



2023 IN REVIEW

APPALACHIAN MTN CLUB





During Fallfest AMC members enjoyed a hike on the network of trails near Medawisla Lodge and Cabins.

Photo by Garrick Hoffman



Dear friends,

What a fabulous year for connecting people to the outdoors: In 2023 our staff, chapters, and volunteers hosted over 5,000 activities. AMC took concrete action towards supporting equity in the outdoors. And we committed to bringing another 29,000 acres of forestland under our responsible land management.

One of our most meaningful accomplishments is articulating AMC's values, six qualities that describe how we want to act as a community: joy, integrity, inclusive, collaborative, bold, and resilient. We debuted the AMC Values Awards, celebrating those who exemplify our commitment to connecting people to the outdoors. Their stories, featured in the following pages, showcase the strength of our organization.

The two of us are equally inspired by you, our partners, members, donors, and volunteer community. Your support in this transformative year anchors AMC and grounds us in our mission to foster the protection, enjoyment, and understanding of the outdoors. We hope you take pride and encouragement in the accomplishments highlighted in this report.

Cheers,

Nicole Zussman
President & CEO

Yvette Austin
Chair, Board of Directors



An AMC professional guide leads a trip to AMC's Carter Notch Hut in the White Mountains.



Joy is at the center of all that AMC does. We connect people to the outdoors through exceptional outdoor experiences. By inspiring feelings of wonder and awe, time spent in the outdoors creates lifelong support for AMC's conservation and recreation work.

Joe Roman:



Finding Joy in the Backcountry

Joe Roman is AMC's Backcountry Resource Manager, responsible for maintaining AMC's campsites and shelters in the most remote corners of our region.

How long have you worked at AMC?

I started working seasonally as a backcountry caretaker in 2012, and since 2016 have served in the full-time role of managing AMC's backcountry sites.

What's your favorite part of your job?

Working with fabulous, passionate people in an organization that is truly making this world a better place to live.

How do you share joy in the outdoors?

Sharing time with people outdoors brings out the best in us. The backcountry campsite program is, at its core, about creating positive spaces for sharing joy.

(This page) Garrick Hoffman, (Opposite page) Corey David Photography

Guided Outdoors

AMC gets thousands of folks outside each year on guided adventures. AMC's trained guides led hundreds of trips in 2023. These programs encompass a range of weekend to weeklong activities from introductory skills workshops to challenging lodge-to-hut traverses. From teaching guests how to clip into cross-country skis for the first time to guiding women's groups up to Carter Notch Hut in the White Mountains, AMC provides the expertise and support for people to have the adventure that is right for them.

Destinations

Mother Nature is the perfect host. In 2023 guests spent over 100,000 bednights at AMC destinations, visiting for solo getaways, family reunions, corporate retreats, and school field trips in the outdoors. AMC's lodges, huts, and volunteer-run camps and cabins are the ideal place for groups to connect with each other in an environment that brings joy, adventure, and camaraderie. Thanks to our donors and volunteers, AMC guests encounter naturalist programming and climate science around every corner, enriching their visits with meaning and a connection to the outdoors.



During Fallfest, AMC Chapter members enjoyed a ride on the network of gravel bike trails near AMC's Medawisla Lodge and Cabins.

complements resource protection, education, research, climate change mitigation, and community partnerships to create exuberant, one-of-a-kind experiences in the outdoors. Over 250 visitors joined us for these festivals last year. These events were made possible by a generous gift from AMC donors Lenny and Marjorie Johnson (see below) and additional corporate sponsorship from Allagash Brewery.



We were happy to support the Maine themed weeks because creating new ways to engage more people in the AMC Maine Woods is important to us. We hope that when they experience the Maine Woods, they will love it as much as we do."

Lenny and Marjorie Johnson
Carlisle, MA
AMC Members since 1970,
President's Society since 2010

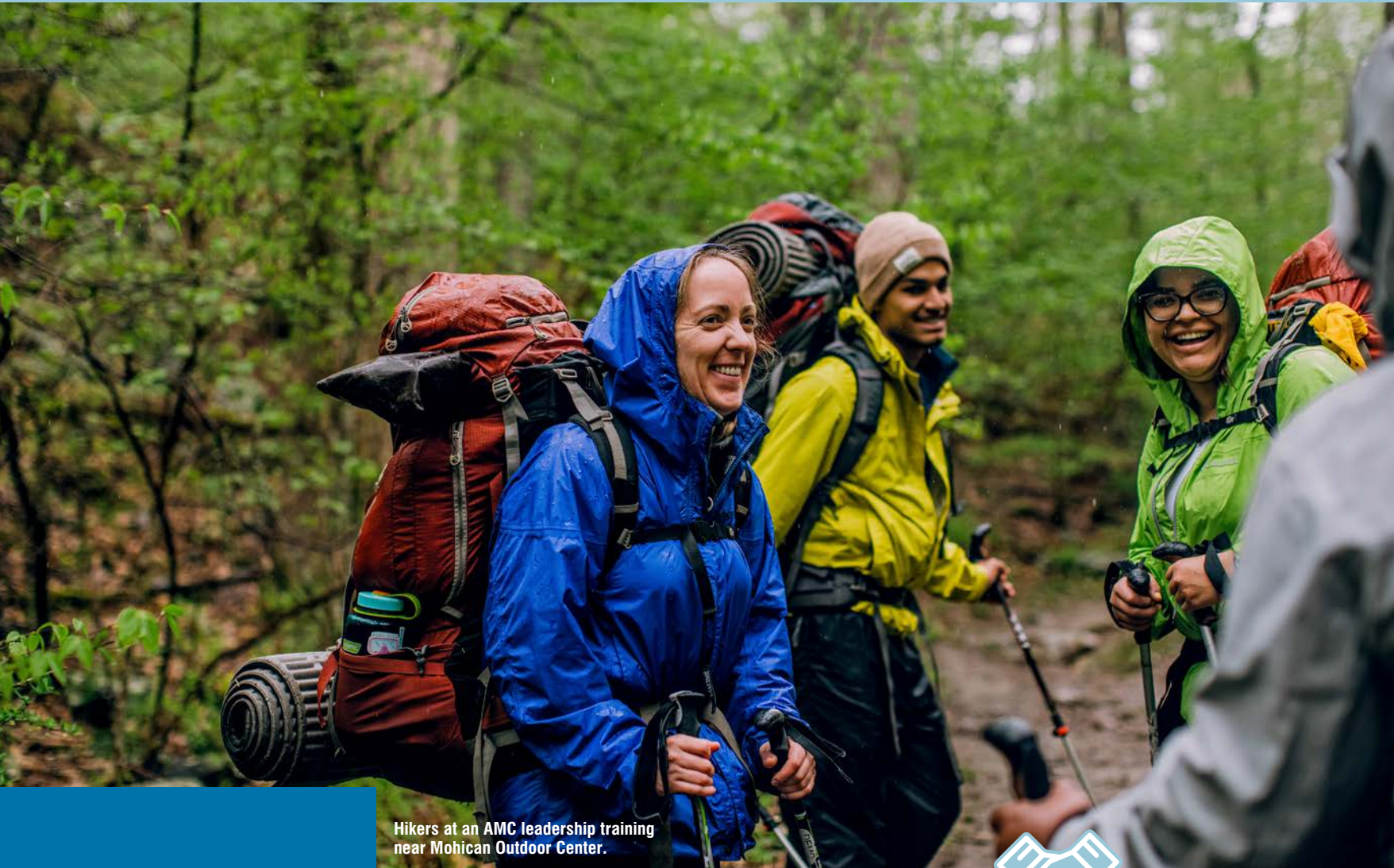
Maine's Themed Outdoor Program Opportunities

In 2023 AMC launched a summer festival series designed to highlight the joyful opportunities available to visitors in the 114,000 acres of land that comprise AMC's Maine Woods. As part of AMC's Maine Woods Initiative, these festivals demonstrate how outdoor recreation

Looking Ahead

The Maine festivals are returning in 2024 with even more programming! Join AMC in the Maine Lodges for gravel biking adventures and stargazing in New England's only Dark Sky Park.





Hikers at an AMC leadership training near Mohican Outdoor Center.

AMC is strong because we are powered by a diverse range of skills and experiences. We know our differences make us stronger, and we strive to create a culture of belonging that ensures a variety of perspectives have a seat at the table.



Pamela Brown:



Welcoming Everyone to Be Outdoors

Pam Brown is AMC's Director of Communications, responsible for managing content development for public relations, social media, and multimedia storytelling.

How long have you worked at AMC?

It hasn't even been a year yet! I started at AMC in 2023, and I've been soaking up AMC's work like a sponge.

What's your favorite part of your job?

Part of my job is to translate AMC's work for public audiences. That means I have carte blanche to ask endless questions of my patient colleagues. I am learning so much.

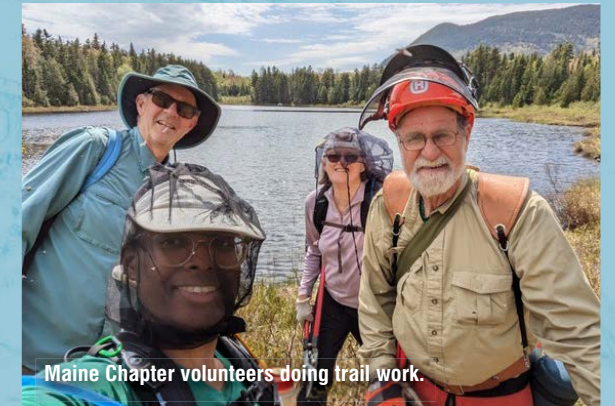
How does AMC make you feel welcome?

This community loves to share its passion. Almost every conversation I have with coworkers and volunteers ends with "you should come by and check it out!" I only regret that I can't take up every invitation—or I'd never find the time to tell you about it!

(This page) Melika Uter (Opposite page) Paula Champagne

Diversity, Equity, and Inclusion

Under the guidance of volunteer and staff representatives from across AMC's region, along with the Board's leadership, AMC's DEI work ensures that our programming, communication, and culture foster authentic belonging and inclusion for a spectrum of identities. To evaluate AMC's current needs, we partnered with DEI Outdoors, a consulting firm specializing in equity and justice issues in the conservation, outdoor recreation, and natural resources industries. In 2024 AMC will execute a workplan for advancing DEI in our workplace, activities, community, and advocacy. Please visit our new landing page, [outdoors.org/DEI](https://www.amc.org/DEI), to read more about our commitment and ongoing work towards inclusive and equitable practices.



Maine Chapter volunteers doing trail work.

Five Thousand Front Doors

AMC's staff, chapters, and volunteers hosted 5,221 activities last year! That's an increase of 450 activities over 2022. We salute AMC's eleven chapters, which represent the organization from Virginia to Maine. It takes a lot of effort and dedication to plan and lead activities, from social events and nature walks to multi-day backpacking and climbing weekends. Each experience is a front door, welcoming new and current members into our diverse and robust community of people who love the outdoors.

All Person Trails

In 2023 AMC opened the Cardigan Mountain All Persons Trail, a half-mile out-and-back nature trail in Alexandria, NH that meets U.S. Forest Service Trail Accessibility Guidelines and is suitable for use by all people, including those who utilize mobility devices. AMC is committed to facilitating opportunities for people of all abilities to be outdoors, and all person trails are a tangible expression of this work. We're thankful to the AMC New Hampshire Chapter for the countless volunteer hours that helped build the trail, and to our members, partners, and foundation supporters for the generous financial contributions that brought this trail to fruition.



Looking Ahead

2024 brings new all persons trails opening at Noble View Outdoor Center in Russell, MA and at Brewster's Woods in Concord, MA.



AMC hosts and leads programs for schools. Here, a class sets out from AMC's Highland Center in Crawford Notch for a day on the trail where they'll learn about environmental stewardship, outdoor skills, and teamwork.

The impactful work AMC undertakes is made possible through the meaningful relationships we foster across our membership, as well as with federal and state agencies, nonprofits, industry partners, and community groups. We share a common cause—the protection, enjoyment, and understanding of the outdoors—and together, our efforts go further.



Beau Etter-Garrette:



Many Hands Make Light Work

Beau Etter-Garrette is AMC's Construction Manager, responsible for improving the infrastructure of AMC's lodges, cabins, and huts.

How long have you worked at AMC?

Fifteen years! I started at AMC in 2009 as a backcountry caretaker.

What's your favorite part of your job?

The wonderful community of people I get to work with.

How does working with others help AMC achieve more?

By maintaining strong relationships among departments, AMC makes it easy to communicate and share the needs of its teams, allowing us to execute improvements more efficiently.

(Opposite page) Corey David Photography

A Mountain Classroom

AMC's A Mountain Classroom distinguishes itself from other outdoor education programs with its program staff comprised of full-time, experienced field educators and nature guides. They are enthusiastic professionals committed to environmental education, pairing their field experience and wilderness first aid certificates with schoolteachers from across the Northeast to bring youth outdoors for instruction about ecology and environmental science, team facilitation in nature, outdoor skills development, leadership in nature, and a sense of place. Last year AMC ran 136 A Mountain Classroom trips engaging 3,776 students.



Community Snow Observations

AMC's conservation policy advocacy is backed by science, conducted by members of AMC's Research team in conjunction with members of our community. An example of our crowdsourced, participatory science is the Community Snow Observations network, which unites recreationists in collecting snow measurements around the world. This project helps scientists understand snow depth variability, which is especially volatile in our current period of climate change. In AMC's region we engaged our public audiences in data collection, yielding 490 uploads through the Snow Scope app in 2023 to improve the understanding of our changing winters.

Outdoor Journey Fund

Seeded with generous support from L.L.Bean and amplified through donations from AMC members, the Outdoor Journey Fund allows nonprofit partners working across a spectrum of identities and abilities to receive free or greatly reduced outdoor education, accommodations, and recreational opportunities at AMC's destinations. In 2023 the Outdoor Journey Fund supported 24 trips, enabling leaders from Girls Inc. of New Hampshire, the Greengard Center for Autism, New England Ski for Light, and many others to bring their constituents outdoors.



L.L.Bean is pleased to support AMC's work to provide access to outdoor activities for those who face significant barriers to outdoor participation. Through the Outdoor Journey Fund and accessible interpretive programming, more people are able to experience the restorative power of the outdoors."

Kayla Lessard
Manager of Partnership Marketing
L.L.Bean

Looking Ahead

We're fundraising for the Outdoor Journey Fund to be able to work with more community partners in 2024. To contribute funding or to request support for a nonprofit you're working with, visit [outdoors.org/outdoorjourneyfund](https://www.outdoors.org/outdoorjourneyfund)



An AMC Professional Trail Crew at work on Old Bridle Path as part of the Franconia Loop Trail Restoration Project.

AMC has been a key player in the recreation and conservation space for 150 years. Community support has been instrumental in our history of success, emboldening us to take smart and creative risks. As valued partners, your trust empowers us to tackle big initiatives and to innovate new approaches. We are grateful for the opportunity to lead.



Alexander DeLucia: Trailwork Is a Professional Craft

Alexander DeLucia is AMC's Director of Trails, responsible for training and leading AMC's professional trail crew, along with AMC's volunteer and AmeriCorps crews.

How long have you worked at AMC?

I started working with AMC in May 2001 leading teen trail crews from Camp Dodge.

What's your favorite part of your job?

Working with the Trails department on the amazing projects we execute, some of which take years of planning and permitting, that provide sustainable access to the outdoors for everyone.

What is the biggest risk you took in 2023?

Planning for 2024! There is so much opportunity for AMC in recreational trail construction and maintenance across the Northeast. I am an ambitious planner with a big vision, and I advocate for what we need to realize our potential.



Trail Skills College

AMC's Trails Department—the oldest professional crew in the nation—leads with boldness and skill. The Trails Skills College last May cemented AMC's status among volunteer and professional trail stewards. AMC is also training youth and recent graduates to enter the field of conservation. As a proud AmeriCorps partner, AMC hosted a 22-person AmeriCorps cohort. This mighty trail crew contributed 9,600 hours of work in 2023.

Net Zero by 2050

In Summer 2023 a 204-panel solar array was installed at AMC's Highland Center at Crawford Notch that will offset an estimated 116,000 pounds of carbon dioxide a year. At Zealand Falls Hut, the addition of a new solar array means the entire High Mountain Hut system is now solar-powered. That same summer local contractors at the volunteer-led Cold River Camp, on the New Hampshire-Maine border, installed panels that power an electric commercial kitchen. These updates, made possible through donor support, contribute to AMC's commitment to cutting fossil fuel use and reducing greenhouse gas emissions.

The Ground Floor of the Climate Corps

In Fall 2023 the White House announced the creation of the American Climate Corps to train people in high-demand skills for climate resilience, including the conservation and restoration of our public lands. Thanks to the bold vision of the AMC Trails department, we're already a part of the Climate Corps rollout. The skills training and effectiveness of AMC's trail crews form the backbone of the American Climate Corps's workforce development and service mission, and AMC is recruiting and training the next generation of environmental stewards.

Looking Ahead

Learn from the best in the business and join AMC for the Trails Skills College in May 2024! Taking place at the Camp Dodge Trails Center in Gorham, NH, the Trails Skills College offers opportunities for everyone. Register at outdoors.org/trailsskillscollege



A hike in the woods, a swim in the lake, sailing on the bay (especially when the woods, lake, or bay is associated with AMC) are tonic for my soul. Setting aside beautiful environments under stewardship of organizations like AMC that are committed to environmental protection is essential for our and the earth's survival."

Philip and Michiyo Salen
Bethlehem, PA
AMC members since 1995



(Opposite page) Corey David Photography



An AMC hut croo and guests at Mizpah Spring Hut.

The world is changing, and so is AMC. We are a resourceful organization, seizing opportunities and remaining nimble to deliver our mission even in the face of environmental stressors. AMC has been around for almost 150 years, and with a blend of grit and optimism, we'll still Be Outdoors 150 years from now.



Bethany Taylor:

Keeping the Hut Spirit Alive in Difficult Times

Bethany Taylor is AMC's Huts Manager, overseeing the legendary hut croo and winter hut caretakers.

How long have you worked at AMC?

I started working at AMC in the huts in 2003, and twenty years later, I'm the Huts Manager!

What's your favorite part of your job?

Getting to make the mountain magic happen. And mentoring hut croo. And talking with guests. And helicopters. And working with a strong community.

How do the huts build resilience?

Providing unique little bubbles of experience to guests, to each other, and to ourselves is worth the challenging execution. You keep going, and you surround yourself with a croo that supports and inspires you, because what you have and create and sustain in the face of adversity is the point.

Little Dragonflies, Big Story

Mercury is a naturally occurring element that can be found throughout the Earth, but too much mercury or long-term exposure can cause serious health problems for individuals and entire ecosystems. Enter the dragonflies: These tiny, resilient creatures tell a big story. AMC scientists collaborated with partners from the U.S. Geological Survey, the National Park Service, Dartmouth College, and the University of Maine to examine how mercury accumulates in dragonfly larvae, indicating how much mercury is in a given ecosystem.



Trailwork

Climate change, with its powerful storms, record rainfalls, washouts, blowdowns, and floods, have taken a huge toll on the trails. To tackle these changes, we need a big corps, and AMC has one of the best. In 2023 500 volunteers, including 22 AmeriCorps participants, invested over 13,000 hours into



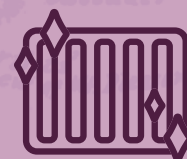
31,300 Labor Hours



209 Rock Steps



1.5 miles x 5' wide Gravel-Surfaced All Persons Trail



950 Drains Cleaned



232 Wood Steps

trail maintenance. This work, conducted under the skilled leadership of AMC's professional trail staff, not only addressed trail conditions, but also rebuilt trails to withstand future pressure from heavy foot traffic and extreme weather. AMC teams are resilient, and now so are our trails.

Ladders to the Outdoors

Parks across AMC's region received record rainfall in 2023. In Harriman State Park in New York, entire sections were closed to the public during the busy summer season due to flooding and damaged roads. All



An AMC naturalist program in Harriman State Park.

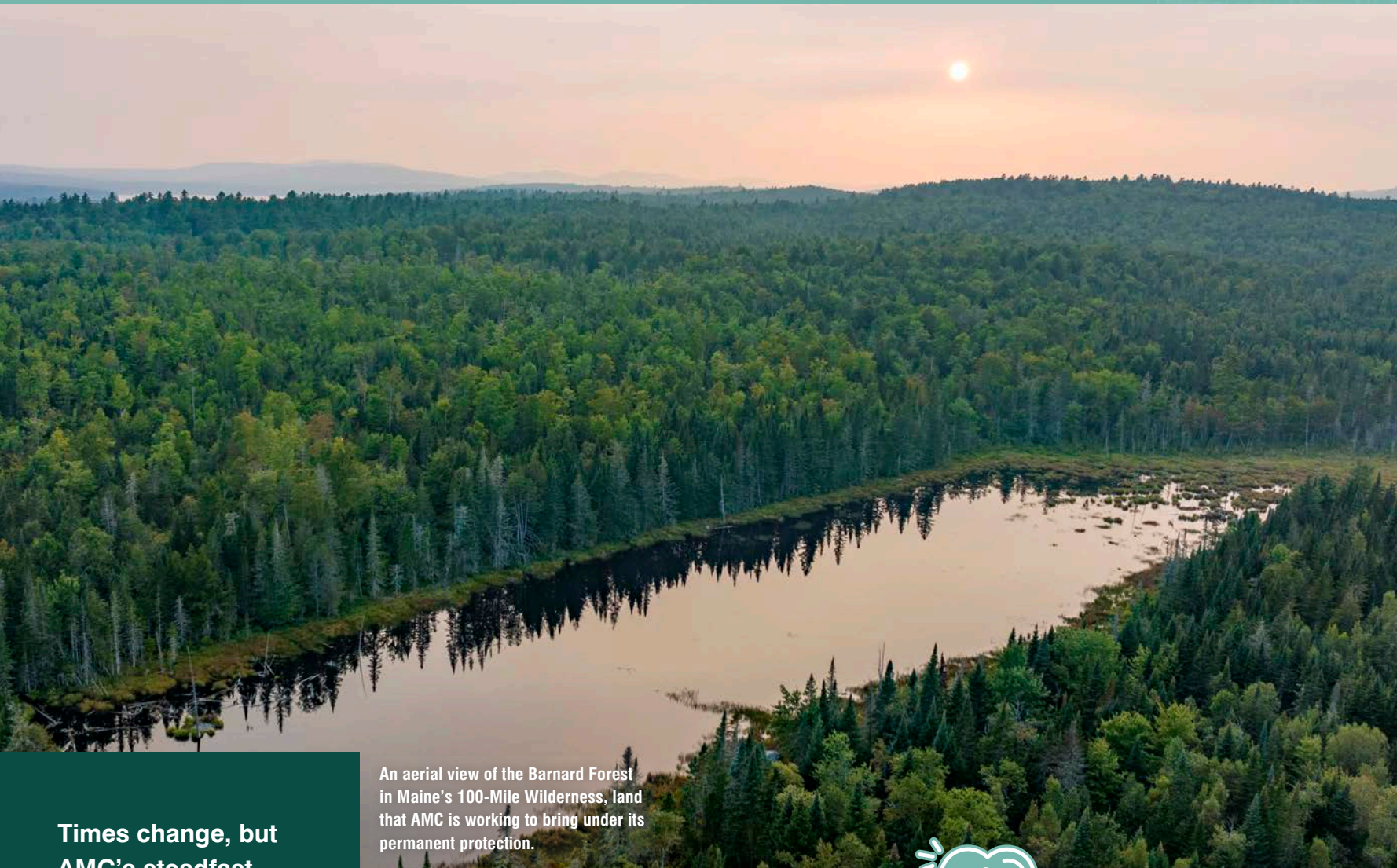
the same, park visitors were not deterred from being outdoors, and AMC naturalists engaged nearly 9,000 visitors last year with trail guidance and stewardship education. AMC executed this programming through the Ladders to the Outdoors initiative, which is offered in collaboration with the New York State Office of Parks, Recreation and Historic Preservation, the Natural Heritage Trust, and the Palisades Interstate Parks Commission.



Looking Ahead

AMC will provide naturalist programming in Harriman State Park for a third season. Look for expanded programming at Reeves Meadow Visitors Center, the Palisades Information Center, and a few new locations to be announced!

(This Page) Corey David Photography (Opposite Page) Diana Carbone



An aerial view of the Barnard Forest in Maine's 100-Mile Wilderness, land that AMC is working to bring under its permanent protection.

Times change, but AMC's steadfast values endure. Whether on small or grand stages, we consistently act in line with our values. And the stage doesn't get much grander than Maine, where we practice a holistic land management model across the 114,000 acres of forest under our ownership.



Jess Wilson:



A Commitment to Hospitality

Jess Wilson is AMC's Regional Director (North), managing the lodges, huts, and camps in Maine and New Hampshire.

How long have you worked at AMC?

My first role at AMC was in a seasonal front desk position at the Pinkham Notch Visitor Center in 2002.

What's your favorite part of your job?

AMC's community! I love the passion shown by staff, volunteers, members, and guests.

How do you make decisions in line with AMC's values?

I try to take time to understand the scenario or implications from multiple perspectives and select a decision that is the best for the organization, trying to be as transparent and communicative as possible along the way.

(Opposite page) Photo by The Conservation Fund | © Jerry Monkman/EcoPhotography

The Maine Woods Initiative

MWI seeks to conserve and protect a corridor of more than a million acres of the 100-Mile Wilderness from Monson, ME to Baxter State Park. It is a working model that demonstrates how year-round outdoor recreation, overnight lodging, conservation, nonprofit partnerships, rural community economic development, responsible forestry, and outdoor education can work simultaneously and deliver both mission and economic success. AMC is the leader in developing and delivering this unique model.



The Maine Woods is our winter haven where we trade the rush of modern life for quiet moments with snowshoe hare prints and the dark sky. It's where the thrill of a snowy ski meets the simplicity of a wood stove in a snug cabin. Our annual visit to Medawisla is our celebration of winter, family, and the pure joy of the outdoors."

Catherine, Peter, Charlie, and Harry Creighton
Manchester, MA
AMC Members since 1999

Wild Atlantic Salmon Recovery in Maine

Sea-run salmon haven't had access to their headwaters since Maine's mainstem dams were installed in 1835. AMC and its partners are removing barriers to fish passage on MWI land, and last year we found juvenile salmon in our streams—their first time returning to these waters in 180 years.



Protecting the Barnard Forest

In 2023 AMC began working with The Conservation Fund to permanently protect nearly 29,000 acres of forest in Piscataquis County, ME. Bringing the property under AMC's ownership will allow AMC to continue its work to conserve the entirety of the West Branch of the Pleasant River Watershed, improve climate resilience, and restore guaranteed public access for recreation.

Looking Ahead

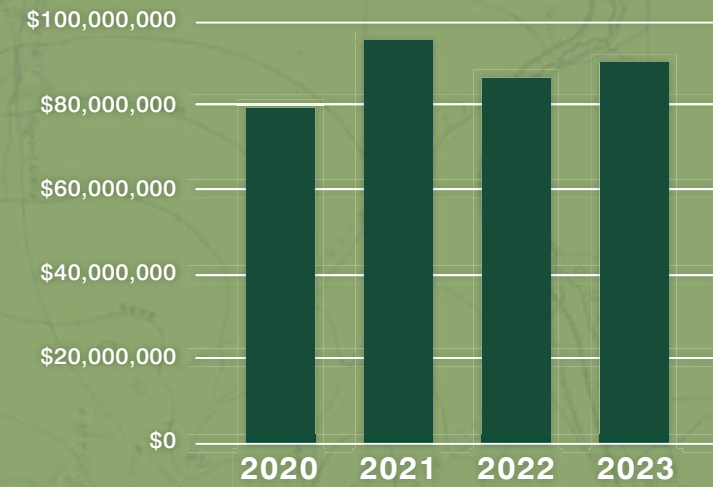
AMC's partnership with The Conservation Fund allows the Barnard Forest to remain protected from development while we raise the \$23 million needed to acquire and permanently protect the full Forest. Learn more and contribute at outdoors.org/barnard

FINANCIALS

AMC remains strong at executing many programs and projects critical to delivering on our mission, and we have a clear vision and the resources to propel us into the future. With respect to AMC's endowment, our total investment portfolio posted a healthy return on investment of 10.8%. However, we continue to navigate some headwinds in this changing environment. While earned revenues were flat compared to 2022, total operating expenses increased

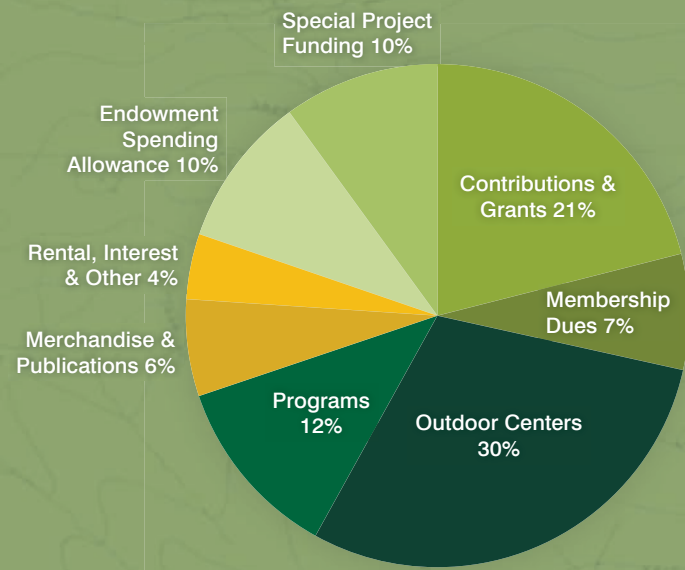
due to larger investments in staffing and capital needs. This year, with new leadership in place, we are rolling out a strategic plan that will work to eliminate operational deficits in the future. Despite the financial challenges, many of our thousands of outdoor programs, run by volunteers and staff, filled to capacity last year. Thank you for all you are doing to help connect people to the outdoors.

ENDOWMENT

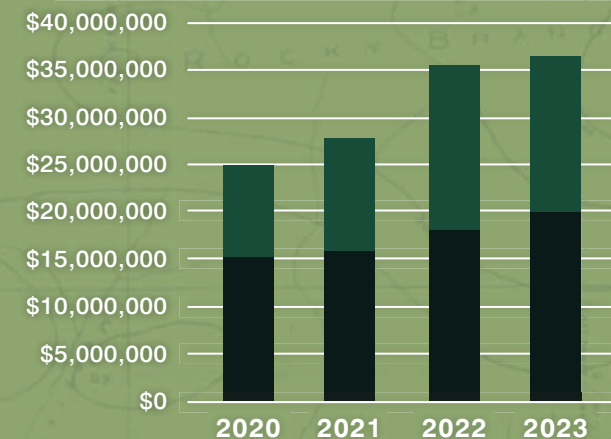
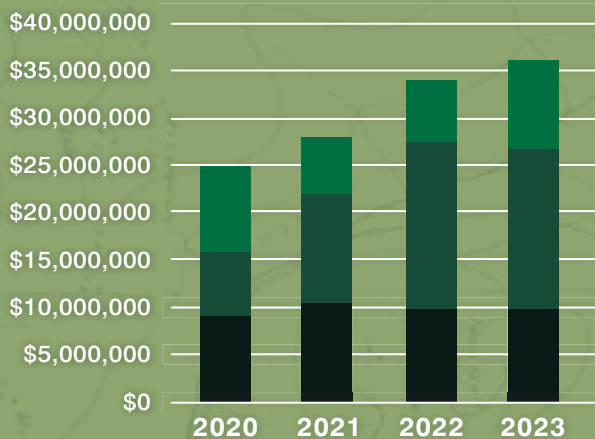
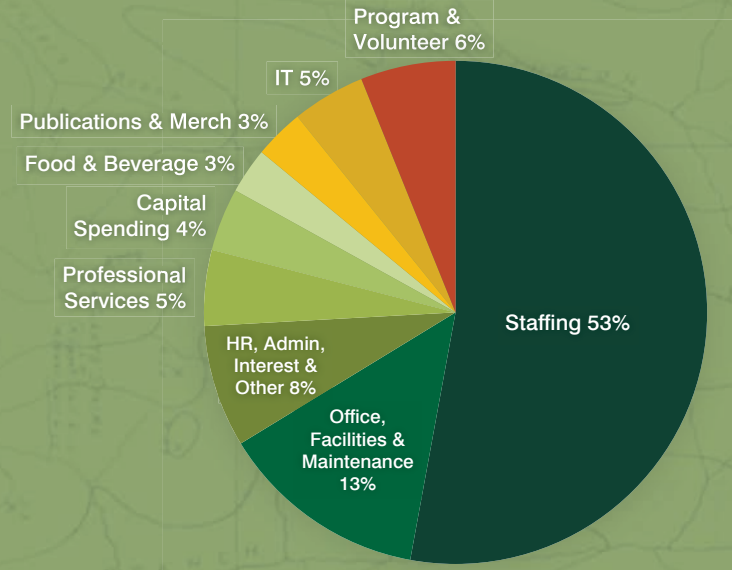


AMC's Management Team at 2024 Annual Summit, from left to right: Hannah Gauthier, Steve Tatko, Heather Clish, Jennifer Norris, Faith Salter, Nicole Zussman, Scarlet Batchelor, Crystal Mandler, Helmut Rueckert, Nicholas Stevens, and Libbi Cinti.

OPERATING REVENUE



OPERATING EXPENSES



ORGANIZATIONAL LEADERSHIP

Board of Directors

Officers

Yvette Austin, Chair
 Cheryl Duckworth, Vice Chair
 Kathy Campbell, Treasurer
 Paul Wilson, Secretary

Robert W. Ackerman
 Charlie Arsenault, Regional Director (Central Region)
 Scott Barringer
 Richard Batiuk, Regional Director (Southern Region)
 Karen Brace, Regional Director (Northern Region)
 Debra Coyman
 Cindy Crosby, Regional Director (Eastern Region)

Ramón Cruz
 Shalin Desai
 Birgitta C. Dickerson
 Cynthia Dow
 Mardi Fuller
 Shan Soe-Lin Hecht
 Ben Howard
 Samarjit Shankar
 William B. Tyree
 Nick Wilkoff
 Eileen Yin, Regional Director (Mid-Atlantic Region)
 Nicole Zussman

Management Team

Scarlet Batchelor Chief Growth Officer	Helmut Rueckert VP, Lodging & Hospitality
Heather Clish VP, Conservation & Recreation Advocacy	Faith Salter VP, Learning & Volunteer Community Engagement
Libbi Cinti VP, Human Resources	Nicholas Stevens Chief Financial Officer
Hannah Gauthier Executive Team Manager	Steve Tatko VP, Land, Research & Trails
Crystal Mandler VP, Technology	Nicole Zussman President & CEO
Jennifer Norris Chief Development Officer	

For full profiles, visit AMC's website at [outdoors.org/leadership](https://www.outdoors.org/leadership)

The 2023 results presented have not been audited as of press time; for audited results as they become available, visit AMC's website at [outdoors.org/financials](https://www.outdoors.org/financials).

Photo by Amanda Garza

CORPORATE MEMBERSHIP

We gratefully acknowledge the following companies who are a part of our corporate membership program for their commitment to supporting AMC's mission of fostering the protection, enjoyment, and understanding of the outdoors.



Maine Beer Company





The mission of the Appalachian Mountain Club is to foster the protection, enjoyment, and understanding of the outdoors.

10 City Square
Boston, MA 02129

outdoors.org