



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2014

Association of Canadian Mountain Guides

Annual Report to the Membership

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Organizational Structure, Governance and Leadership

The Association of Canadian Mountain Guides (the "ACMG"), formed in 1963, is a non-profit society registered in the Provinces of Alberta and British Columbia with an elected, volunteer Board of Directors and Executive Committee. The ACMG's Administrative Support Group, staffed by a variety of independent contractors and led by the Executive Director, is responsible for matters relating to membership, member services and communications, accounting, sponsorship and promotions.

Mission Statement and Objectives of the Association

- To protect the public interest by advocating best practices and promoting high standards of risk management for mountain guiding and related activities.
- To represent its members in dealing with official bodies, both public and private.
- To establish and maintain professional standards of competence and conduct for mountain guiding and related activities within Canada.
- To ensure that the institutional bodies that administer its training and certification programs meet the standards established by the Association.
- To provide services to its members that enhance their ability to work in the profession of mountain guiding and its related activities.
- To promote awareness within the general public of the Association and the benefits of professional mountain guiding and related activities.
- To strengthen cooperation and promote cordial relations among its members.

The ACMG is a professional association of trained and certified guides and instructors that is dedicated to protecting the public interest in mountain travel and climbing instruction. The ACMG sets technical standards for mountain guiding and climbing instructor certification as well as admission standards for ACMG membership. In partnership, the ACMG and Thompson Rivers University in Kamloops, British Columbia, Canada operate an internationally recognized training and certificate program. The ACMG and its activities are funded primarily through dues and fees paid by its membership, industry partner sponsorship and contributions made on behalf of funds and programs administered by the ACMG.

Strategic and Operational Developments

2014 was the first year of the most recent three-year strategic plan. The strategic priorities identified by the Board of Directors were:

- **Association Profile and Relevance** - The ACMG will broaden its national and international profile such that members of the public, industry and government have a clearer understanding of who our members are and how they serve to protect the public interest.



Association of Canadian Mountain Guides

Annual Report to the Membership

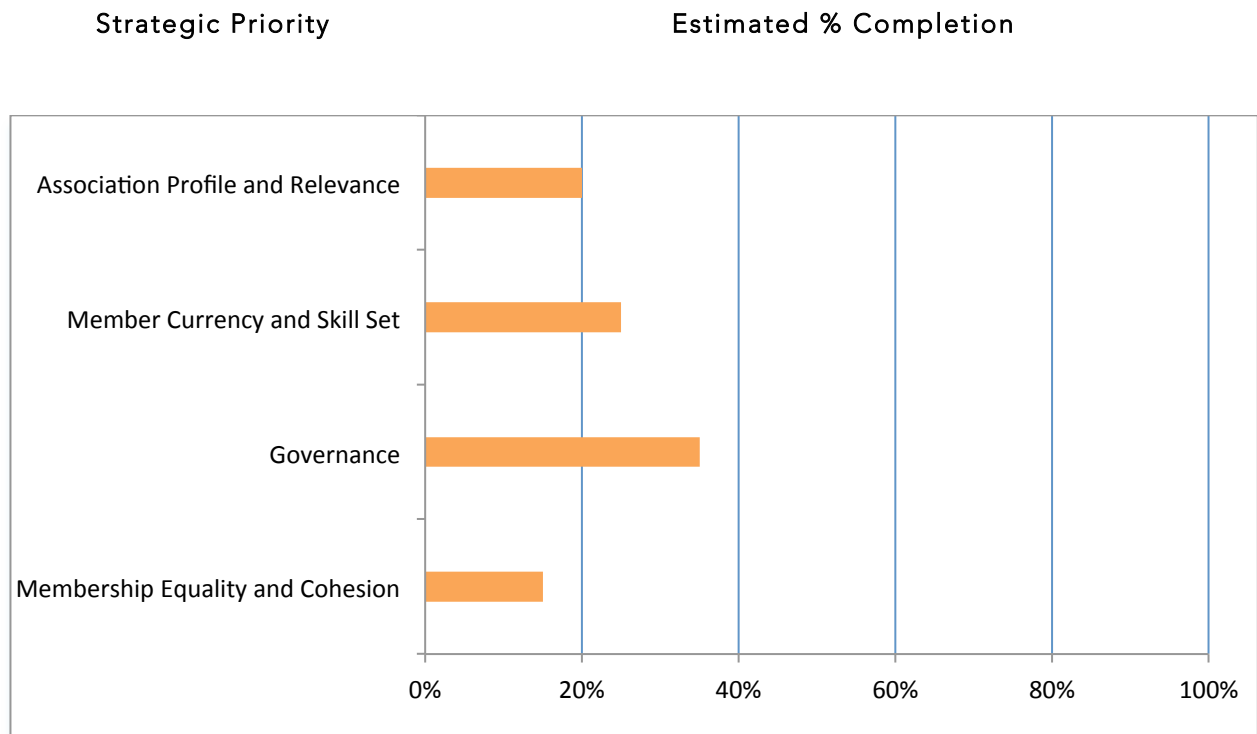
For the year ended December 31, 2014

- **Member Skill Set and Currency** - The ACMG will better facilitate the growth and development of its members such that they not only feel adequately prepared for their professional activities but are able to effectively transfer their skills to other aspects of their lives.
- **Governance** - The rock solid knowledge and skill set of the ACMG Board of Directors, its committees and staff will provide the highest clarity, consistency and assurance to members on all matters of leadership, policy and advocacy.
- **Membership Equality and Cohesion** - Members of all certification streams will perceive higher levels of value for membership, an increased sense of equality and closer ties among one another.

The Board of Directors formally revisits the strategic priorities twice per year.

Strategic Plan Dashboard

The following dashboard provides a visual image of the ACMG's progress toward achieving its goals at the end of 2014. Below the dashboard are written descriptions of progress on individual supporting actions.



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2014



Supporting Action Status

Association Profile and Relevance

Action	Status
Develop annual benchmark & survey plan	Janet and Peter scheduled to begin this after permit season; looking at autumn for first surveys this year
Develop annual calendar of events and campaigns	Done - Admin team examines this for planning at each team meeting
Organize & run 2 mountain safety days	No action
Organize & run 2 Stewardship Days	One successful day run on Howe Sound Crest Trail
Have a presence at a minimum of 4 festivals/events - one is international	Display booth is being finalized by admin team and comm comm; Attended Staying Alive in Lake Louise; BMFF; looking at Mountain Trade Festival in Chambery
Revise and restructure video "Ever Rising"	Peter will engage Adam Greenberg to discuss options
Post public interest articles on social media 4 times per year	Elaine has posted many articles on an ongoing basis.
Develop specific public, government and industry pages on social media	No action - Have to relook at feasibility
3 earned media campaigns per year	Peter began first campaign on avi gear for summer mountaineering, to coincide with first MCR summary
Support CMSG for minimum of 2 training programs outside BC and AB	2 CGI courses held in Toronto. Assistant hiking guide course offered in Quebec with another planned for fall 2015.
Suggest and provide feedback to IFMGA initiatives	Ongoing action
Establish relationships with climbing gyms such that ACMG members can provide 1 training session per year per gym	Scott McKay just starting to consider how to approach this; Will have to start small
Launch public awareness campaign on avi safety for ice climbers and summer mountaineers	Begun earlier this year; will continue with earned media effort
Develop working relationships with climbing and hiking organizations in minimum of 2 provinces outside BC & AB	Marc L met with FQME in Quebec and Climb Nova Scotia in January; much interest among "easterners" for ACMG
Develop working relationships with National & Provincial Parks in minimum of 2 provinces outside BC & AB	No action - Marc L to spearhead this
Participate in a minimum of 2 high school career days per year	Waiting to hear back from William Aberhart in Calgary; no other plans yet
Explore development of MCR app	Marc P has been working on this with Arc'teryx, which has allocated 4 IT people

Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2014



Member Currency and Skill Set

Action	Status
Plan & develop essential CPD sessions by end of January each year	Dates of all events planned in January; Ran three 2-day sessions plus 3 ski skills training sessions
Create CPD evaluation form to benchmark progress	No action
Plan CPD sessions based on member requests and tech requirements	Done and ongoing. Member feedback continues to trickle in
Collaborate with associations to share resources and build relationships	Met with IGA; invited their members to 2013 fall sessions; had one IGA presenter; will continue to look for other groups
Offer CPD sessions on "soft skills" that are transferable	Ongoing
Hold minimum of 1 CPD session in a province other than BC or AB	No action
Develop a minimum of 3 new chapters of digital material for the tech manual	Several tech files created; Marc and Chris to work on manual in March 2015
Develop one test on-line CPD session	No action

Governance

Action	Status
Ensure there is an orientation session for each new Board member	Ongoing
Hold a minimum of 1 BOD training session per year	Ran one session May 30 & 31, 2014
Establish simple communication methods for BOD members and their constituents	Currently, Board members' e-mails are published in the ACMG News but we should examine additional methods
Profile 1 BOD member in each ACMG News	Jordy was profiled in one 2014 Arete; Need volunteer for 2015
Publish summary of BOD and Committee actions/decisions in each ACMG News	In progress

Association of Canadian Mountain Guides

Annual Report to the Membership

For the year ended December 31, 2014



Membership Equality and Cohesion

Action	Status
Educate members on value of full vote and put this forward as extraordinary resolution before end of plan	On agenda for May 2015 Board meeting
Explore costs & benefits of on-line voting	In progress - Looks very feasible
Establish stream-based F/B pages to promote internal communities	Admin team in discussion; MCR and Communication committees engaged in discussion around page for MG's
Re-implement PAI	Done - Will begin January 1
Explore proportional BOD representation by stream	On agenda for May 2015 BOD meeting
Clarify hiking guide offerings among ACMG, OCC and IGA	Letter sent to IGA and OCC; Nathan drafting document for discussion with IGA

Operational Efficiencies

In 2014, the ACMG membership grew by 109 members (13%). This growth put significant pressure on the administrative team to maintain expected service levels. To help manage this pressure, an additional administrative assistant was hired at the end of the year. As well, an IT specialist was contacted to see whether there were efficiencies that could be made to the systems that are used to manage membership services. It is anticipated that both these actions will greatly assist the ACMG to manage its operational demands in 2015.

Personal Accident Insurance Program

Several years after the collapse of the personal accident insurance program, the ACMG was successful in negotiating a revamped program, which will be available to all active members beginning January 1, 2015. The program will be very similar to the previous one, except that the Accidental Death and Dismemberment (AD&D) portion of the policy will become a benefit of membership for those in the mountain stream. For these members, dues will rise by \$90 to help cover the policy costs. A Weekly Accident Indemnity (WAI) will also be available to provide wage replacement should members become injured and unable to work. The WAI will be optional for members in the mountain stream and the entire policy will be optional for all other active members.

Adventure Access Program

In 2010, the ACMG entered into a unique partnership with MEC, in which MEC provides funds to supply ACMG certified guides and instructors to youth groups that have applied to the program. This program helps mitigate the liability issues facing many custodial institutions, as well as providing incentive for organizations to connect youth with outdoor experiences. At the end of 2014, the Adventure Access program had provided for 770 youth-days in the outdoors.

Association of Canadian Mountain Guides

Annual Report to the Membership

For the year ended December 31, 2014



Outlook for the Future

It's expected that the ACMG membership will continue to grow by at least 5% in 2015. Finances will remain very strong and the association profile will continue to build positively as the work on the strategic plan continues. The Board of Directors is well-trained and highly engaged and the skill set of the membership will grow as the professional development program expands.



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2014

The following management's discussion and analysis ("MD&A") for the Association of Canadian Mountain Guides (the "ACMG"), dated May 22, 2015, should be read in conjunction with the ACMG's financial statements for the year ended and as at December 31, 2014 included in this report to the membership. The ACMG's financial statements have been prepared in accordance with generally accepted accounting principles and accounting standards for private sector not-for-profit organizations.

Activity and Operations for the year ended December 31, 2014

Membership Growth

During the year ended December 31, 2014, membership grew by 13% to 960 members with at least one ACMG certification. The following table provides detailed membership statistics by certification as of December 31 of the year indicated. Members often hold certification in several fields; as a result the total number of members by certification is greater than the total number of certified members.

Members by Certification	2014	2013	2012	2011	2010
Total Certified Members	960	851	829	784	743
Mountain Guides	183	175	172	166	159
Ski Guides	180	157	148	129	129
Climbing Gym Instructors 1	138	99	105	102	86
Apprentice Ski Guides	113	114	118	123	113
Day Hiking Guides	112	109	122	131	144
Apprentice Rock Guides	109	97	89	79	76
Assistant Hiking Guides	107	97	94	83	71
Top Rope Climbing Instructors	99	80	69	60	40
Hiking Guides	78	65	57	57	58
Apprentice Alpine Guides	40	32	34	36	40
Climbing Gym Instructors 2	40	28	27	23	22
Climbing Gym Instructors 3	17	18	19	16	15
Rock Guides	16	15	14	14	14
Alpine Guides	13	17	18	16	14
Honorary Members	24	25	25	24	18
Associate Members	5	5	4	4	3

A table detailing membership dues paid by certification group for the years ended December 31, 2014 and December 31, 2013 can be found in the notes to the financial statements included in this annual report to the membership.

Corporate Partnership Program

The ACMG offers a corporate partnership program facilitating companies who share our vision the opportunity to work with us in promoting public awareness of mountain guiding and climbing instruction in Canada. The program is designed to allow contributors to support our mission and our educational

Association of Canadian Mountain Guides

Management Discussion and Analysis

For the year ended December 31, 2014



initiatives, and to help sustain the standards of professional guiding and climbing instruction in Canada and, via our participation in the IFMGA, worldwide.

During the year ended December 31, 2014, the following companies contributed financial support to the ACMG and its membership at the highest level. The ACMG thanks these outstanding companies for their excellent support, and their commitment to professional guiding in Canada.

- MEC - \$12,000
- ARC'TERYX - \$8,500 including \$3,000 directed toward the ARC'TERYX Scholarship Program and ACMG/IFMGA branded jackets awarded to new Mountain Guides and 2014 Platinum Award recipients
- G3 Genuine Guide Gear - \$6,960 including \$4,610 donated to the TRU CMSG program with the G3 "Giving Back" early bird special order for ACMG members
- Petzl - \$5,500
- The North Face - \$5,000
- Outdoor Research - \$2,500
- Intuition Liners - \$2,500
- AustriAlpin - \$2,500
- Patagonia - \$2,000
- Icebreaker - \$2,000
- Julbo - \$1,650
- Equip (Rab-Lowe) - \$1,500
- Backcountry Access - \$1,000
- Lorpen Socks - \$1,000

In addition \$1,920 was raised during a silent auction at the ACMG's 2014 Annual General Meeting and donated to the TRU CMSG program with all product generously donated by our corporate partners. Additional details with respect to the corporate partnership program can be found on the ACMG website.

Scholarship and Assistance Funds

The ACMG administers a number of funds that provide assistance, awards, scholarships and/or bursaries. These funds have restrictions on their use placed on them either internally (deemed by the Board of Directors to be used for a particular purpose in the best interest of the membership) or externally (individual donations made to the ACMG for specific a purpose). Additional details with respect to the scholarship and assistance funds administered by the ACMG may be found on the member website. The ACMG is currently administering the following list of funds and programs:

- The Simon Parboosingh Assistance Fund assists ACMG members, staff and Directors by providing emergency funding in the event of a personal crisis causing financial distress. During the year ended December 31, 2014, the ACMG provided \$6,702 in assistance through the Simon Parboosingh Assistance Fund.

Association of Canadian Mountain Guides

Management Discussion and Analysis

For the year ended December 31, 2014



- The Brian Ebert Memorial Fund assists promising aspirant guides who live and work on the West Coast of Canada. During the year ended December 31, 2014, the ACMG awarded \$1,030 in scholarships through the Brian Ebert Memorial Fund.
- The Centennial Scholarship Fund assists promising aspiring guides by providing a credit towards their next ACMG training course or exam. During the year ended December 31, 2014, the ACMG awarded \$1,000 in scholarships through the Centennial Scholarship Fund.
- The D'Arcy McRae Memorial Scholarship Fund assists promising aspirant guides who live and work in the Kootenay region of British Columbia. During the year ended December 31, 2014, the ACMG awarded \$500 in scholarships through the D'Arcy McRae Memorial Scholarship Fund.
- The Niccy Code Memorial Fund assists promising apprentice guides with preference given to female candidates. During the year ended December 31, 2014, the ACMG awarded \$1,000 in cash through the Niccy Code Memorial Fund.
- The ARC'TERYX Scholarship Program, in cooperation with the ACMG, is designed to encourage and assist in the training and education of men and women pursuing a career in the field of mountain guiding by providing financial assistance for certificate training courses and exams. During the year ended December 31, 2014, the ACMG awarded \$3,000 in scholarships through the ARC'TERYX Scholarship Program.
- The Adventure Access Fund provides funding for non-profit outdoor adventure programs for minors lead by ACMG guides. During the year ended December 31, 2014, \$6,464 in funding was provided through the Adventure Access Fund.
- The Gougeon Scholarship Fund will provide \$1,000 per year to enhance the training and skill sets of members from all certification streams. Gougeon Insurance is the ACMG's liability insurance broker.
- The Hans Gmoser Fund assists in funding materials and activities that promote the ACMG. During the year ended December 31, 2014, the ACMG provided \$168 in assistance through the Hans Gmoser Fund.
- The Ken Jones Development Fund supports technical projects undertaken by the ACMG.



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2014

- The CMSG Instructor Training Fund contributes to the continuous training of instructors involved in the Canadian Mountain and Ski Guide Program at Thompson River University. During the year ended December 31, 2014, \$9,292 in funding was provided through the CMSG Instructor Training Fund.

A table showing the continuity of the funds and programs administered by the ACMG from December 31, 2013 to December 31, 2014 can be found in the notes to the financial statements included in this annual report to the membership.

Liability Insurance Program

The ACMG Liability Insurance Program (the "LIP") offers coverage in case of a lawsuit brought against an ACMG member as a result of injury to a client. The insurance provides coverage for all guiding and instructional activities as well as a number of other activities that involve guiding and instruction-related skills in which the member is working as an independent guide or contractor within the scope of practice of their ACMG certification. Additional details with respect to the LIP can be found on the ACMG member website. A table detailing membership participation by certification group in the liability insurance program for the policy years ended March 31, 2015 and March 31, 2014 can be found in the notes to the financial statements included in this annual report to the membership.

Permits Program

The ACMG administers a permit program intended to provide intermittent and occasional commercial access to specific federal and provincial park lands by independent guides. The ACMG permit program is intended to operate on a cost recovery basis. A table detailing membership participation by certification group in the permits program for the permit years ended March 31, 2015 and March 31, 2014 can be found in the notes to the financial statements included in this annual report to the membership.

Continuing Professional Development

Continuing Professional Development ("CPD") is the systematic maintenance, improvement and broadening of knowledge and skill, and the development of personal qualities necessary for the execution of professional and technical duties throughout the practitioner's working life. CPD programs are an important part of a professional body's role in maintaining public trust, the confidence of government agencies and in protecting the status of the profession. Because societal expectations of service performance are high, a failure to meet those expectations renders the professions vulnerable to criticism. Members have a responsibility to assess and maintain an appropriate level of competence and keep informed of developments within their areas of practice. Additional details with respect to continuing professional development can be found on the ACMG member website.

During the year ended December 31, 2014, the ACMG's continuing professional development program provided 22 different sessions for members in all certification streams in three geographic areas of Alberta and BC. This number is expected to increase to roughly 30 in 2015.

Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2014



A table detailing membership participation by certification group in the continuing professional development program for the years ended December 31, 2014 and December 31, 2013 can be found in the notes to the financial statements included in this annual report to the membership.

Russian Mountain Guides Association Training

In 2010 the Russian Mountain Guides Association (the "RMGA") contacted the ACMG with a request for assistance in becoming a member of the IFMGA. Over the past four years the ACMG has provided assistance in the form of instructor guides on a cost recovery basis along with approximately 20 hours of donated administrative time. The instructors donate all of the prep time needed to organize the courses and all follow up time needed to complete evaluations and course reports. The RMGA covers all instructor wages and expenses, which are partially funded by sponsorship with the rest coming from course fees paid by the students.

During the year ended December 31, 2014, two ACMG instructors travelled to Russia to deliver a Guide Training Alpine course. A ski mountaineering course and apprentice exam was also scheduled; however, the exam portion was cancelled ahead of time due to reports of low snowpack in the area. Alternative locations were discussed but were logistically too hard to achieve. At this point due to funding issues there will be no further courses until 2015. The ACMG has secured funding from Arc'teryx (through the IFMGA) in the hopes of bringing two of the RMGA's strongest students to Canada to observe our courses.

Selected Comparative Financial Information

Statement of Financial Position

During the year ended December 31, 2014, the ACMG's net assets increased approximately \$26,900 to \$490,700 as a result of the year's excess of revenues over expenses. The ACMG's net assets in the restricted scholarship and assistance funds increased \$8,400 to \$222,200 while the net assets in the unrestricted general operating funds increased \$18,500 to \$268,500.

During the year ended December 31, 2014, the ACMG's working capital (net current assets less net current liabilities) increased approximately \$37,800 from a working capital deficit of \$25,900 at the end of 2013 to a working capital surplus of \$11,900 at the end of 2014. This increase was the result of the cash provided by this year's excess of revenues over expenses and the sale of \$11,000 in long-term investments.

As of the year ended December 31, 2014, the financial position of the ACMG remains very strong giving the association substantial financial flexibility to accomplish its strategic plan.



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2014

Statement of Operations

For the year ended December 31, 2014, overall revenues decreased approximately \$20,800 (4%) to \$490,700 as a result of a number of both positive and negative factors. Increases in corporate partnership program contributions of \$15,900 (53%) to \$46,300, membership dues of \$15,000 (8%) to \$205,200, liability insurance program premiums of \$3,700 (3%) to \$123,700 and scholarship and assistance fund contributions of \$6,300 (48%) to \$19,400 were offset by decreases in Russian Mountain Guide Association training revenues of \$26,600 (58%) to \$19,500 and 2013 IFMGA Whistler revenues of \$36,200 (100%) to nil.

The continued growth in the corporate partnership program is due mainly to the efforts of the ACMG's Partnership Coordinator while increases in membership dues and liability insurance program premiums are mainly the result of membership growth. The cancellation of a ski mountaineering course and apprentice exam in 2014 due to reports of low snowpack contributed to the decreases in Russian Mountain Guide Association training revenues. It should be noted that netting the RMGA training revenue with RMGA training expenses results in no net positive or negative effect on the ACMG's finances and that the IFMGA Whistler revenues were a one-time project.

As with revenues, a number of factors both positive and negative resulted in a net decrease of \$27,900 (6%) in overall expenses to \$463,800. Increases in meeting and event expenses of \$22,300 (103%) to \$43,900, administrative management fees of \$9,300 (10%) to \$104,400 and continuing professional development expenses of \$5,500 (51%) to \$16,400 were offset by decreases in Russian Mountain Guide Association training expenses of \$25,700 (56%) to \$20,400 and 2013 IFMGA Whistler expenses of \$42,700 (100%) to nil.

Meeting and event expenses increased as a result of increased activities on the part of the Administrative Support Group, Board of Directors and committees, additional time spent increasing the ACMG's profile in Eastern Canada and greater representation for the ACMG at both spring and fall IFMGA meetings. Administrative management fees increased as a result of growth in the Administrative Support Group. Continuing professional development expenses increased as a result of the growth in the CPD program which had a 20% increase in membership participation.



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2014

Operating Budget

In consultation with the Administrative Support Group and the Board of Directors, the Executive Director prepares an operating budget on an annual basis. The 2014 operating budget is included in the Statement of Operations to provide the reader with a benchmark of how the ACMG estimated its financial results would transpire during the year ended December 31, 2014. The ability to compare to budget provides a good overview of how well the ACMG was managed from a financial perspective. The following table summarizes the ACMG's operating budget for the year ended December 31, 2015.

	2015 Budget
Revenues	
Membership dues	\$ 273,000
Liability insurance program	96,000
Corporate partnership program	50,000
Russian Mountain Guides Association	38,400
Personal Accident Insurance	38,250
Permits program	35,000
Manuals and insignia	8,000
Continuing professional development	8,000
Administrative fees	3,000
Investment income	3,000
Advertising and donations	850
	553,500
Expenses	
Administrative management fees	106,840
Liability insurance program	90,000
Personal Accident Insurance	88,650
Communication	46,135
Meetings and events	40,200
Russian Mountain Guides Association	38,400
Permit management	36,380
Technical oversight	27,192
Corporate partnership management	20,460
General and administration	14,620
Continuing professional development	12,000
Dues and subscriptions	10,750
Special projects	8,000
Professional fees	5,500
Manuals and insignia	3,000
Insurance	832
	548,959
Excess of revenues over expenses	\$ 4,541

It's important to remember the following about a budget:

- A budget is initially created in advance of the year to which it applies as a tool for measuring actual financial results against financial expectations. Variances alert the ACMG's Board of Directors and Executive Director to particular items in the budget that may need further review.
- A budget is also a plan that is subject to change given changes in operating variables during the year. If the ACMG's Board of Directors or Executive Director feel a change in a variable impacts the financial analysis significantly then the budget will be adjusted for the next year to reflect the impact of the change such that actual results will then be fairly compared to a reasonable budget estimate.
- Because of the uncertainty surrounding the receipt of donations, grants and scholarships for the restricted funds and programs administered by the ACMG budget figures are not prepared with respect to the contributions, distributions and investment income for these funds.

Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2014



Financial Statements and Notes to the Financial Statements

The following is a brief description of the components of the ACMG's financial statements.

Statement of Financial Position

The "Statement of Financial Position" (sometimes referred to as the balance sheet) summarizes the ACMG's financial position at a point in time. It includes assets (the measurable resources the ACMG owns as a result of past events), liabilities (the measurable obligations the ACMG has as a result of past events), and net assets (the residual balance of its assets after deducting all of its liabilities). For the ACMG the net assets are disaggregated into two categories; "Restricted scholarship and assistance funds" and "Unrestricted general operating funds".

Statement of Operations

The "Statement of Operations" (sometimes referred to as the income statement) identifies how the ACMG earns revenues and where it spends its cash resources. Revenues are organized according to the source of the funds and expenses are grouped together in meaningful categories. The statement summarizes revenues and expenses over a period of time. It also shows the net balance between the two where the last line of the statement is the "Excess (or deficiency) of revenues over expenses". Of course the objective of not-for-profit organizations such as the ACMG is to have no "profit" i.e., an excess of revenues over expenditures. On that basis, in the long run not-for-profit organizations are expected to spend whatever revenues are generated on program delivery; however, it is not unreasonable to see an operating surplus, to buffer against unforeseen eventualities and to build funds for projects.

Statement of Changes in Net Assets

The "Statement of Changes in Net Assets" provides details about what has happened to the balance of net assets over the past year. This statement summarizes the changes in both the "Restricted scholarship and assistance funds" and "Unrestricted general operating funds" during the year as a result of contributions to and distributions from the scholarship and assistance funds and the excess of revenues over expenses.

Statement of Cash Flows

The "Statement of Cash Flows" focuses exclusively on cash - how the ACMG generates cash and uses it, and for what purposes. In particular, the statement of cash flows identifies cash provided by, or used in, three areas over the year:

- Operations (cash generated by an operating surplus or used to fund an operating deficit);
- Investing activities (cash used to acquire investments or generated from selling investments); and
- Financing activities (cash generated through borrowing or used to repay borrowing).

Notes to Financial Statements

The notes to the financial statements contain information on the accounting policies applied in the financial statements, judgments and estimates used in the preparation of the statements and other important information relevant to understanding the statements. The notes to the financial statements are an integral part of the financial statements.

Association of Canadian Mountain Guides

Financial Statements

For the year ended December 31, 2014



EXECUTIVE DIRECTOR'S REPORT

Administrative Support Group's Responsibility For Financial Reporting

The financial statements have been prepared in accordance with generally accepted accounting principles and accounting standards for private sector not-for-profit organizations. The Administrative Support Group (ASG), led by the Executive Director, is responsible for the integrity and objectivity of these financial statements and for ensuring that the information contained in the notes to the financial statements is consistent with the information contained in the financial statements. The preparation of financial statements necessarily involves the use of estimates based on the ASG's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods. The ASG has determined such amounts on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

The ASG is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Board of Directors is responsible for ensuring that the ASG fulfills its responsibilities for financial reporting and internal control. The Board of Directors discusses with the ASG any significant financial reporting or internal control matters prior to their approval of the financial statements.

The Board of Directors has reviewed these financial statements including the notes to the financial statements and has approved the information contained in the financial statements.

Peter Tucker
Executive Director

May 22, 2015



Association of Canadian Mountain Guides

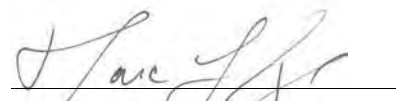
Statement of Financial Position

As at December 31,


	Note	2014	2013
Assets			
Cash and cash equivalents	2	\$ 30,654	\$ 20,980
Accounts receivable and accruals	5	9,585	9,115
Prepaid expenses	6	8,280	-
		<u>48,519</u>	<u>30,095</u>
Long-term investments	4,9	478,839	489,732
		<u>478,839</u>	<u>489,732</u>
		<u>\$ 527,358</u>	<u>\$ 519,827</u>
Liabilities			
Accounts payable and accrued liabilities	7	33,808	56,047
Deferred revenue	8	2,841	-
		<u>36,649</u>	<u>56,047</u>
Net Assets			
Restricted scholarship and assistance funds	10	222,224	213,801
Unrestricted general operating funds		268,485	249,979
		<u>490,709</u>	<u>463,780</u>
		<u>\$ 527,358</u>	<u>\$ 519,827</u>

The notes are an integral part of these financial statements.

Approved on behalf of the board of the Association of Canadian Mountain Guides on May 22, 2015.



Marc Ledwidge, President



Kevin D. Dumba, Secretary Treasurer

Association of Canadian Mountain Guides

Statement of Operations

For the years ended December 31,



	Note	2014 Budget (Note 16)	2014	2013
Revenues				
Membership dues	11	\$ 197,000	\$ 205,165	\$ 190,195
Liability insurance program	12	118,000	123,693	119,957
Corporate partnership program		50,000	46,274	30,325
Permits program	13	30,000	33,894	30,850
Investment income	9	22,186	21,850	22,805
Russian Mountain Guides Association		25,000	19,547	46,152
Scholarship and assistance fund contributions	3,10	19,393	19,393	13,076
Manuals and insignia		8,000	7,888	7,939
Continuing professional development	14	10,000	7,610	5,825
Administrative fees		5,000	4,568	5,161
Advertising and donations		2,750	843	2,975
IFMGA Whistler 2013		-	-	36,245
		487,329	490,724	511,505
Expenses				
Administrative management fees		96,240	104,443	95,172
Liability insurance program	12	90,000	91,477	95,333
Meetings and events		26,700	43,885	21,635
Communication		42,147	39,124	37,857
Permit management	13	36,380	32,300	35,143
Scholarship and assistance fund distributions	3,10	29,156	29,156	35,822
Technical oversight		29,192	25,860	21,452
Corporate partnership management		19,460	24,861	22,221
Russian Mountain Guides Association		25,000	20,429	46,152
Continuing professional development	14	13,000	16,357	10,817
General and administration		15,500	13,916	9,598
Dues and subscriptions		9,150	10,471	9,036
Special projects		8,000	4,278	2,264
Professional fees		3,550	3,909	-
Manuals and insignia		6,000	1,808	5,396
Insurance		832	1,018	1,080
IFMGA Whistler 2013		-	-	42,697
		450,307	463,795	491,678
Excess of revenues over expenses		\$ 37,022	\$ 26,929	\$ 19,827

The notes are an integral part of these financial statements.



Association of Canadian Mountain Guides

Statement of Changes in Net Assets

For the years ended December 31,

Net Assets	Restricted scholarship and assistance funds	Unrestricted general operating funds	2014	2013
Balance, beginning of year	\$ 213,801	\$ 249,979	\$ 463,780	\$ 441,352
Scholarship and assistance fund contributions	19,393	-	19,393	13,076
Scholarship and assistance fund distributions	(29,156)	-	(29,156)	(35,822)
Investment income	18,186	3,664	21,850	22,805
Other revenue	-	449,481	449,481	473,884
Other expenses	-	(434,639)	(434,639)	(451,515)
Balance, end of year	<u>\$ 222,224</u>	<u>\$ 271,406</u>	<u>\$ 490,709</u>	<u>\$ 463,780</u>

The notes are an integral part of these financial statements.

Association of Canadian Mountain Guides

Statement of Cash Flows

For the years ended December 31,



	2014	2013
Operating activities		
Excess of revenues over expenses	\$ 26,929	\$ 19,827
Decrease (increase) in accounts receivable and accruals	(470)	1,399
Decrease (increase) in prepaid expenses	(8,280)	(1,740)
Increase (decrease) in accounts payable and accrued liabilities	(22,239)	(22,577)
Increase (decrease) in deferred revenue	2,841	4,341
Net cash used in operating activities	<u>(1,219)</u>	<u>(1,250)</u>
Investing activities		
Decrease (increase) in investments	10,893	(18,701)
Net cash provided by (used in) investing activities	<u>10,893</u>	<u>(18,701)</u>
Net increase (decrease) in cash	9,674	(17,451)
Cash and cash equivalents, beginning of period	20,980	38,431
Cash and cash equivalents, end of period	<u>\$ 30,654</u>	<u>\$ 20,980</u>

The notes are an integral part of these financial statements.

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2014



1. Status and Purpose of Association

The Association of Canadian Mountain Guides (the "ACMG"), formed in 1963, is a non-profit society registered in the Provinces of Alberta and British Columbia with an elected, volunteer Board of Directors and Executive Committee. The ACMG's Administrative Support Group, staffed by a variety of independent contractors and led by the Executive Director, is responsible for matters relating to membership, member services and communications, accounting, sponsorship and promotions.

The ACMG is a professional association of trained and certified guides and instructors that is dedicated to protecting the public interest in mountain travel and climbing instruction. The ACMG sets technical standards for mountain guiding and climbing instructor certification as well as admission standards for ACMG membership. In partnership, the ACMG and Thompson Rivers University in Kamloops, British Columbia, Canada operate an internationally recognized training and certification program. The ACMG and its activities are funded primarily through dues and fees paid by its membership, industry partner sponsorship and contributions made on behalf of funds and programs administered by the ACMG. The ACMG's web address is www.acmg.ca and mailing address is Box 8341 Canmore, Alberta, Canada T1W 2V1.

2. Significant Accounting Policies

These financial statements are prepared and reported in Canadian dollars in accordance with generally accepted accounting principles and in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the *CPA Canada Handbook* and include the following significant accounting policies:

- a) **Basis of Measurement**
The financial statements have been prepared on a historical cost basis, except for certain financial assets that have been measured at fair value.
- b) **Use of Estimates and Judgements**
The preparation of financial statements requires management to make estimates and assumptions and use judgement regarding the reported amounts and presentation of assets and liabilities and the reported amounts and disclosure of revenues and expenses during the applicable reporting period. Such estimates relate primarily to unsettled transactions and events at the reporting date. Actual results ultimately may differ from these judgements and estimates.
- c) **Fund Accounting**
The ACMG follows the restricted fund method whereby restricted contributions (donations, grants, and scholarships) are recognized as revenues in the fund corresponding to the purpose for which they were contributed. Unrestricted contributions are recognized as revenues in the unrestricted general operating funds. Because of the uncertainty surrounding the receipt of donations, grants, scholarships and other contributions, the ACMG recognizes them in the year received or receivable.

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2014



Investment income earned is recognized in fund for which the investments are held. All other revenues and expenses are accounted for within the unrestricted general operating funds.

d) Contributed Services

The ACMG would not be able to carry out its activities without the services of the many committee and board of director volunteers who donate a considerable number of hours. Because of the difficulty of compiling these hours, contributed services are not recognized in the financial statements.

e) Cash and Cash Equivalents

Cash and cash equivalents include cash in banks and short-term investments with a maturity period of three months or less from the date of acquisition. Short-term investments that the ACMG cannot use for current transactions because they are restricted scholarship and assistance fund investments are excluded from cash and cash equivalents.

f) Financial Instruments

The ACMG's financial instruments consist of cash and cash equivalents, accounts receivable and accruals, prepaid expenses and deposits, long-term investments, accounts payable and accrued liabilities and funds held in trust are measured at fair value, to correspond with how they are evaluated and managed. The ACMG subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

3. Impact of Change in the Basis of Accounting

These are the first financial statements for which the ACMG applied Canadian accounting standards for not-for-profit organizations in Part III of the *CPA Canada Handbook*. The impact of adopting these standards was accounted for in the Statement of Operations at the date of transition, January 1, 2013 (beginning of the year for which comparative information is presented) and is summarized in the following reconciliation:

Excess of revenues over expenses as at December 31, 2013, as stated in the previous financial statements	\$ 26,278
Changes in excess of revenues over expenses:	
Net adjustment to deferred liability insurance and permit revenues	1,740
Net adjustment to prepaid liability insurance and permit expenses	(4,341)
Scholarship and assistance fund investment income	18,899
Scholarship and assistance fund contributions	13,076
Scholarship and assistance fund distributions	(35,822)
Rounding	(3)
Excess of revenues over expenses as at December 31, 2013, in accordance with the new basis of accounting	\$ 19,827

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2014



4. Financial Instruments and Risk Management

The ACMG's financial instruments consist of cash and cash equivalents, accounts receivable and accruals, investments, accounts payable and accrued liabilities, and funds held in trust. The ACMG is exposed to the following financial risks arising from its financial assets and liabilities:

a) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for another party by failing to discharge an obligation.

(i) Cash and cash equivalents

The ACMG limits its exposure to credit risk related to cash and cash equivalents by depositing its excess cash with financial institutions that have investment grade credit ratings.

(ii) Accounts receivable and accruals

Accounts receivable and accruals is comprised almost entirely of amounts receivable from membership and industry sponsorship partners; as a result credit risk is limited.

(iii) Long-term Investments

The ACMG limits its exposure to credit risk related to investments by investing with financial institutions that have investment grade credit ratings.

b) Liquidity Risk

Liquidity risk is the risk that the ACMG will not be able to meet financial obligations as they become due. The ACMG strives to maintain sufficient financial liquidity by forecasting cash flows for current and subsequent years to identify financing requirements on an ongoing basis.

c) Interest rate risk

The ACMG is exposed to interest rate risk on fixed and floating interest rate financial instruments. Fixed-rate instruments subject the ACMG to a fair value risk while the floating rate instruments subject it to a cash flow risk. The ACMG is exposed to this type of risk as a result of investments in government and corporate bonds, Treasury bills and high interest savings accounts. Investing primarily with corporations and governments that have investment grade credit ratings reduces the risk associated with these investments.

d) Other price risk

Other price risk associated with long-term investments in equities is the risk that their fair value will fluctuate because of changes in market prices. The ACMG reduces this risk by investing in diversified portfolios with broad ranging investment mixes and by using professional investment advisors to periodically rebalance the portfolios.

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2014



5. Accounts Receivable and Accruals

As of December 31, 2014, the balance of accounts receivable, comprised mainly of amounts owed by members, corporate partners and advertisers, was \$9,585 (2013 - \$1,053) and the balance of accrued receivables, comprised mainly of estimated insurance premiums and permit fees owed by members, was nil (2013 - \$8,062).

6. Prepaid Expenses

As of December 31, 2014, the balance of prepaid expenses (an expense paid in advance but which has not yet been incurred), comprised mainly of personal accident insurance premiums and communication and advertising expenses \$8,280 (2013 - nil).

7. Accounts Payables and Accrued Liabilities

As of December 31, 2014, the balance of accounts payable, comprised mainly of amounts owed for management and consulting services and scholarships and awards, was \$31,926 (2013 - \$52,879) and the balance of accrued liabilities, comprised mainly of estimated insurance premiums and permit fees, was \$1,882 (2013 - \$3,168).

8. Deferred Revenue

As of December 31, 2014, the balance of deferred revenue (revenue received which has not yet been earned), comprised mainly of insurance premiums and permit fees received, was \$2,841 (2013 - nil).

9. Long-term Investments

Through investment accounts with CIBC Wood Gundy, the ACMG invests its restricted scholarship and assistance funds and unrestricted general operating funds in a mix of mutual funds, high interest savings accounts and Treasury bill funds.

As of December 31, 2014, the restricted scholarship and assistance fund investments were valued at \$219,369 (2013 - \$203,926) and were comprised of mutual funds with investments in dividend-paying equity securities, income trusts, investment grade fixed income securities, lower quality (higher yielding) fixed income securities, other securities that are expected to distribute income, investment grade bonds, and money market instruments, high-interest savings accounts and a treasury bill and government bonds resulting in an average investment mix of 54% equities and 46% fixed income. During the year ended December 31, 2014, this resulted in an average rate of return of 8.3% and \$18,186 (2013 - \$18,899) in investment income.

As of December 31, 2014, the unrestricted general operating fund investments were valued at \$259,369 (2013 - \$285,806) and were comprised of only high-interest savings accounts (100% fixed

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2014



income). During the year ended December 31, 2014, this resulted in an average rate of return of 1.4% and \$3,664 (2013 - \$3,906) in investment income.

10. Scholarship and Assistance Funds

The following table shows the continuity of the funds and programs administered by the ACMG from December 31, 2013 to December 31, 2014.

Fund / Program	Balance Dec 31, 2013	Contributions	Distributions	Investment Income	Balance Dec 31, 2014
Adventure Access Fund	\$ 3,255	\$ 7,000	\$ (6,464)	\$ -	\$ 3,791
Arc'teryx Scholarship Program	-	3,500	(3,000)	-	500
Brian Ebert Memorial Fund	46,234	125	(1,030)	2,162	47,491
Centennial Scholarship Fund	28,614	40	(1,000)	2,745	30,399
D'Arcy McRae Memorial Scholarship Fund	552	140	(500)	-	192
Gougeon Scholarship Fund	-	1,000	-	-	1,000
Hans Gmoser Fund	25,976	200	(168)	2,534	28,542
Ken Jones Development Funds	17,425	-	-	271	17,696
CMSG Instructor Training Fund	7,923	6,530	(9,292)	1	5,162
Niccy Code Memorial Fund	12,254	85	(1,000)	2,098	13,437
Simon Parboosingh Assistance Fund	71,568	773	(6,702)	8,375	74,014
	\$ 213,801	\$ 19,393	\$ (29,156)	\$ 18,186	\$ 222,224

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2014



11. Membership Dues

The following table details membership dues paid by certification group for the years ended December 31, 2014 and December 31, 2013.

Certification Group	Year ended December 31, 2014	Number	Year ended December 31, 2013	Number
Mountain and Specialty Guide	\$ 126,750	338	\$ 120,750	322
Apprentice Guide	39,715	169	35,955	153
Hiking Guide	20,340	178	18,580	162
Climbing Instructor	14,400	160	11,790	131
New Member	3,160	79	2,350	58
Associate Member	800	4	800	4
	\$ 205,165	928	\$ 190,195	830

12. Liability Insurance Program

The following table details membership participation by certification group in the liability insurance program for the policy years ended March 31, 2015 and March 31, 2014.

Certification Group	Policy year ended March 31, 2015	Number	Policy year ended March 31, 2014	Number
Mountain and Specialty Guide	\$ 150,760	181	\$ 93,921	171
Apprentice Guide	18,320	68	16,083	63
Hiking Guide	6,890	34	5,184	28
Climbing Instructor	420	2	792	4
IFMGA	2,700	6	1,425	3
	\$ 134,090	291	\$ 117,405	269

13. Permits Program

The following table details membership participation by certification group in the permits program for the permit years ended March 31, 2015 and March 31, 2014.

Certification Group	Permit year ended March 31, 2015	Number	Permit year ended March 31, 2014	Number
Mountain and Specialty Guide	\$ 24,096	138	\$ 26,040	160
Apprentice Guide	6,816	48	5,763	43
Hiking Guide	2,415	21	3,147	22
IFMGA	522	5	519	5
Climbing Instructor	60	1	-	-
	\$ 33,909	213	\$ 35,469	230

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2014



14. Continuing Professional Development

The following table details membership participation by certification group in the continuing professional development program for years ended December 31, 2013 and December 31, 2014.

Certification Group	Year ended December 31, 2014	Number	Year ended December 31, 2013	Number
Mountain and Specialty Guide	\$ 3,140	52	\$ 2,085	48
Hiking Guide	2,265	33	970	20
Apprentice Guide	1,315	20	1,130	20
Climbing Instructor	830	13	60	8
IFMGA	60	2	1,385	1
Inactive Member	-	-	195	3
	\$ 7,610	120	\$ 5,825	100

15. Related Parties

During the year ended December 31, 2013, the ACMG had transactions with related parties who were members of the Board of Directors and the Administrative Support Group. The transactions included payment of management and consulting fees, and reimbursement of travel and other expenses. These transactions were all in the normal course of business and were measured at the exchange amount, which is the amount of consideration that was established and agreed to between the related party and the Executive Director and/or the Executive Committee.

The following table summarizes the related party transactions for the years ended December 31, 2013 and December 31, 2014.

	Year ended December 31, 2014	Year ended December 31, 2013
Board of Directors	\$ 15,522	\$ 9,898
Executive Director	42,703	34,630
Administrative Consultant	57,368	51,517

16. Budgeted Figures

Budgeted figures have been provided for comparison purposes. In consultation with the Administrative Support Group and the Board of Directors, the Executive Director prepares an operating budget on an annual basis. Because of the uncertainty surrounding the receipt of donations, grants and scholarships for the restricted funds and programs administered by the ACMG budget figures are not prepared with respect to the contributions, distributions and investment income for these funds.

Association of Canadian Mountain Guides



Officers of the Board		
President:	Marc Ledwidge	ph: (403) 762-4129 pres@acmg.ca
Vice-President:	Sylvia Forest Director, Interior	ph: 250-344-8238 vp@acmg.ca
Secretary-Treasurer:	Kevin Dumba Director-at-large, public	ph: (403) 660-1387 st@acmg.ca
Elected Directors of the Board		
Director: Specialty Guides	Derek Wilding	ph: (403) 390-0615 dwilding@mtroyal.ca
Director: Hiking Guides	Nathan Dahl	ph: 403-305-4348 ndahl@ualberta.ca
Director: Rockies	Jordy Shepherd	ph: 403-609-0119 jordy@peakalpine.com
Director: Apprentice Guides	Richard Haywood	ph: (250) 837-8545 kokopelliconsulting@telus.net
Director: West Coast	Ross Berg	ph: (604) 892-4689 berg.ross@yahoo.com
Director: Eastern Canada	Philippe Gautier	ph: (514) 386-9629 eophil@gmail.com
Director: Climbing Instructors	Scott McKay	ph: (403) 630-1503 scott.mckay@shaw.ca
Director: At Large	Cecelia Mortenson	ph: 778-266-0650 cecelia.mortenson@gmail.com
Director: At Large	Kirsten Knechtel	ph: 250 348-2442 kirsten.knechtel@gmail.com
Director: At Large, public	Rick Cowburn	ph: (403) 397-8785 rcowburn@vidya.ca
Advisors to the Board		
Finance:	John Gillett	Canmore, AB
Communications:	Kimanda Jarzebiak	Ascent Public Affairs Victoria, BC
Legal:	G W Kent Scarborough	Scarborough Herman Bluekens New Westminster, BC

Association of Canadian Mountain Guides



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Association of Canadian Mountain Guides



Committee	Members	Chair
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Membership Services	Derek Holtved Mike Welch Christoph Dietzfelbinger Janet Miller Ben Firth	Jörg Wilz jorg@ontopmountaineering.com
Communications	Paddy Jerome Olivia Sofer Jeremy Mackenzie Emily Grady Ian Tomm	Lisa Porter lisaloui@hotmail.com
MCR	Steve Holeczi Sarah Hueniken Conrad Janzen Tom Wolfe	Larry Stanier laristan@telus.net
Conduct Review	Nick Atkinson (public) Paul Berntsen Barry Blanchard Gillian Calder (public) Nathan Dahl George Field Neil Haggard (public) Jeremy Mackenzie Dave Stark Larry Stanier Leslie Taylor (public) Marni Virtue (public) Rupert Wedgwood	Rod Gibbons conduct@acmg.ca

Association of Canadian Mountain Guides



Committee	Members	Chair
Climbing Instructor	Derek Wilding Chris Adshade Justin Dwyer Lloyd King Kimanda Jarzebiak Sebastian Powell	Scott McKay scott.mckay@shaw.ca
Awards and Celebration	Derek Wilding (Coordinator - Awards) Scott Davis (Coordinator - Honorary Members) Jason Billing Sharon Wood Jordy Shepherd Brad White	Chris Miller awards@acmg.ca
Professional Practices	Matt Peter Steve Holeczi James Blench Brent Goodman Veronika Vackova Alison Cardinal	Nathan Dahl ndahl@ualberta.ca
Governance	Kent Scarborough (Advisor - legal) Steve Blagbrough Paul Vidalin Pierre Hungr	Rick Cowburn rcowburn@vidya.ca

Association of
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Corporate Partners – Mt. Logan



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Corporate Partners – Mt. Robson



Corporate Partners – Mt. Columbia



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Corporate Partners – Mt. Assiniboine

