chair, VASP Committee Chair.

## GOALS

---

Goals are ideal states to be achieved at some time in the future. ACC has articulated six goals:

*ACC's Goals*<sup>17</sup>

1. Be the club of choice for self-propelled alpine enthusiasts.
2. Be a strong advocate for alpine enthusiasts.
3. Strengthen the ACC's effectiveness in satisfying its stakeholders' needs.
4. Be a healthy and sustainable organization.
5. Be a leader in climbing and mountain skills and leadership development.
6. Continue to be Canada's leader in providing backcountry recreational accommodation.

## KEY SUCCESS FACTORS

---

Key success factors are those conditions that when properly maintained and managed will significantly impact the organization's ability to achieve its vision.

*ACC's Key Success Factors*<sup>18</sup>

- Member focus
- Financial Health
- Strategic Focus
- Credibility

<sup>17</sup> ACC internal documents; discussions with ACC ED, Board Chair, VASP Committee Chair.

<sup>18</sup> ACC internal documents; discussions with ACC ED, Board Chair, VASP Committee Chair.

---

## PERFORMANCE INDICATORS

---

Performance indicators are the measures used to gauge actual results against the goals and key success factors.

Each measure is reported and evaluated by the Board on a regular interval (see

**Table 1).**<sup>19</sup>

Table 1: Performance Indicators

Performance Indicators
1. Strategic Direction Alignment
2. Effectiveness of Board Governance <ul style="list-style-type: none"><li>• Audit of Board governance against best practices</li></ul>
3. Effectiveness of HR practices <ul style="list-style-type: none"><li>• Audit of organizational HR against best practices</li></ul>
4. Member Satisfaction Survey
5. Membership Retention
6. Section Leadership Satisfaction Survey
7. Advocacy Participation Impact <ul style="list-style-type: none"><li>• Frequency of participation in mountain advocacy opportunities</li></ul>
8. Effectiveness of Financial Practices <ul style="list-style-type: none"><li>• Audit of organizational financial practices against best practices</li></ul>
9. Funding Sustainability and Diversity
10. Facilities Growth and Performance Index

<sup>19</sup> ACC internal documents; discussions with ACC ED, Board Chair, VASP Committee Chair.

## UNIQUE VALUE PROPOSITION

---

The unique value proposition is the key set of benefits the organization delivers to meet the specific needs of its target segments.

The ACC is a national organization focused on promoting and preserving self-propelled alpine activities and mountain culture. Our club services focus on backcountry lodging; organized self-propelled alpine activities; excellence in volunteer leadership; and mountain arts and culture. We believe in and advocate for a balance between stewardship and responsible access to all areas in which we recreate. The value to our members is a fellowship of like-minded alpine enthusiasts and a unified voice for mountain values and backcountry recreation.

### 3. IMPLEMENTATION STRATEGIES

---

The Alpine Club of Canada is facing a number of key strategic decisions regarding its long-term future. These implementation strategies provide the framework for ongoing decision making.

- Implementation Strategies*<sup>20</sup> Each of the following strategies are described in more detail below:
- Market Focus and Growth Strategy
  - Member Focus Strategy
  - Information Technology Strategy
  - Facilities Strategy
  - Revenue / Funding Strategy
  - Products / Services Strategy
  - Governance Strategy

---

#### MARKET FOCUS AND GROWTH STRATEGY

---

- Renewed market strategy to increase national presence* The ACC renewed market strategy is to increase its national presence. This will be achieved through the following:
- Identify opportunities where the ACC's strengths can be leveraged to expand its national presence as a voice for the alpine.
  - Retain current members by increasing their level of satisfaction through improved and / or new service offerings.
- Three-pronged membership growth* The ACC has set a growth target of 15,000 memberships by 2015. To achieve this target the ACC will seek growth in three areas.
- Section Membership – The ACC will assist sections to become more robust. This will be achieved by adding / improving programs and services that will enable sections to better attract and retain members.
  - New Section Growth – Over the next five years the ACC will selectively approach and invite a limited numbers of alpine-focused regional clubs to become a section in the ACC.
  - Non-affiliated members – The ACC will add / improve programs and services to better meet the needs of this target segment which is expected to result in higher member retention.

<sup>20</sup> ACC Executive Committee meeting Sep 19, 2009; discussions with ACC ED, Board Chair, VASP Committee Chair.

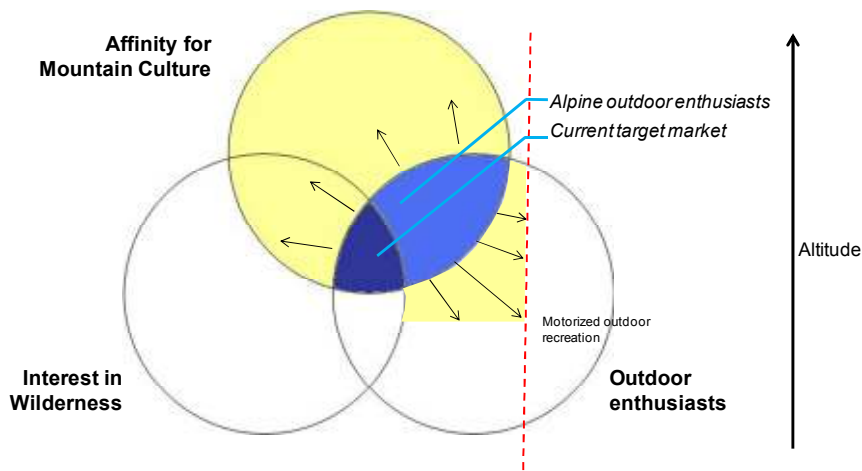
## MEMBER FOCUS STRATEGY

### *Expansion of focus to new target markets*

The ACC wishes to expand its member focus. As illustrated in Figure 6 below, the ACC's target market will expand to include:

- Self-propelled alpine outdoor enthusiasts, from high altitude climbers to hikers as well as backcountry skiers and snowshoers.
- Canadians with an affinity for mountain culture.
- Canadians interested in the alpine wilderness.
- Canadians interested in maintaining responsible access to backcountry areas.

**Figure 6: ACC's Current & Future Target Markets**



## INFORMATION TECHNOLOGY STRATEGY

### *Use of technology to improve organizational effectiveness*

ACC will explore how it can make better use of technology to improve organizational effectiveness, specifically to both improve membership services to sections and members as well as reduce the impact on organizational resources. This examination will include determining what services are best kept in-house and which may be better served through outsourcing.

## FACILITIES STRATEGY

### *Selective expansion of facility base*

The ACC will continue to extend its facility base both in the backcountry and in suitable front country locations. Expansions will focus on locations that make a significant positive contribution to the Club.

---

**REVENUE / FUNDING STRATEGY**

---

*Increase revenue / funding diversity* Recognizing that funding and revenue diversity is an essential element to the Club's long-term sustainability, the ACC will actively seek additional revenue / funding opportunities.

---

**PRODUCT / SERVICES STRATEGY**

---

*Improvement of current products / services for current members and addition of products / services for new target segments* The ACC will focus on improving current products / service for existing members and adding new products / services for the newly identified target segments. The focus on new targets may require decreased activities in other areas and/or divestiture of some programs and services. The constraints on this shift are the availability of funding and new revenue growth.

---

**GOVERNANCE STRATEGY**

---

*Increase Board effectiveness* The ACC Board will review and revise its current governance model, as appropriate, to improve Board effectiveness and enhance its ability to successfully carry out the goals of the strategic plan.

---

4. **ACTION PRIORITIES** *(To be completed after the ACC Board approves the Strategic Plan.)*

---

Several objectives and action plans have been identified to achieve the organization's goals over the next five years. These action priorities stem from the goals and objectives.

**GOAL 1** Xx

**OBJECTIVE 1.1** Xx

ACTIONS		CHAMPION	TARGET DATE
1.1.1	Xx		
1.1.2	Xx		
1.1.3	Xx • Xx • Xx		

**GOAL 2** Xx

**OBJECTIVE 2.1** Xx

ACTIONS		CHAMPION	COMPLETION DATE
2.1.1	Xx		
2.1.2	Xx		
2.1.3	Xx • Xx • Xx		

**GOAL 3** Xx

**OBJECTIVE 3.1** Xx

ACTIONS		CHAMPION	COMPLETION DATE
3.1.1	Xx		
3.1.2	Xx		
3.1.3	Xx • Xx • Xx		

**GOAL 4** Xx

**OBJECTIVE 4.1** Xx

ACTIONS		CHAMPION	COMPLETION DATE
4.1.1	Xx		
4.1.2	Xx		
4.1.3	Xx • Xx • Xx		

**GOAL 5** Xx

**OBJECTIVE 5.1** Xx

ACTIONS		CHAMPION	COMPLETION DATE
5.1.1	Xx		
5.1.2	Xx		
5.1.3	Xx • Xx • Xx		

**GOAL 6** Xx

**OBJECTIVE 6.1** Xx

ACTIONS		CHAMPION	COMPLETION DATE
6.1.1	Xx		
6.1.2	Xx		
6.1.3	Xx • Xx • Xx		

5. **PERFORMANCE TARGETS / MEASUREMENTS** (*To be completed after the ACC Board approves the Strategic Plan.*)

---

Multi-year performance targets have been defined for each performance indicator. These targets are estimates and are intended to be directional, rather than absolute in nature (see Table ).

**Table 2: Performance Targets (tbd)**

Performance Indicators	Performance Targets				
	2009	2010	2011		
<b>Performance Indicator 1</b>					
Xx					
Xx					
Xx					
<b>Performance Indicator 2</b>					
Xx					
Xx					
Xx					

## 6. FINANCIAL FORECAST

### CURRENT PROPOSED BUDGET

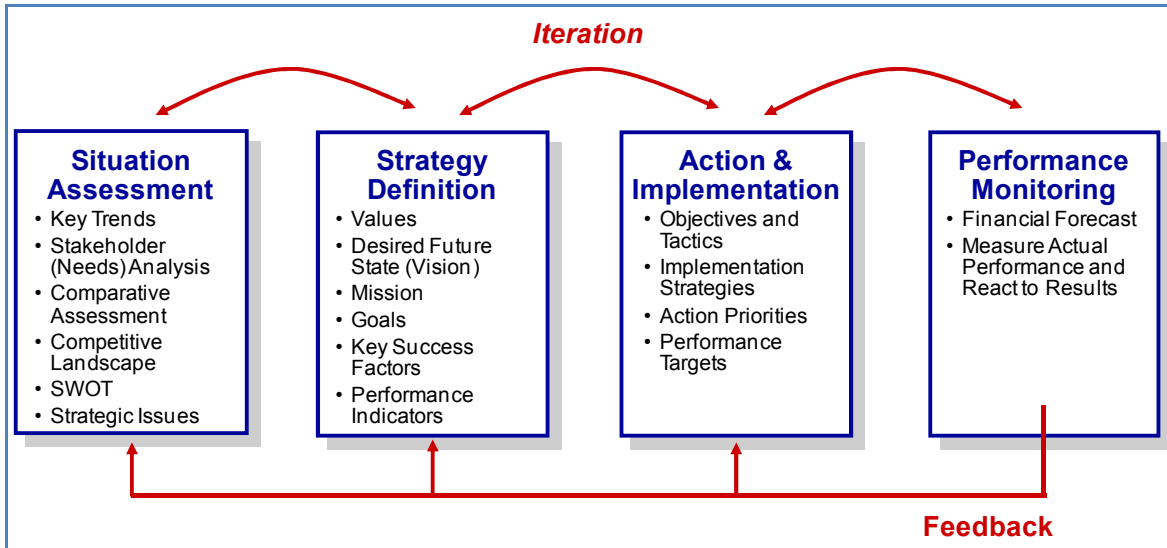
	<b>Draft Budget 2010</b>	<b>Projected 2009</b>	<b>YTD Aug-09</b>	<b>Budget 2009</b>	<b>Actual 2008</b>	<b>Actual 2007</b>
<b>REVENUE</b>						
Facilities (Clubhouse and Huts)	\$1,469,000	\$1,504,585	\$1,365,569	\$1,426,201	\$1,438,209	\$1,267,465
Activities (Trips and Camps)	\$531,335	\$446,429	\$422,355	\$599,754	\$554,503	\$578,574
Membership Fees	\$210,000	\$195,000	\$167,449	\$198,000	\$199,636	\$196,701
Canadian Alpine Journal	\$52,500	\$52,500	\$46,429	\$54,850	\$53,017	\$56,809
Canadian Alpine Centre	\$45,000	\$0	(\$20,225)	\$65,000	\$78,343	\$94,875
Fundraising/Development	\$9,000	\$8,500	\$9,764	\$6,000	\$6,342	\$2,755
Other Revenue	\$82,500	\$77,145	\$58,600	\$72,445	\$82,768	\$123,729
<b>TOTAL REVENUE</b>	<b>\$2,399,335</b>	<b>\$2,284,159</b>	<b>\$2,049,942</b>	<b>\$2,422,250</b>	<b>\$2,412,818</b>	<b>\$2,320,908</b>
<b>EXPENSES</b>						
Facilities (Clubhouse and Huts)	(\$656,500)	(\$665,194)	(\$555,532)	(\$649,567)	(\$605,496)	(\$599,887)
Activities (Trips and Camps)	(\$424,530)	(\$378,225)	(\$301,533)	(\$490,075)	(\$459,894)	(\$445,445)
Membership						
Liability Insurance	(\$55,000)	(\$45,000)	(\$35,199)	(\$55,000)	(\$46,034)	(\$47,566)
Board of Directors	(\$39,500)	(\$37,527)	(\$20,472)	(\$35,700)	(\$31,463)	(\$31,524)
Other	(\$21,200)	(\$9,350)	(\$6,521)	(\$19,150)	(\$5,940)	(\$12,270)
Canadian Alpine Journal	(\$45,500)	(\$45,743)	(\$40,753)	(\$48,510)	(\$43,615)	(\$40,479)
Canadian Alpine Centre	\$0	\$0	\$0	\$0	\$0	\$0
Fundraising/Development	(\$20,000)	(\$32,000)	(\$6,654)	(\$18,000)	(\$21,077)	(\$9,963)
Indirect Admin Expenses	(\$135,616)	(\$130,258)	(\$107,988)	(\$137,144)	(\$119,033)	(\$131,260)
Staff Payroll Expense	* (\$911,489)	(\$814,730)	(\$627,982)	(\$892,679)	(\$829,053)	(\$781,902)
Other Expenses	(\$90,000)	(\$79,219)	(\$50,673)	(\$76,425)	(\$70,808)	(\$59,805)
<b>TOTAL EXPENSES</b>	<b>(\$2,399,335)</b>	<b>(\$2,237,247)</b>	<b>(\$1,753,308)</b>	<b>(\$2,422,250)</b>	<b>(\$2,232,412)</b>	<b>(\$2,160,101)</b>
<b>OPERATING SURPLUS/(LOSS)</b>	<b>\$0</b>	<b>\$46,912</b>	<b>\$296,634</b>	<b>\$0</b>	<b>\$180,406</b>	<b>\$160,807</b>
Fay Hut Depreciation due to Fire	\$0	(\$212,516)	(\$212,516)	\$0	\$0	\$0
<b>NET OPERATING SURPLUS/(LOSS)</b>	<b>\$0</b>	<b>(\$165,604)</b>	<b>\$84,118</b>	<b>\$0</b>	<b>\$180,406</b>	<b>\$160,807</b>

## APPENDICES

---

### APPENDIX A: PLANNING PROCESS<sup>21</sup>

---



<sup>21</sup> Framework Partners Inc.

**APPENDIX B: STRATEGIC FRAMEWORK PLANNING MODEL<sup>22</sup>**

---



<sup>22</sup> Framework Partners Inc.

## APPENDIX C: GLOSSARY OF PLANNING TERMS<sup>23</sup>

---

<i>Alpine</i>	Alpine refers to the high mountain zone above the timberline.
<i>Budget</i>	The month-by-month goals that have to be achieved to maintain an effective operating plan. The quantification of plans for revenues and expenses for control purposes.
<i>Consensus</i>	A state of affairs where a clear alternative appears to have the support of most members, and the others feel that they have been listened to, had a fair chance to influence the decision outcome, and can support the final decision.
<i>Goals</i>	Ideal states to be achieved sometime in the future.
<i>Governance</i>	The combination of high-level processes and structures implemented by a board or oversight committee to inform, direct, manage and monitor the activities of the organization.
<i>Implementation Strategy</i>	An enduring guideline within which decision-making is carried out.
<i>Key Success Factors</i>	Those characteristics, conditions or variables that permeate through an organization and when properly sustained, maintained and managed can have a significant impact on the long-term success of the organization.
<i>Mission</i>	Communicates the distinctive identity, or purpose, which the organization seeks within the sector.
<i>Mountaineering</i>	Mountaineering refers to a range of activities including rock climbing, mountain climbing, ski mountaineering, ice climbing, scrambling, bouldering, hiking and trekking.
<i>Mountain environments</i>	Mountain environments include alpine, mountain and other relevant areas.
<i>Objectives</i>	Measurable activities specific in terms of quantity, quality, cost, time and responsibility.
<i>Performance Indicators</i>	Qualitative and quantitative factors of an output that provide a framework for assessing performance.
<i>Performance Targets</i>	A pre-determined end-result to be achieved within a given period of time.
<i>Situation Assessment</i>	An evaluation of current issues, trends, and future developments for the industry, and SWOT analysis.
<i>Stakeholder</i>	An individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of the organization's products and services.

<sup>23</sup> Framework Partners Inc.

<i>Strategic Issue</i>	A trend, event or factor, either internal or external, that will likely result in change within the time frame of the plan.
<i>Strategic Plan</i>	The document summarizing the results from strategic planning.
<i>Strategic Planning</i>	An iterative activity focused on discussion and consensus building resulting in well-defined action. A systematic and continuous disciplined approach to analyzing trend indicators about markets, competitors, strategies and product mix. Sets parameters for future growth and details strategies to make that growth happen.
<i>Strategy</i>	An enduring guidelines, practice or approach within which decision-making is carried out.
<i>Survey</i>	Extracts targeted information from key stakeholders to inform business operation or planning objectives and engage large groups of key stakeholders in the planning process to ensure inclusiveness and gain buy-in.
<i>SWOT Analysis</i>	Assessment of an organization's internal <b>strengths</b> and <b>weaknesses</b> , and external <b>opportunities</b> and <b>threats</b> . The analysis assists in the identification and prioritization of action priorities.
<i>Value Proposition</i>	The sum total of benefits which a vendor promises a customer will receive in return for the customer's associated payment (or other value-transfer). In simple words: value proposition = what the customer gets for what the customer is willing to pay.
<i>Values</i>	Fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision making.
<i>Vision</i>	A picture of the future the organization seeks to create, typically described in the present tense as if it were happening today.