



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2015

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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

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.
- **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.

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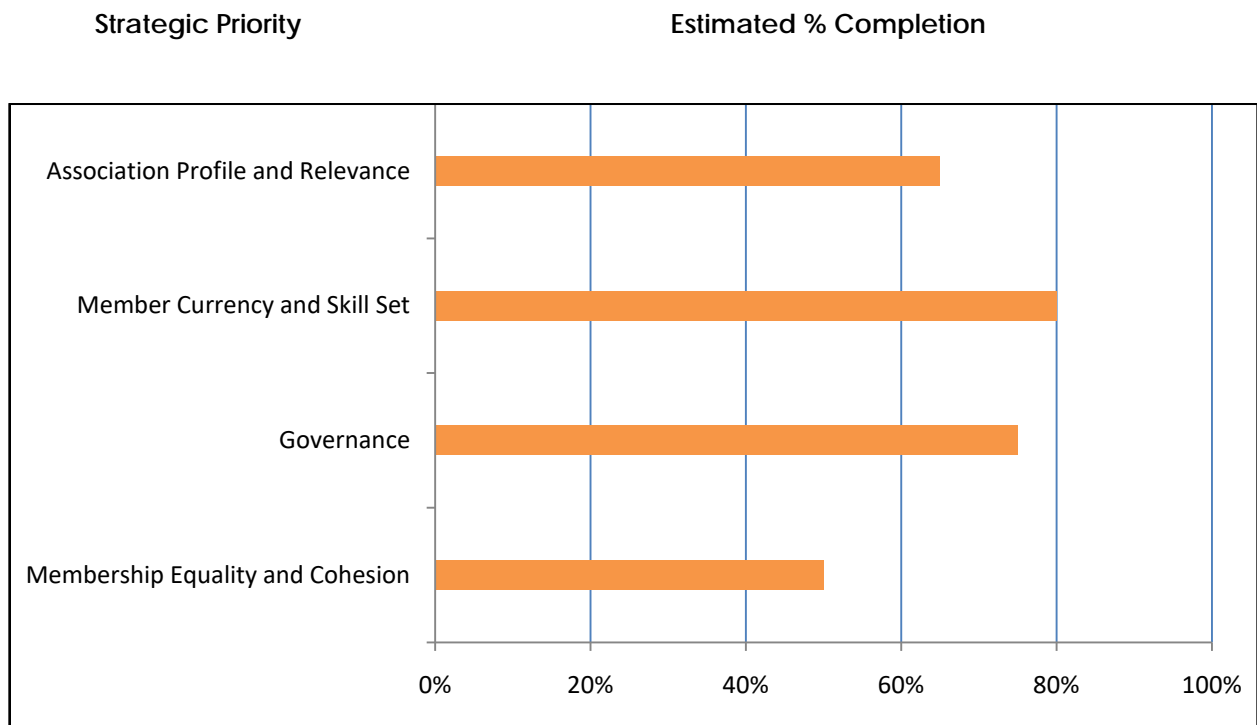


- **Governance** - The rock solid knowledge and skill set of the ACMG Board of Directors, its committees and staff will provide the highest clarity, consistency and assurance to members on all matters of leadership, policy and advocacy.
- **Membership Equality and Cohesion** - Members of all certification 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 2015. 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 arrange for next strategic plan.
Develop annual calendar of events and campaigns	Done - Admin team examines this for planning at each team meeting
Organize & run 2 mountain safety days	Have partnered with other organizations to include Mountain Safety in their events. e.g.: Banff Avi Awareness night
Organize & run 2 Stewardship Days	Four successful days run on Howe Sound Crest Trail, Singing Pass Trail and Grassi Lakes. Two more planned for 2016
Have a presence at a minimum of 4 festivals/events - one is international	New display booth complete. Have attended at least 4 festivals per year – nothing international. Minimum of 6 events planned for 2016.
Revise and restructure video "Ever Rising"	Peter will engage Adam Greenberg to discuss options
Post public interest articles on social media 4 times peryr	Elaine posts many articles on an ongoing basis.
Develop specific public, government and industry pages on social media	No action –Not feasible
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	4 CGI courses held in Ontario. AHGand HG courses offered in Quebec with another planned for 2016.
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	No action. Scott McKay examining feasibility.
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 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. Plan to meet with Rando-Quebec in 2016. Eastern Committee struck and headed by Eastern director.
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	No action due to time constraints
Explore development of MCR app	Done and in action.

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Additional results:

- Partnership program has increased public awareness of ACMG – potential partners now approaching us

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. Will do in 2016 for Revelstoke events.
Plan CPD sessions based on member requests and tech requirements	Done and ongoing. CPD poll to occur in 2016.
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 with excellent results
Hold minimum of 1 CPD session in a province other than BC or AB	Collaborating with Quebec members to make this happen.
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. CGI manual nearly completed.
Develop one test on-line CPD session	No action. Will look at creating one in 2016

Additional Results:

- CPD events increased to three 3-day sessions, allowing for more training with less overlap of courses.
- Several one-off sessions occurred: 3 days of Ski Coaching with Dave Honeyman; 2 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 Board member	Ongoing
Hold a minimum of 1 BOD training session per year	Ran one session May 30 & 31, 2014. Will run two sessions in 2016 on finances and another topic.
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	Done and ongoing. Jordy and Kevin done so far. Derek on deck for spring 2016. List of profile questions developed.
Publish summary of BOD and Committee actions/decisions in each ACMG News	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	No action.
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 is nearly complete and should be ready for distribution mid-2016.

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Operational Efficiencies

In 2015, the ACMG membership continued its strong growth with 86 new members (9%). The addition of another administrative person 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, two of our three databases were linked which reduces the effort required to maintain currency.

Personal Accident and Other Insurance Programs

Several years after the collapse of the personal accident insurance program, the ACMG was successful in negotiating a revamped program, which became available to all active members beginning January 1, 2015. The program is similar to the previous one, except that the Accidental Death and Dismemberment (AD&D) portion of the policy is a benefit of membership for those in the mountain stream. For these members, dues rose by \$90 to help cover the policy costs. A Weekly Accident Indemnity (WAI) is also 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. The program has been very well received by members of all certifications. Toward the end of 2015, three additional insurance options were negotiated: Life insurance, critical illness insurance and diagnostic/specialist access insurance. These will become available to members early in 2016. Booking refund insurance held some promise mid-way through 2015, but unfortunately this did not work out from the insurer side.

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 2015, the Adventure Access program has, since its inception, provided for 970 youth-days in the outdoors and \$32,000 worth of work for ACMG members.

Outlook for the Future

It's expected that the ACMG membership will continue to grow by at least 6% in 2016. 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.

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.

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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 May 22, 2015, should be read in conjunction with the ACMG's financial statements for the year ended and as at December 31, 2015 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, 2015

Membership

During the year ended December 31, 2015, membership grew by 9% to 1,046 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	2015	2014	2013	2012	2011
Total Certified Members	1,046	960	851	829	784
Ski Guides	192	180	157	148	129
Mountain Guides	188	183	175	172	166
Climbing Gym Instructors 1	177	138	99	105	102
Top Rope Climbing Instructors	123	99	80	69	60
Apprentice Ski Guides	118	113	114	118	123
Assistant Hiking Guides	117	107	97	94	83
Day Hiking Guides	108	112	109	122	131
Apprentice Rock Guides	101	109	97	89	79
Hiking Guides	87	78	65	57	57
Climbing Gym Instructors 2	42	40	28	27	23
Apprentice Alpine Guides	37	40	32	34	36
Rock Guides	21	16	15	14	14
Climbing Gym Instructors 3	17	17	18	19	16
Alpine Guides	16	13	17	18	16
Honorary Members	24	24	25	25	24
Associate Members	3	5	5	4	4



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The following table details membership dues paid for the years ended December 31, 2015 and December 31, 2014.

Certification Groups	Year ended December 31, 2015	Number	Year ended December 31, 2014	Number
Mountain and Specialty Guide	\$ 163,680	352	\$ 126,750	338
Apprentice Guide	51,350	158	39,715	169
Hiking Guide	20,040	176	20,340	178
Climbing Instructor	16,830	187	14,400	160
New Member	5,640	96	3,160	79
Inactive Member	2,550	34	-	-
Associate Member	400	2	800	4
	\$ 260,490	1,005	\$ 205,165	928

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, 2015, 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
- MEC

Mt Robson

- G3 Genuine Guide Gear
- Petzl
- The North Face

Mt. Columbia

- Julbo
- InReach
- AustriAlpin
- Backcountry Access
- Black Diamond / Pieps
- Outdoor Research
- Icebreaker
- K2
- AvaTech
- Intuition Liners
- Patagonia

Mt. Assiniboine

- Equip - Rab / Lowe
- SOS / Arva

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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, 2016 and March 31, 2015.

Certification Groups	Policy year ended March 31, 2016	Number	Policy year ended March 31, 2015	Number
Mountain and Specialty Guide	\$ 78,580	173	\$ 107,110	181
Apprentice Guide	15,960	76	18,320	68
Hiking Guide	4,320	29	6,890	34
Climbing Instructor	320	2	420	2
IFMGA	3,400	10	2,700	6
	\$ 102,580	290	\$ 135,440	291

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 voluntary participation in both the AD&D and WAI portions of the personal accident insurance program for the policy year ended March 31, 2016.

Certification Groups	Policy year ended March 31, 2016	Number
Mountain, Specialty and Apprentice Guide (WAI)	\$ 24,705	183
Hiking Guide and Climbing Instructor (AD&D and WAI)	2,475	11
Hiking Guide and Climbing Instructor (AD&D)	900	10
	\$ 28,080	204

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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, 2016 and March 31, 2015.

	Permit year ended March 31, 2016	Number	Permit year ended March 31, 2015	Number
National Parks	\$ 12,060	201	\$ 12,660	211
British Columbia Provincial Parks	13,806	118	14,040	120
Alberta Provincial Parks	8,505	81	8,715	83
	\$ 34,371	400	\$ 35,415	414

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, 2015, the ACMG's continuing professional development program provided 30 different sessions for members in all certification streams in locations throughout Alberta and British Columbia.

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 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, 2015, the ACMG ran its second ski guide exam in the Mount Elbrus area with the pass rates being similar to that of the CMSG program. Students are

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quickly learning what level of dedication and training is necessary to be successful in this program.

A significant step forward taken this year was that it was the first time a Russian instructor was used on a training course. This was an important first step towards the RMGA becoming more independent in the future.

Representatives from the IFMGA were also present this year in an observer role. Unfortunately the ski guide exam was being held during the IFMGA meetings so they were only able to observe on a training course. This was an important next step in terms of determining the required work before Russia can be admitted into the IFMGA as a candidate 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, 2015, the ACMG provided \$3,605 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, 2015, the ACMG awarded \$750 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, 2015, the ACMG awarded \$1,000 in scholarships through the Centennial Scholarship Fund.
- 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, 2015, 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

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career in the field of mountain guiding by providing financial assistance for certificate training courses and exams. During the year ended December 31, 2015, 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, 2015, \$5,375 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. During the year ended December 31, 2015, \$2,000 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, 2014, the ACMG provided \$3,000 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, 2015, \$3,318 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 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, 2014 to December 31, 2015 can be found in the notes to the financial statements included in this annual report to the membership.



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Selected Comparative Financial Information

Statement of Financial Position

During the year ended December 31, 2015, the ACMG's net assets increased \$20,303 to \$511,014 as a result of the year's excess of revenues over expenses. The net assets in the restricted scholarship and assistance funds increased \$40,633 to \$262,856 mainly due to the formation of the Robson Gmoser Mentorship Fund. Although net assets in the unrestricted general operating funds decreased \$20,330 to \$248,158, this large surplus allowed the association to continue to maintain member services.

As of the year ended December 31, 2015, 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, 2015, total revenues increased \$121,619 (25%) to \$612,343.

Membership dues increased \$55,325 (27%) to \$260,490 and while this increase can be partially attributed to the 9% increase in membership, the majority of the increase is due to the inclusion of Accidental Death and Dismemberment premiums in membership dues for Mountain, Specialty and Apprentice guides.

Partnership contributions increased \$14,062 (25%) to \$70,839; this continued growth is due mainly to the efforts of the ACMG's Partnership Coordinator.

Russian Mountain Guide Association training revenue and expenses returned to expected levels for 2015 with revenue increasing \$24,675 (126%) to \$44,222 and expenses increasing \$23,782 (116%) to \$44,211. The netting of RMGA training revenue with RMGA training expenses results in no net positive or negative effect on the ACMG's finances.

The \$28,044 (315%) increase in scholarship and assistance fund contributions to \$36,937 was due to the formation of the Robson Gmoser Mentorship Fund.

Continuing professional development revenues increased \$3,610 (47%) to \$11,220 as a result of the growth in the CPD program.

In an effort to bring premiums received in-line with premiums paid, liability insurance premium rates were decreased for the 2015-16 policy year resulting in a \$24,294 (20%) decrease in premiums received to \$99,399.

The \$12,611 (58%) decrease in investment income to \$9,239 was due to a cyclical swing in the investment markets.



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For the year ended December 31, 2015, total expenses increased \$128,245 (28%) to \$592,040.

Administrative management fees increased \$22,761 (22%) to \$127,204 due to the complexities of the transition to and training of the new Member Service Manager being greater than anticipated. Through 2015 the retiring Member Service Manager continued to work many hours to maintain continuity of administrative member services.

Special projects expenses increased \$7,847 (183%) to \$12,125 due to additional work being done on the new tech-manual.

Professional fees increased \$9,147 (234%) to \$13,056 as a result of the use of a tax firm in the preparation of several years of tax and information returns and the use of an outside consultant in the changeover to internet based Office 365 and Method databases to improve administrative efficiency.

Meeting and event expenses decreased \$12,890 (29%) to \$30,995 mainly due to the relocating of the annual general meeting to Canmore.

Scholarship and assistance fund distributions decreased \$6,108 (21%) to \$23,048 due to a decrease in applications for assistance.

Technical oversight expenses decreased \$5,077 (20%) to \$20,783 due to decreases in and the transfer of some costs to special projects.



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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, 2016.

	2016 Budget
Revenues	
Membership dues	\$ 275,000
Liability insurance program	105,000
Partnership contributions	80,000
Personal Accident Insurance	39,000
Russian Mountain Guides Association	38,400
Permits program	35,000
Continuing professional development	13,000
Investment income	9,200
Manuals and insignia	9,000
Administrative fees	5,500
Advertising and donations	650
Scholarship and assistance fund contributions	500
	610,250
Expenses	
Administrative management fees	129,880
Liability insurance program	90,000
Personal Accident Insurance	88,000
Communication	44,177
Russian Mountain Guides Association	38,400
Permit management	37,060
Meetings and events	33,000
Technical oversight	30,000
Partnership management	28,150
Scholarship and assistance fund distributions	26,000
General and administration	12,450
Continuing professional development	18,000
Dues and subscriptions	11,350
Special projects	10,000
Professional fees	4,500
Manuals and insignia	4,800
Insurance	1,082
	606,849
Excess of revenues over expenses	\$ 3,401



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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.

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Financial Statements

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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 10, 2016

Association of Canadian Mountain Guides

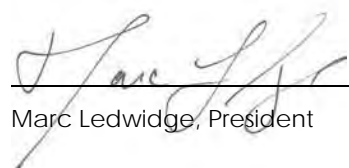
Statement of Financial Position
As at December 31,



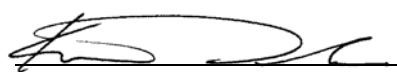
	Note	2015	2014
Assets			
Cash and cash equivalents	2	\$ 31,013	\$ 30,654
Accounts receivable	4	18,934	9,585
Prepaid expenses	5	503	8,280
		<u>50,450</u>	<u>48,519</u>
Long-term investments	3,9	<u>528,079</u>	<u>478,839</u>
		<u>528,079</u>	<u>478,839</u>
		<u>\$ 578,529</u>	<u>\$ 527,358</u>
Liabilities			
Accounts payable and accrued liabilities	6	\$ 52,159	\$ 33,808
Deferred revenue	7	7,856	2,841
		<u>60,015</u>	<u>36,649</u>
Long-term liabilities	8	<u>7,500</u>	-
		<u>7,500</u>	-
Net Assets			
Restricted scholarship and assistance funds	10	262,856	222,224
Unrestricted general operating funds		248,158	268,485
		<u>511,014</u>	<u>490,709</u>
		<u>\$ 578,529</u>	<u>\$ 527,358</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 10, 2016.



Marc Ledwidge, President



Kevin D. Dumba, Secretary Treasurer

Association of Canadian Mountain Guides

Statement of Operations
For the years ended December 31,



	Note	2015	2014	2015 Budget (Note 12)
Revenues				
Membership dues		\$ 260,490	\$ 205,165	\$ 273,000
Liability insurance program		99,399	123,693	96,000
Partnership contributions		70,836	56,774	50,000
Permits program		33,669	33,894	35,000
Personal accident insurance program		28,080	-	38,250
Investment income	9	9,239	21,850	3,000
Russian Mountain Guides Association		44,222	19,547	38,400
Scholarship and assistance fund contributions	10	36,937	8,893	-
Manuals and insignia		8,562	7,888	8,000
Continuing professional development		11,220	7,610	8,000
Administrative fees		5,714	4,568	3,000
Advertising and donations		3,975	843	850
		<u>612,343</u>	<u>490,724</u>	<u>553,500</u>
Expenses				
Administrative management fees		127,204	104,443	106,840
Liability insurance program		89,525	91,477	90,000
Personal accident insurance program		76,590	-	88,650
Meetings and events		30,995	43,885	40,200
Communication		43,102	39,124	46,135
Permit management		29,835	32,300	36,380
Scholarship and assistance fund distributions	10	23,048	29,156	-
Technical oversight		20,783	25,860	27,192
Partnership management		24,311	24,861	20,460
Russian Mountain Guides Association		44,211	20,429	38,400
Continuing professional development		25,903	16,357	12,000
General and administration		13,490	13,916	14,620
Dues and subscriptions		11,170	10,471	10,750
Special projects		12,125	4,278	8,000
Professional fees		13,056	3,909	5,500
Manuals and insignia		5,653	1,808	3,000
Insurance		1,039	1,018	832
		<u>592,040</u>	<u>463,795</u>	<u>548,959</u>
Excess (deficiency) of revenues over expenses:				
Restricted scholarship and assistance funds		40,633	8,423	-
Unrestricted general operating funds		(20,330)	18,506	4,541
		<u>\$ 20,303</u>	<u>\$ 26,929</u>	<u>\$ 4,541</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 funds	2015	2014
Balance, beginning of year	\$ 222,223	\$ 268,488	\$ 490,711	\$ 463,780
Membership dues	-	260,490	260,490	205,165
Liability insurance program	-	99,399	99,399	123,693
Partnership contributions	20,833	50,003	70,836	56,774
Permits program	-	33,669	33,669	33,894
Personal accident insurance program	-	28,080	28,080	-
Investment income	5,911	3,328	9,239	21,850
Russian Mountain Guides Association	-	44,222	44,222	19,547
Scholarship and assistance fund contributions	36,937	-	36,937	8,893
Manuals and insignia	-	8,562	8,562	7,888
Continuing professional development	-	11,220	11,220	7,610
Administrative fees	-	5,714	5,714	4,568
Advertising and donations	-	3,975	3,975	843
Administrative management fees	-	(127,204)	(127,204)	104,443
Liability insurance program	-	(89,525)	(89,525)	91,477
Personal accident insurance program	-	(76,590)	(76,590)	-
Meetings and events	-	(30,995)	(30,995)	43,885
Communication	-	(43,102)	(43,102)	39,124
Permit management	-	(29,835)	(29,835)	32,300
Scholarship and assistance fund distributions	(23,048)	-	(23,048)	29,156
Technical oversight	-	(20,783)	(20,783)	25,860
Partnership management	-	(24,311)	(24,311)	24,861
Russian Mountain Guides Association	-	(44,211)	(44,211)	20,429
Continuing professional development	-	(25,903)	(25,903)	16,357
General and administration	-	(13,490)	(13,490)	13,916
Dues and subscriptions	-	(11,170)	(11,170)	10,471
Special projects	-	(12,125)	(12,125)	4,278
Professional fees	-	(13,056)	(13,056)	3,909
Manuals and insignia	-	(5,653)	(5,653)	1,808
Insurance	-	(1,039)	(1,039)	1,018
Balance, end of year	\$ 262,856	\$ 248,158	\$ 511,014	\$ 490,709

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,

	2015	2014
Operating activities		
Excess of revenues over expenses	\$ 20,303	\$ 26,929
Decrease (increase) in accounts receivable and accruals	(9,349)	(470)
Decrease (increase) in prepaid expenses	7,777	(8,280)
Increase (decrease) in accounts payable and accrued liabilities	18,351	(22,239)
Increase (decrease) in long-term liabilities	7,500	-
Increase (decrease) in deferred revenue	5,015	2,841
Net cash used in operating activities	<u>49,597</u>	<u>(1,219)</u>
Investing activities		
Decrease (increase) in investments	<u>(49,239)</u>	10,893
Net cash provided by (used in) investing activities	(49,239)	10,893
Net increase (decrease) in cash	358	9,674
Cash and cash equivalents, beginning of period	<u>30,655</u>	<u>20,980</u>
Cash and cash equivalents, end of period	<u>\$ 31,013</u>	<u>\$ 30,654</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, 2015



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. Investment income earned is

Association of Canadian Mountain Guides

Notes to the Financial Statements
For the year ended December 31, 2015



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, 2015



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, 2015, the balance of accounts receivable, comprised mainly of amounts owed by members and corporate partners, was \$18,934 (2014 - \$9,585).

5. Prepaid Expenses

As of December 31, 2015, the balance of prepaid expenses (an expense paid in advance but which has not yet been incurred), comprised mainly of personal accident and liability insurance premiums, was \$503 (2014 - \$8,280).

6. Accounts Payables and Accrued Liabilities

As of December 31, 2015, the balance of accounts payable, comprised mainly of amounts owed for management and consulting services, scholarships and awards, and GST payable was \$52,159 (2014 - \$31,926) and the balance of accrued liabilities, comprised mainly of insurance premiums and permit fees, was nil (2014 - \$1,882).

Association of Canadian Mountain Guides

Notes to the Financial Statements
For the year ended December 31, 2015



7. Deferred Revenue

As of December 31, 2015, the balance of deferred revenue (revenue received which has not yet been earned), comprised mainly of insurance premiums and permit fees received, was \$7,856 (2014 - \$2,841).

8. Long-term Liabilities

As of December 31, 2015, the ACMG owed \$7,500 in unclaimed scholarship and assistance fund awards to Thompson Rivers University. These unclaimed scholarship and assistance fund awards date between November 15, 2008 and December 17, 2014.

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, 2015, the restricted scholarship and assistance fund investments were valued at \$224,748 (2014 - \$219,369) 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 53% equities and 47% fixed income. During the year ended December 31, 2015, this resulted in an average rate of return of 2.6% and \$5,911 (2014 - \$18,186) in investment income.

As of December 31, 2015, the unrestricted general operating fund investments were valued at \$303,230 (2014 - \$259,369) and were comprised of only high-interest savings accounts (100% fixed income). During the year ended December 31, 2015, this resulted in an average rate of return of 1.1% and \$3,328 (2014 - \$3,664) in investment income.

Association of Canadian Mountain Guides

Notes to the Financial Statements
For the year ended December 31, 2015



10. Scholarship and Assistance Funds

The following table shows the continuity of the funds and programs administered by the ACMG from December 31, 2014 to December 31, 2015. Contributions to the Adventure Access Fund, Arc'teryx Scholarship Fund and CMSG Instructor Training Fund have been recorded as Partnership Contributions on the Statement of Operations.

Fund / Program	Balance Dec 31, 2014	Contributions	Distributions	Investment Income	Balance Dec 31, 2015
Adventure Access Fund	\$ 3,791	\$ 7,000	\$ (5,375)	\$ -	\$ 5,416
Arc'teryx Scholarship Program	500	3,000	(3,000)	-	500
Brian Ebert Memorial Fund	47,491	175	(750)	1,479	48,395
Centennial Scholarship Fund	30,399	30	(1,000)	855	30,284
D'Arcy McRae Memorial Scholarship Fund	192	260	-	-	452
Gougeon Scholarship Fund	1,000	1,000	2,000	-	-
Hans Gmoser Fund	28,542	50	(3,000)	815	26,407
Ken Jones Development Funds	17,696	200	-	189	18,086
CMSG Instructor Training Fund	5,162	10,833	(3,318)	-	12,676
Niccy Code Memorial Fund	13,437	45	(1,000)	317	12,799
Robson Gmoser Mentorship Fund	-	34,877	-	432	35,309
Simon Parboosingh Assistance Fund	74,014	300	(3,605)	1,823	72,531
	\$ 222,224	\$ 57,770	\$ (23,048)	\$ 5,911	\$ 262,856

Association of Canadian Mountain Guides

Notes to the Financial Statements
For the year ended December 31, 2015



11. Related Parties

During the year ended December 31, 2015, 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, 2015 and December 31, 2014.

	2015 Compensation	2015 Reimbursements	2014 Compensation	2014 Reimbursements
Peter Tucker, Executive Director	\$ 33,050	\$ 10,603	\$ 34,600	9,536
Linda Heywood, Member Services Manager	58,744	-	56,843	525
Laura Young, Member Services Manager	15,106	249	-	-
Janet Miller, Permit Manager	16,693	339	18,394	1,081
Chris Miller, IT Coordinator	22,985	2,229	22,304	3,247
Ken Bélanger, Partnership Coordinator	21,817	2,424	22,631	4,170
Elaine Powers, Administrative Assistant	20,245	1,453	17,127	1,453
Marc Piché, Technical Director	25,602	6,669	27,699	4,986
Alison Dakin, CPD Coordinator	2,250	197	2,250	451
Shaun King, Newsletter Editor-in-chief	4,000	114	2,100	-
Marc Ledwidge, President	-	6,281	-	7,130
Sylvia Forest, Vice President	-	-	-	1,639
Kevin Dumba, Secretary-Treasurer	-	868	-	975
Derek Wilding, Director	1,743	388	-	647
Nathan Dahl, Director	-	86	-	1,275
Jordy Shepherd, Director	100	-	-	-
Richard Haywood, Director	-	573	-	-
Ross Berg, Director	400	-	-	-
Philippe Gautier, Director	-	1,164	-	-
Scott McKay, Director	1,400	49	700	833
Cecelia Mortenson, Director	-	567	-	-
Kirsten Knechtel, Director	-	187	-	43
Rick Cowburn, Director	-	-	-	719

Association of Canadian Mountain Guides

Notes to the Financial Statements
For the year ended December 31, 2015



12. Budgeted Figures

The 2015 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:	Sylvia Forest <i>Director, Interior</i>	ph: 250-344-8238 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	Nathan Dahl	ph: 403-305-4348 ndahl@ualberta.ca
Director: Rockies	Jordy Shepherd	ph: 403-609-8561 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



Administrative Support		
Executive Director:	Peter Tucker	B: (403) 949-3587 M: (403) 689-4324 ed@acmg.ca
Member Service Managers:	Linda Heywood 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		
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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 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
Financial Review	Mike Shaw Jennifer Adolph Kai Liang Geoff Osler	Kevin Dumba st@acmg.ca

Association of
Canadian Mountain Guides



Partners–Mt. Logan



ARC'TERYX

Partners–Mt. Robson



Association of Canadian Mountain Guides



Partners-Mt. Columbia



Partners - Mt. Assiniboine

