



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2016



Association of Canadian Mountain Guides

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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, finances, 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

2016 was the final 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.



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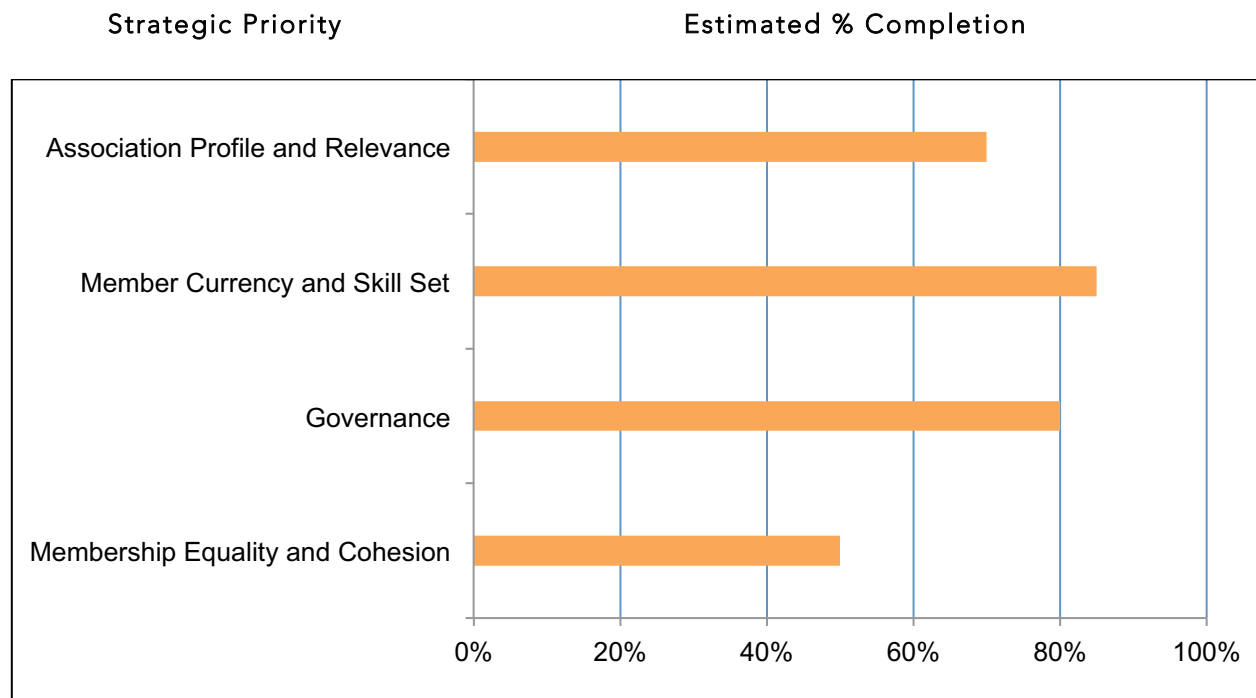
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- **Member Skill Set and Currency** - The ACMG will better facilitate the growth and development of its members such that they not only feel adequately prepared for their professional activities but are able to effectively transfer their skills to 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 2016. Below the dashboard are written descriptions of progress on individual supporting actions.



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Supporting Action Status

Association Profile and Relevance

Action	Status
Develop annual benchmark & survey plan	No action - not likely to happen due to time constraints - will include in next strategic plan
Develop annual calendar of events and campaigns	Done - Admin team examines this for planning at each team meeting
Organize and run two mountain safety days	Partnered with other organizations to include Mountain Safety in their events - e.g. Banff Avi Awareness night
Organize and run two stewardship days	Four successful days run on Howe Sound Crest Trail, Singing Pass Trail and Grassi Lakes
Have a presence at a minimum of four festivals /events - one being international	New display booth complete - attended at least 4-5 festivals per year - nothing international
Revise and restructure video "Ever Rising"	Videographer unavailable - carried forward to next plan
Post public interest articles on social media 4 times per year	Many more articles are posted on an ongoing basis - these invariably receive the most hits (in the 000's)
Develop specific public, government and industry pages on social media	No action - deemed not feasible
Three earned media campaigns per year	First campaign on avi gear for summer mountaineering done - to coincide with first MCR summary - no others
Support CMSG for minimum of two training programs outside BC and AB	4 CGI courses held in Ontario. AHG and HG courses offered in Quebec. Assisted with instructor travel expenses
Suggest and provide feedback to IFMGA initiatives	Ongoing action
Establish relationships with climbing gyms such that ACMG members can provide one training session per year per gym	No action
Launch public awareness campaign on avi safety for ice climbers and summer mountaineers	Begun in 2014 - will continue with earned media effort
Develop working relationships with climbing and hiking organizations in two provinces outside of BC and AB	Marc L met with FQME in Quebec and Climb Nova Scotia in January - much interest among "easterners" for ACMG - met with Rando-Quebec in 2016 - Eastern Committee struck and headed by Eastern director.
Develop working relationships with National and Provincial Parks in two provinces outside BC and AB	No action due to time constraints
Participate in a minimum of two high school career days	No action due to time constraints
Explore development of new MCR website and app	Done and in action



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Additional results:

- Partnership program (23 partners – close to \$100k) has increased public awareness of ACMG. Potential partners now approach us to be associated with the ACMG.

Member Currency and Skill Set

Action	Status
Plan and develop essential CPD sessions by end of January each year	Dates of all events planned in January - each of the three 2-day sessions became 3-day sessions in 2016 – four ski skills training sessions were run in 2016 as well
Create CPD evaluation form to benchmark progress	Done
Plan CPD sessions based on member requests and tech requirements	Done and ongoing - member poll in 2016 gave us idea of needs
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 - have invited CAA, AMGA and CSGA
Offer CPD sessions on "soft skills" that are transferable	Ongoing with excellent results
Hold minimum of one CPD session in a province other than BC or AB	Clinic held at Southern Ontario Ice Fest in 2016
Develop a minimum of three new chapters of digital material for the tech manual	Several tech files created - CGI manual completed with plans for TRCI manual for 2017
Develop one test on-line CPD session	No action

Additional Results:

- CPD events increased to three 3-day sessions, allowing for more training with less overlap of courses.
- Several one-off sessions occurred including three days of Ski Coaching with Dave Honeyman and two companion rescue days with Manuel Genswein
- Professional Practice and CPD audits now occurring twice per year.



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Governance

Action	Status
Ensure there is an orientation session for each new member of the Board of Directors	Ongoing
Hold a minimum of one BOD training session per year	Ongoing
Establish simple communication methods for BOD members and their constituents	Board members' email addresses are on the member website and published in the Arete
Profile one BOD member in each ACMG News	Done and ongoing - Jordy, Kevin and Derek done so far - list of profile questions developed
Publish summary of BOD and Committee actions/decisions in each Arete	In progress

Additional Results:

- Governance committee struck and operational. Proposing policy drafts for BOD consideration.

Membership Equality and Cohesion

Action	Status
Educate members on value of full vote and put this forward as extraordinary resolution before end of plan	Much discussion at BOD level - membership poll provided good insight - decision not to pursue full vote until more education done with membership
Explore costs & benefits of on-line voting	Done and working well - members can now vote on resolutions and elections without having to be present at meetings
Establish stream-based F/B pages to promote internal communities	No action - does not look feasible
Re-implement PAI	Done
Explore proportional BOD representation by stream	Determined not to be feasible as Board would become too large
Clarify hiking guide offerings among ACMG, OCC and IGA	Initial discussions with IGA looked promising - but initiative has lagged

Additional Results:

- More than 50% of pro-deals are now available to members of all certifications.
- There has been greater participation of hiking guides and climbing instructors on MCR, Informalex, ACMG-sponsored activities and committees.
- The digital CGI manual completed and well received by climbing instructors and CGI candidates.



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New Strategic Plan

At the end of 2016, the Board of Directors established a new strategic plan for 2017 – 2019. Below is a one-page summary:



Governance and Operational Policy Improvements

2016 saw a great deal of work on the policy front. The Technical Committee tightened up the policy regarding the need for apprentice guides to challenge the certificate exam within three years. The same committee also worked on policies for reinstatement and Scope of Practice variances. The Board of Directors is in the midst of fleshing out policy on Good Character Attestation and clarified the policy regarding what organizations may become a partner of the ACMG. All policies have been collated into a handbook which will be posted on the member website after a few bugs in the publishing have been worked out.



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Operational Efficiencies

In 2016, the ACMG membership showed unprecedented strong growth with 129 new members (12%). Growth typically ranges more from 4-7%. A new Member Services Manager has taken the place of Linda Heywood and her talent and experience has helped to alleviate the pressures of increasing operational demands by the membership. The admin team all work on Office 365, which allows communication and document collaboration despite geographical separation. In addition, the linkage of two of our three databases has continued to reduce the effort required to maintain the currency of our member information.

Personal Accident and Other Insurance Programs

2016 was the second year for the rebirthed Accident Insurance Program. Premiums rose slightly to try to assure the insurer that we were willing to work with them to cover some losses in 2015 due to high claims. Despite this, subscribership rose by 7% over 2015. Liability insurance prices were cut once again, this time by 5% in an ongoing effort to maintain the program at cost recovery. Also in 2016 three additional insurance options were negotiated: Life insurance, critical illness insurance and diagnostic/specialist access insurance. All of these are low cost and beginning to gain membership support. We will be exploring extended medical insurance in 2017.

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 2016, the Adventure Access program has, since its inception, provided for 1091 youth-days in the outdoors and \$37,000 worth of work for ACMG members. For 2017, MEC has increased its program funding to \$12,000 annually.

Outlook for the Future

The 12% growth of the membership in 2016 was unexpected. Much of this growth occurred in the Climbing Instructor stream, in part spurred by WorkSafeBC's regulation requiring ACMG certification when working in a climbing environment more than three meters off the ground. It's expected that the ACMG membership will continue to grow in 2017, but probably not quite as rapidly. The ACMG's financial position remains very strong and its profile will continue to build positively as the work on the new strategic plan begins in earnest. The Board of Directors is well-trained and highly engaged and the skill set of the membership will grow as the professional development program continues to expand and bring in more qualified instructors.

The relationship with Thompson Rivers University (TRU), our training provider, is solid, though TRU's Canadian Mountain and Ski Guide Program is struggling to meet the demands of people wishing to



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become guides and instructors. Work needs to be done to ensure that TRU remains on board in a way that works for all stakeholders.

Collaboration with government and other organizations such as the CAA, Avalanche Canada, HeliCat Canada as well as with other groups in the Adventure Tourism sector will continue to grow and become more effective. Work is being done to revamp our Associate Member category and to build stronger relationships with the American Mountain Guides Association as well as the Canadian Ski Guides Association.

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Management Discussion and Analysis
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The following management's discussion and analysis ("MD&A") for the Association of Canadian Mountain Guides (the "ACMG"), dated June 2, 2017, should be read in conjunction with the ACMG's financial statements for the year ended and as at December 31, 2016 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, 2016

Membership

During the year ended December 31, 2016, membership grew by 12% to 1,175 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.

Certification	2016	2015	2014	2013	2012
Total Members	1,175	1,046	960	851	829
Mountain Stream					
Mountain Guides	195	188	183	175	172
Ski Guides	216	192	180	157	148
Alpine Guides	16	16	13	17	18
Rock Guides	22	21	16	15	14
Apprentice Ski Guides	116	118	113	114	118
Apprentice Alpine Guides	37	37	40	32	34
Apprentice Rock Guides	110	101	109	97	89
Hiking Stream					
Hiking Guides	108	87	78	65	57
Day Hiking Guides	104	108	112	109	122
Assistant Hiking Guides	130	117	107	97	94
Climbing Instructor Stream					
Climbing Gym Instructors 1	268	177	138	99	105
Climbing Gym Instructors 2	46	42	40	28	27
Climbing Gym Instructors 3	17	17	17	18	19
Top Rope Climbing Instructors	152	123	99	80	69
Honorary Members	27	25	24	25	25
Associate Members	5	3	5	5	4



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The following table details membership dues paid for the years ended December 31, 2016 and December 31, 2015.

Certification Groups	Year ended December 31, 2016	Number	Year ended December 31, 2015	Number
Mountain and Specialty Guide	\$ 172,050	370	\$ 163,680	352
Apprentice Guide	52,325	161	51,350	158
Hiking Guide	22,440	199	20,040	176
Climbing Instructor	23,670	263	16,830	187
New Member	6,350	107	5,640	96
Inactive Member	3,600	48	2,550	34
Associate Member	-	-	400	2
	\$ 280,435	1,148	\$ 260,490	1,005

Partnerships

The ACMG enters in to a variety of partnerships with other organizations to work with the association in promoting public awareness of mountain guiding and climbing instruction in Canada. The partnerships are designed to allow contributors to support the association's mission statement and educational initiatives and to help sustain the standards of professional guiding and climbing instruction in Canada and worldwide through participation in the IFMGA.

During the year ended December 31, 2016, 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.

Mt. Logan

- ARC'TERYX
- G3 Genuine Guide Gear
- MEC

Mt. Robson

- The North Face
- Petzl

Mt. Columbia

- adidas Sport Eyewear
- Backcountry Access
- Black Diamond / Pieps
- DMM
- DPS
- Dynafit
- GuideBase.com
- Icebreaker
- InReach
- Intuition
- Julbo
- K2
- Osprey
- Outdoor Research
- Rab
- Patagonia

Mt. Assiniboine

- Mountain Hub

Mt. Athabasca

- Lifestyle
- Norseman



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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. The following table details participation in the liability insurance program for the policy years ended March 31, 2017 and March 31, 2016.

Certification Groups	Policy year ended March 31, 2017	Number	Policy year ended March 31, 2016	Number
Mountain and Specialty Guide	\$ 87,470	197	\$ 78,580	173
Apprentice Guide	15,720	74	15,960	76
Hiking Guide	6,120	43	4,320	29
Climbing Instructor	960	6	320	2
IFMGA	1,360	4	3,400	10
	\$ 111,630	324	\$ 102,580	290

Personal Accident Insurance Program

The ACMG Personal Accident Insurance Program (the "PAI") offers two types of insurance coverage Accidental Death and Dismemberment (AD&D) and Weekly Accident Indemnity (WAI). The AD&D policy provides benefits for injury resulting in death or loss of use of a body part due to an accident. The AD&D policy is provided as a benefit of membership to members in the mountain stream and is an optional purchase for all other professional members. The WAI policy provides benefits due to loss of work as a result of an injury from an accident. Additional details with respect to the PAI can be found on the ACMG member website. The following table details participation in the personal accident insurance program for the policy year ended March 31, 2017 and March 31, 2016.

Certification Groups	Policy year ended March 31, 2017	Number	Policy year ended March 31, 2016	Number
Mountain, Specialty and Apprentice Guide (AD&D)	\$ 49,860	554	\$ 47,700	530
Mountain, Specialty and Apprentice Guide (WAI)	40,000	200	24,705	183
Hiking Guide and Climbing Instructor (AD&D and WAI)	4,060	14	2,475	11
Hiking Guide and Climbing Instructor (AD&D only)	1,170	13	900	10
	\$ 95,090	581	\$ 75,780	551



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Permits Program

The ACMG administers a permit program intended to provide intermittent and occasional commercial access to specific National and Provincial Park lands by independent guides. The ACMG permit program is intended to operate on a cost recovery basis.

The following table details membership participation in the permits program for the permit years ended March 31, 2017 and March 31, 2016.

	Permit year ended March 31, 2017	Number	Permit year ended March 31, 2016	Number
National Parks	\$ 12,840	214	\$ 12,060	201
British Columbia Provincial Parks	13,689	117	13,806	118
Alberta Provincial Parks	9,765	93	8,505	81
	\$ 36,294	424	\$ 34,371	400

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.

The big news for 2016 CPDs is the expansion of the program to three days per event with events held in the Coastal, Interior and Rockies regions. The goal is to provide opportunities for everyone to participate by rotating the season in which the events are scheduled in each region. During each three-day event, technical field courses will be balanced with soft skill workshops; case histories and informational presentations will be linked to the popular social event. Attention will be given to utilize the region's best attributes for access to rock, snow, ice, climbing gyms, flora and fauna and locally based instructors.

In addition to the three-day events, we will also continue to hold several one-off sessions in different locations. These will include workshops for climbing gym instructors in some of our bigger city centres where these members often reside. They will also include technical courses such as the ever-popular ski coaching (currently being offered in Banff, Golden and Revelstoke).



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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 five 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 Russian Mountaineering Federation 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, 2016, the ACMG ran a restructured climbing training course and two ski exams with sixteen candidates in the Mount Elbrus area. There was a 70% pass rate with four candidates graduating as Ski Guides. The ACMG also held its first apprentice alpine guide exam in Ala Archa region of Kyrgyzstan. Of the five candidates, three passed and one became the RMGA's first Mountain Guide. There is another ski exam in planned for early 2017 with IFMGA observation.

This project continues to grow despite funding challenges due to the failing economy in Russia. The IFMGA will send its first round of observers on the next RMGA courses to be held spring 2017. After this, the RMGA should be able to apply for 'Applicant Country Status' and continue their journey towards becoming an IFMGA country.

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, 2016, the ACMG provided \$9,403 in assistance through the Simon Parboosingh Assistance Fund.
- 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, 2016, the ACMG awarded \$3,000 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, 2016, the ACMG awarded \$1,000 in scholarships through the Centennial Scholarship Fund.

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- The D'Arcy McRae Memorial Scholarship Fund assists promising aspiring guides who live and work in the Kootenay region of British Columbia.
- The Niccy Code Memorial Fund assists promising apprentice guides with preference given to female candidates. During the year ended December 31, 2016, the ACMG awarded \$1,000 in cash through the Niccy Code Memorial Fund.
- The ARC'TERYX Scholarship Program 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, 2016, the ACMG awarded \$3,000 in scholarships through the ARC'TERYX Scholarship Program.
- The Julbo Canada Scholarships are awarded to two active ACMG members who wish to increase their level of certification by taking a further exam. During the year ended December 31, 2016, the ACMG awarded \$1,000 in Julbo Canada Scholarships.
- The Adventure Access Fund provides funding for non-profit outdoor adventure programs for minors lead by ACMG guides. During the year ended December 31, 2016, \$11,976 in funding was provided through the Adventure Access Fund.
- The Gougeon Scholarship Fund provides assistance to enhance the training and skill sets of members from all certification streams. Gougeon Insurance is the ACMG's liability insurance broker. During the year ended December 31, 2016, \$1,000 in funding was provided through the Gougeon Scholarship Fund.
- The Hans Gmoser Fund assists in funding materials and activities that promote the ACMG. During the year ended December 31, 2016, the ACMG provided \$2,343 in assistance through the Hans Gmoser Fund.
- The Ken Jones Development Fund supports technical projects undertaken by the ACMG.
- 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, 2016, \$2,602 in funding was provided through the CMSG Instructor Training Fund.
- The Robson Gmoser Mentorship Fund is intended to assist aspiring guides and instructors to obtain the mentorship that will help them succeed in their quest for certification. Robson was a



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strong proponent of the value of mentorship in helping to develop the skills and behaviours of aspiring guides. He believed that the relationship formed between mentor and student was absolutely the key to success.

A table showing the continuity of the funds and programs administered by the ACMG from December 31, 2015 to December 31, 2016 can be found in the notes to the financial statements included in this annual report to the membership.

Selected Comparative Financial Information

Statement of Financial Position

During the year ended December 31, 2016, the ACMG's net assets increased \$47,293 to \$558,307 as a result of the year's excess of revenues over expenses. The net assets in the restricted scholarship and assistance funds increased \$5,979 to \$268,835. The net assets in the unrestricted general operating fund increased \$41,314 to \$289,472.

As of the year ended December 31, 2016, the financial position of the ACMG remains very strong giving the association substantial financial flexibility to accomplish its strategic plan.

Statement of Operations

For the year ended December 31, 2016, total revenues increased \$66,025 (11%) to \$678,368, while total expenses increased \$39,035 (7%) to \$631,075. The excess of revenues over expenses contributing to the Restricted Scholarship and Assistance Funds decreased \$34,654 (85%) to \$5,979, while the excess of revenues over expenses contributing to the Unrestricted General Operating Funds increased \$61,644 (303%) to \$41,314 for a combined total increase in excess of revenues over expenses of \$26,990 (133%) to \$47,293.

Membership dues increased \$19,945 (8%) to \$280,435 as a result of the 12% increase in membership.

Partnership contributions increased \$36,701 (52%) to \$107,537; this continued growth, which includes \$15,000 in ARC'TERYX jackets, is due mainly to the efforts of the ACMG's Partnership Coordinator.

Russian Mountain Guide Association training revenue and expenses experienced funding challenges in 2016 with revenue decreasing \$14,338 (32%) to \$29,884 and expenses decreasing \$14,411 (33%) to \$29,800. The netting of RMGA training revenue with RMGA training expenses results in no net positive or negative effect on the ACMG's finances.

Scholarship and assistance fund contributions returned to normal levels in 2016 decreasing \$30,831 (83%) to \$6,106.



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Although liability insurance premium rates were reduced by 5% for the 2016-17 policy year, continued growth in subscribership resulted in a \$26,059 (26%) increase in premiums received to \$125,458.

Personal accident insurance premiums received increased \$17,150 (61%) to \$45,230 for the 2016-17 policy year due to a slight increase in premium rates and a 7% growth in subscribership.

The \$8,355 (90%) increase in investment income to \$17,594 was due to a cyclical swing in the investment markets.

Personal accident insurance premiums paid increased \$17,710 (23%) to \$94,300 for the 2016-17 policy year due to a slight increase in premium rates and a 7% growth in subscribership.

Meeting and event expenses increased \$5,524 (18%) to \$36,519 mainly due to increased events associated with the annual general meeting and additional travel costs relating to other meetings.

Communication expenses increased \$6,133 (14%) to \$49,235 mainly due to the change to full colour for the Arête.

Scholarship and assistance fund distributions increased \$13,276 (58%) to \$36,324 mainly due to increases in distributions from the Simon Parboosingh Guides' Assistance Fund and the Adventure Access Fund.

Partnership program management increased \$6,921 (28%) to \$31,232 as a result of the continued growth in the partnership program.

Continuing professional development expenses increased \$5,616 (22%) to \$31,519 as a result of the expansion of the program to three days per event with events held in the Coastal, Interior and Rockies regions.

Professional fees decreased \$5,329 (41%) to \$7,727 due to non-reoccurring fees for tax and information return preparation and database consulting in 2015.

Other sales expenses increased \$5,576 (99%) to \$11,229 as a result of the restocking of IFMGA materials and sales of ARC'TERYX jackets from inventory.



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Operating Budget

In consultation with the Administrative Support Group an annual operating budget is prepared by the Executive Director and approved by the Board of Directors. The budget is used as a tool for measuring actual financial results against financial expectations. The following table summarizes the ACMG's operating budget for the year ended December 31, 2017.

	2017 Budget
Revenues	
Membership dues	\$ 295,000
Liability insurance program	110,000
Partnership contributions	110,000
Personal Accident Insurance	48,000
Permits program	37,000
Russian Mountain Guides Association	30,000
Continuing professional development	10,000
Other sales	10,000
Administrative fees	4,000
Scholarship and assistance fund contributions	2,000
Investment income	2,000
Advertising and donations	800
	610,250
Expenses	
Administrative management fees	123,880
Liability insurance program	90,000
Personal Accident Insurance	95,000
Communication	62,885
Technical oversight	43,920
Permit management	41,080
Meetings and events	37,500
Partnership management	32,860
Russian Mountain Guides Association	30,000
Scholarship and assistance fund distributions	22,000
Special projects	20,000
Continuing professional development	18,000
General and administration	16,650
Dues and subscriptions	11,350
Other sales	6,500
Insurance	1,182
Professional fees	1,100
	653,907
Excess of revenues over expenses	\$ 4,893

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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" summarizes how cash is generated and used. The statement normally 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, 2016



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, and exercises these responsibilities through the Financial Review Committee. The Board of Directors discusses with the Financial Review Committee and 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

June 2, 2017



Association of Canadian Mountain Guides

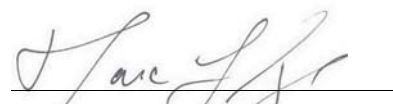
Statement of Financial Position

As at December 31,

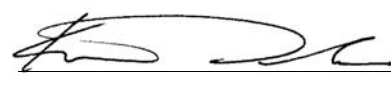
	Note	2016	2015
Assets			
Cash and cash equivalents	2	\$ 20,795	\$ 31,013
Accounts receivable	4	14,086	18,934
Inventory		13,898	-
Prepaid expenses	5	2,040	503
		<u>50,819</u>	<u>50,450</u>
Long-term investments	3,9	590,673	528,079
		<u>590,673</u>	<u>528,079</u>
		<u>\$ 641,492</u>	<u>\$ 578,529</u>
Liabilities			
Accounts payable and accrued liabilities	6	\$ 48,611	\$ 52,159
Deferred revenue	7	26,824	7,856
		<u>75,435</u>	<u>60,015</u>
Long-term liabilities	8	7,750	7,500
		<u>7,750</u>	<u>7,500</u>
Net Assets			
Restricted scholarship and assistance funds	10	268,835	262,856
Unrestricted general operating fund		289,472	248,158
		<u>558,307</u>	<u>511,014</u>
		<u>\$ 641,492</u>	<u>\$ 578,529</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 June 2, 2017.



Marc Ledwidge, President



Kevin D. Dumba, Secretary Treasurer



Association of Canadian Mountain Guides

Statement of Operations
For the years ended December 31,

	Note	2016	2015	2016 Budget (Note 12)
Revenues				
Membership dues		\$ 280,435	\$ 260,490	\$ 275,000
Liability insurance program		125,458	99,399	105,000
Partnership contributions		107,537	70,836	80,000
Permits program		38,690	33,669	35,000
Personal accident insurance program		45,230	28,080	39,000
Investment income	9	17,594	9,239	9,200
Russian Mountain Guides Association		29,884	44,222	38,400
Scholarship and assistance fund contributions	10	6,106	36,937	500
Other sales		9,974	8,562	9,000
Continuing professional development		11,664	11,220	13,000
Administrative fees		3,686	5,714	5,500
Advertising and donations		2,110	3,975	650
		<u>678,368</u>	<u>612,343</u>	<u>610,250</u>
Expenses				
Administrative management fees		120,225	127,204	129,880
Liability insurance program		91,825	89,525	90,000
Personal accident insurance program		94,300	76,590	88,000
Meetings and events		36,519	30,995	33,200
Communication		49,235	43,102	44,177
Permit management		31,929	29,835	37,060
Scholarship and assistance fund distributions	10	36,324	23,048	26,000
Technical oversight		22,213	20,783	30,000
Partnership management		31,232	24,311	28,150
Russian Mountain Guides Association		29,800	44,211	38,400
Continuing professional development		31,519	25,903	18,000
General and administration		13,100	13,490	12,450
Dues and subscriptions		10,857	11,170	11,350
Special projects		11,897	12,125	10,000
Professional fees		7,727	13,056	4,500
Other sales		11,229	5,653	4,800
Insurance		1,144	1,039	1,082
		<u>631,075</u>	<u>592,040</u>	<u>606,849</u>
Excess (deficiency) of revenues over expenses:				
Restricted scholarship and assistance funds		5,979	40,633	(20,000)
Unrestricted general operating fund		41,314	(20,330)	23,401
		<u>\$ 47,293</u>	<u>\$ 20,303</u>	<u>\$ 3,401</u>

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 fund	2016	2015
Balance, beginning of year	\$ 262,856	\$ 248,158	\$ 511,014	\$ 490,711
Membership dues	-	280,435	280,435	260,490
Liability insurance program	-	125,458	125,458	99,399
Partnership contributions	21,556	85,981	107,537	70,836
Permits program	-	38,690	38,690	33,669
Personal accident insurance program	-	45,230	45,230	28,080
Investment income	14,641	2,953	17,594	9,239
Russian Mountain Guides Association	-	29,884	29,884	44,222
Scholarship and assistance fund contributions	6,106	-	6,106	36,937
Other sales	-	9,974	9,974	8,562
Continuing professional development	-	11,664	11,664	11,220
Administrative fees	-	3,686	3,686	5,714
Advertising and donations	-	2,110	2,110	3,975
Administrative management fees	-	(120,225)	(120,225)	(127,204)
Liability insurance program	-	(91,825)	(91,825)	(89,525)
Personal accident insurance program	-	(94,300)	(94,300)	(76,590)
Meetings and events	-	(36,519)	(36,519)	(30,995)
Communication	-	(49,235)	(49,235)	(43,102)
Permit management	-	(31,929)	(31,929)	(29,835)
Scholarship and assistance fund distributions	(36,324)	-	(36,324)	(23,048)
Technical oversight	-	(22,213)	(22,213)	(20,783)
Partnership management	-	(31,232)	(31,232)	(24,311)
Russian Mountain Guides Association	-	(29,800)	(29,800)	(44,211)
Continuing professional development	-	(31,519)	(31,519)	(25,903)
General and administration	-	(13,100)	(13,100)	(13,490)
Dues and subscriptions	-	(10,857)	(10,857)	(11,170)
Special projects	-	(11,897)	(11,897)	(12,125)
Professional fees	-	(7,727)	(7,727)	(13,056)
Other sales	-	(11,229)	(11,229)	(5,653)
Insurance	-	(1,144)	(1,144)	(1,039)
Balance, end of year	\$ 268,835	\$ 289,472	\$ 558,307	\$ 511,014

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,

	2016	2015
Operating activities		
Excess of revenues over expenses	\$ 47,293	\$ 20,303
Decrease (increase) in accounts receivable and accruals	4,848	(9,349)
Decrease (increase) in inventory	(13,898)	-
Decrease (increase) in prepaid expenses	(1,537)	7,777
Increase (decrease) in accounts payable and accrued liabilities	(3,548)	18,351
Increase (decrease) in long-term liabilities	250	7,500
Increase (decrease) in deferred revenue	18,968	5,015
Net cash used in operating activities	<u>52,376</u>	<u>49,597</u>
Investing activities		
Decrease (increase) in investments	(62,594)	(49,239)
Net cash provided by (used in) investing activities	<u>(62,594)</u>	<u>(49,239)</u>
Net increase (decrease) in cash	(10,218)	358
Cash and cash equivalents, beginning of period	31,013	30,655
Cash and cash equivalents, end of period	<u>\$ 20,795</u>	<u>\$ 31,013</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, 2016



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, 2016

Investment income earned is recognized in the 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. The financial instruments are measured at fair value with changes in fair value recognized in the statement of operations.

3. **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.



Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2016

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.

4. **Accounts Receivable**

As of December 31, 2016, the balance of accounts receivable, comprised mainly of amounts owed by members and corporate partners, was \$14,086 (2015 - \$18,934).

5. **Prepaid Expenses**

As of December 31, 2016, the balance of prepaid expenses (an expense paid in advance but which has not yet been incurred), comprised of 2017 database fees and 2016 personal accident and liability insurance premiums, was \$2,040 (2015 - \$503).

6. **Accounts Payables and Accrued Liabilities**

As of December 31, 2016, the balance of accounts payable, comprised mainly of amounts owed for management and consulting services, scholarships and awards, and GST payable was \$48,611 (2015 - \$52,159).



Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2016

7. Deferred Revenue

As of December 31, 2016, the balance of deferred revenue (revenue received which has not yet been earned), comprised mainly of membership dues, insurance premiums and permit fees received, was \$26,824 (2015 - \$7,856).

8. Long-term Liabilities

As of December 31, 2016, the ACMG owed \$7,750 in unclaimed scholarship and assistance fund awards to Thompson Rivers University. These unclaimed scholarship and assistance fund awards date between September 16, 2008 and October 3, 2015.

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, 2016, the restricted scholarship and assistance fund investments were valued at \$239,161 (2015 - \$224,748) 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 55% equities and 45% fixed income. During the year ended December 31, 2016, this resulted in an average rate of return of 6.1% and \$14,641 (2015 - \$5,911) in investment income.

As of December 31, 2016, the unrestricted general operating fund investments were valued at \$351,512 (2015 - \$303,230) and were comprised of only high-interest savings accounts (100% fixed income). During the year ended December 31, 2016, this resulted in an average rate of return of 0.8% and \$2,953 (2015 - \$3,328) in investment income.

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2016



10. Scholarship and Assistance Funds

The following table shows the continuity of the funds and programs administered by the ACMG from December 31, 2015 to December 31, 2016. Contributions to the Adventure Access Fund, Arc'teryx Scholarship Program, Julbo Canada Scholarship Fund and CMSG Instructor Training Fund have been recorded as Partnership Contributions on the Statement of Operations.

Fund / Program	Balance Dec 31, 2015	Contributions	Distributions	Investment Income	Balance Dec 31, 2016
Adventure Access Fund	\$ 5,416	\$ 7,000	\$ (11,976)	\$ -	\$ 441
Arc'teryx Scholarship Program	500	5,000	(3,000)	-	2,500
Julbo Canada Scholarship Fund	-	1,000	(1,000)	-	-
Brian Ebert Memorial Fund	48,395	475	(3,000)	2,446	48,317
Centennial Scholarship Fund	30,284	25	(1,000)	2,277	31,586
D'Arcy McRae Memorial Scholarship Fund	452	75	-	-	527
Gougeon Scholarship Fund	-	1,000	1,000	-	-
Hans Gmoser Fund	26,407	275	(2,343)	2,189	26,528
Ken Jones Development Funds	18,086	170	-	142	18,398
CMSG Instructor Training Fund	12,676	8,556	(2,602)	-	18,630
Niccy Code Memorial Fund	12,799	1,000	(1,000)	1,288	14,087
Robson Gmoser Mentorship Fund	35,309	2,971	-	330	38,609
Simon Parboosingh Assistance Fund	72,531	115	(9,403)	5,969	69,212
	\$ 262,856	\$ 27,662	\$ (36,324)	\$ 14,641	\$ 268,835

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2016



11. Related Parties

During the year ended December 31, 2016, the ACMG had transactions with related parties who were members of the Administrative Support Group, Organizational Contractors and the Board of Directors. The transactions include payment of administrative fees, consulting fees, fees for CPD instruction, partnership commissions and reimbursement of travel and other expenses. The compensation and reimbursement figures are net of any amounts directly recoverable by the ACMG including GST and RMGA training. Directors do not receive any compensation in their role as directors. 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, 2016 and December 31, 2015.

	2016 Compensation	2016 Reimbursements	2015 Compensation	2015 Reimbursements
Peter Tucker, Executive Director	\$ 35,564	\$ 6,803	\$ 33,050	\$ 10,603
Linda Heywood, Member Services Manager	25,218	311	58,744	-
Laura Young, Member Services Manager	34,292	1,472	15,106	249
Janet Miller, Permit Manager	18,019	197	16,693	339
Chris Miller, IT Coordinator	23,415	-	22,985	2,229
Ken Bélanger, Partnership Coordinator	30,343	1,617	21,817	2,424
Elaine Powers, Administrative Assistant	24,720	985	20,245	1,453
Marc Piché, Technical Director	26,558	1,570	25,602	6,669
Alison Dakin, CPD Coordinator	3,000	-	2,250	197
Shaun King, Newsletter Editor-in-chief	4,700	83	4,000	114
Marc Ledwidge, President	100	8,319	-	6,281
Sylvia Forest, Vice President	-	260	-	-
Kevin Dumba, Secretary-Treasurer	-	600	-	868
Derek Wilding, Director	400	260	1,743	388
Nathan Dahl, Director	-	-	-	86
Jordy Shepherd, Director	-	115	100	-
Richard Haywood, Director	-	-	-	573
Ross Berg, Director	-	-	400	-
Philippe Gautier, Director	-	1,086	-	1,164
Scott McKay, Director	700	298	1,400	49
Cecelia Mortenson, Director	-	-	-	567
Kirsten Knechtel, Director	-	212	-	187
Rick Cowburn, Director	-	-	-	-

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2016



12. Budgeted Figures

The 2016 operating budget is included in the Statement of Operations to provide the reader with a benchmark of how the ACMG estimated financial results would transpire during the year. In consultation with the Administrative Support Group an annual operating budget is prepared by the Executive Director and approved by the Board of Directors. Comparing variances to budget provides a good overview of how well the ACMG was managed from a financial perspective. Variances alert the Executive Director and Board of Directors to particular items in the financial statements that may need further review.

Association of Canadian Mountain Guides



Officers of the Board		
President:	Marc Ledwidge <i>Director At Large</i>	ph: (403) 762-4129 pres@acmg.ca
Vice-President:	Ross Berg <i>Director, West Coast</i>	ph: (604) 892-4689 vp@acmg.ca
Secretary-Treasurer:	Kevin Dumba <i>Director At Large, public</i>	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	Chris Kaipio	ph: (604) 935-4705 adventurezone@email.com
Director: Interior	Kirsten Knechtel	ph: (250) 348-2442 kirsten.knechtel@gmail.com
Director: Rockies	Jordy Shepherd	ph: (403) 609-8561 jordy@peakalpine.com
Director: Apprentice Guides	Madeleine Martin-Preney	ph: (250) 814-7552 madoalpine@gmail.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	James Madden	ph: (403) 609-1758 madden_jc@yahoo.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



Administrative Support		
Executive Director:	Peter Tucker	B: (403) 949-3587 M: (403) 689-4324 ed@acmg.ca
Member Service Manager:	Laura Young	B: (403) 678-2885 F: (403) 609-0070 acmg@acmg.ca
Permit Manager:	Janet Miller	B: (403) 678-2815 permits@acmg.ca
Web, Graphics and IT Coordinator:	Chris Miller	B: (403) 678-2815 webmaster@acmg.ca
Partnership Coordinator:	Ken Bélanger	M: (403) 678-0338 partnership@acmg.ca
Administrative Assistant:	Elaine Powers	B: (250) 512-7405 elaine@acmg.ca
Organizational Contractors		
Technical Director:	Marc Piché	M: (403) 678-7350 td@acmg.ca
CPD Coordinator:	Alison Dakin	B: (250) 439-1007 M: (250) 272-7007 cpd@acmg.ca
The Arête Editor-in-chief:	Shaun King	M: 403-707-5566 news@acmg.ca
Mailing Address		
ACMG Box 8341 Canmore, Alberta, Canada T1W 2V1		B: (403) 678-2885 F: (403) 609-0070 acmg@acmg.ca

Association of Canadian Mountain Guides



Committee	Members	Chair
Technical	James Blench Helen Sovdat Dwayne Congdon Todd Guyn Kirk Mauthner Craig McGee	Marc Piché td@acmg.ca
Membership Services	Derek Holtved Mike Welch Christoph Dietzfelbinger Janet Miller Jörg Wilz	Ben Firth benfirth@mountain-solutions.net
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 Scholarships	Derek Wilding (Coordinator - Awards) Scott Davis (Coordinator - Honorary Members) Jason Billing Sharon Wood Jordy Shepherd Brad White	Chris Miller awards@acmg.ca
Incident Investigations	Larry Stanier Ian Tomm Ben Firth Brad White Troy Kirwin Kent Scarborough (Legal Advisor)	Mark Klassen mark@alpinism.com
Professional Practices	Matt Peter Steve Holeczi James Blench Brent Goodman Veronika Vackova Alison Cardinal	Nathan Dahl ndahl@ualberta.ca
Governance	Steve Blagbrough Paul Vidalin Pierre Hungr Kent Scarborough (Legal Advisor)	Rick Cowburn rcowburn@vidya.ca
Financial Review	Jennifer Adolph Geoff Osler	Kevin Dumba st@acmg.ca

**Association of
Canadian Mountain Guides**



Partners – Mt. Logan



ARC'TERYX



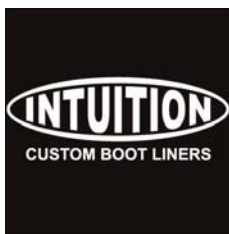
Partners – Mt. Robson



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Partners – Mt. Assiniboine



Partners – Mt. Athabasca

