



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2017



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.

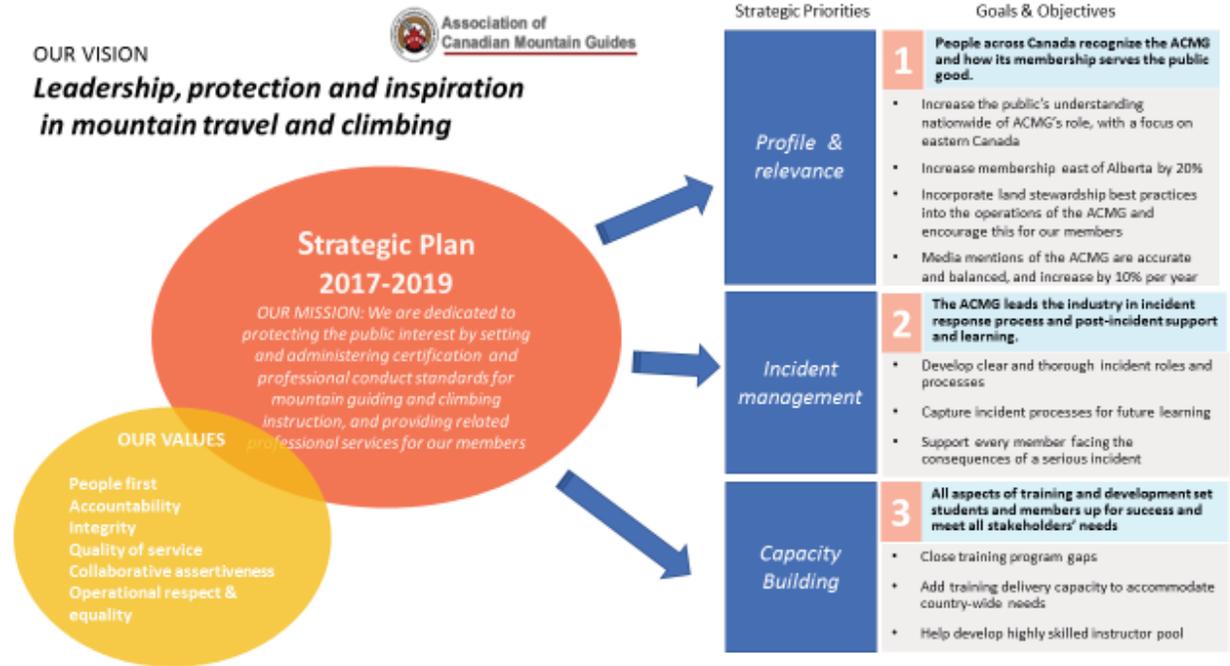
The ACMG is a professional association of trained and certified guides and instructors that is dedicated to protecting the public interest in mountain travel and climbing instruction. The ACMG sets technical standards for mountain guiding and climbing instructor certification as well as admission standards for ACMG membership. In partnership, the ACMG and Thompson Rivers University in Kamloops, British Columbia, Canada operate an internationally recognized training and certificate program. This partnership will end on April 30, 2018, after which the ACMG will run the training and assessment program in-house. Whether this program remains in-house or is run by a different partner organization is yet to be determined by the Board of Directors. 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.



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2017

Strategic and Operational Developments



2017 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** - People across Canada will recognize the ACMG and how its membership serves the public good
- **Incident Management** - The ACMG leads the industry in incident response process and post-incident support and learning
- **Capacity Building** - All aspects of training and development set students and members up for success and meet all stakeholders' needs

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

Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2017



Supporting Action Status

Association Profile and Relevance

Action	Status
Hire events coordinator	Complete
Hone management of annual calendar of events and campaigns.	Complete. Admin team examines this for planning at each team meeting.
Fly the colours! Encourage members to use and promote ACMG insignia and regalia in activities.	Ongoing. Have branded jackets and pants, with T-shirts in the works.
Rebuild the website to be more responsive and flashier.	Public site is near completion. Hoping for launch in mid-2018
Clarify for Coast members rules around permits and tenures.	Initial discussion at Squamish CPDs. Second face to face planned for Feb 2018.
Increase national public understanding of ACMG's role – focus on Eastern Canada.	Ongoing. Rando-Quebec planning to run hiking courses in 2018. Support and presence at Southern Ontario Ice fest. More promo required.
Increase promotion of Adventure Access Program.	MEC has increased annual funding to \$12K, allowing more trips to be run. More work needed on advertising program. Elaine to lead.
Create list of talking point boilerplate for media.	Communication plan identifies messaging for all target audiences. No work on deriving standard boilerplate messaging yet.
Create Associate Member logo and offer to sister associations.	Complete.
Create and train an events group to work events and festivals.	No action.
Develop and implement a "Who we are" display for Parks Canada and Alberta Parks info centres.	No action.
Increase earned media; send articles to national magazines and newspapers; create comprehensive media list.	Media list partially completed. No action on earned media.
Revitalize stewardship programs. Ask members to lead.	No action.
Expand Mountain Expo to include movies, speakers and tech sessions.	Planned for Fall 2018.
Meet with Parks officials/ministry representatives for BC, AB, ON and QC.	No action.
Create short technical "How To" videos for Facebook and YouTube.	No action.
Increase the number of public events.	Ongoing. Plans for attending at least 6 public events in 2018.



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2017

Run annual "Best Member Steward" contest - involve partners.	No action.
Offer "Summer Safety Days" similar to those offered by others in winter. Partner with EP and ACC.	No action.
Send guest speakers to Eastern events.	No action.

Additional results:

- Partnership program (24 partners – more than \$100k) has increased public awareness of ACMG. Potential partners now approach us to be associated with the ACMG.

Incident Management

Action	Status
Strike Incident Review Committee.	Done.
Develop reporting system for incidents that is anonymous and allows for data analysis.	Ongoing. Committee struggling with ensuring employers are accepting of the reporting.
Develop clear process for what ACMG does as an association post-incident.	No action.
Promote reporting system among all stakeholders.	Initial communications sent asking members to report. Little subsequent action.

Capacity Building

Action	Status
Review training program to identify gaps.	This will be done by the TC for the new Training and Assessment Program in June 2018.
Work with training team to close identified gaps.	Takes place informally on an ongoing basis, but will happen formally beginning the latter half of 2018.
Establish Via Feratta course and certification .	Completed in 2017.
Continue to develop CPD sessions to meet member demand.	Ongoing. Planning sessions occur in January. Collaborated with CAA in November in Revelstoke to offer broader array of courses over 4 days. Collaboration will continue in Canmore in Oct 2018.
Develop instructor training program.	Carried out 6 days of instructor training in 2017. Program will evolve as the training program is re-vamped.



Association of Canadian Mountain Guides

Annual Report to the Membership
For the year ended December 31, 2017

Key Projects Summary

1. TRCI Manual

Following on the success of the CGI manual in 2016, the TRCI manual was an important next step in the completion of the full technical manual revision. Derek Wilding was hired to develop the text, Suzan Chamney was hired to do the layout, Helen Rolf was hired to do the editing. All that is left is the addition of the audio/visual portions.

2. Scope of Practice Revision

James Blench was hired to lead the Technical Committee through a full revision of the Scope of Practice. This is expected to be complete in 2018.

3. New Public Website

Chris Miller has begun the revision of the public website, with an eye to making it more interesting and scalable for small devices, while still maintaining the information-rich content. This is expected to be complete mid-2018, with work starting on the member website shortly afterward.

Training and Assessment

One of the major events of 2017 was the unexpected separation of the Canadian Mountain and Ski Guide (CMSG) training program offered by Thompson Rivers University (TRU) from the ACMG. In late summer, discussions were held with TRU regarding the need to find some more money, as it appeared as though the university was asking for a 15% administrative charge for housing the program. This was due to rise by 5% in each of the succeeding years. Over the course of several weeks, it began to appear as though TRU would not be able to run the program at all, forcing a special board meeting to discuss next steps. A consultant was hired to supply a suite of options and the Board decided to move away from TRU in favour of another entity, with the ACMG bringing the program in-house until the nature of that entity was determined.

This created a very large workload for several members of the administrative team, as well as the Technical Director and the President. By the end of 2017, a plan to create the training bridge was in place, with still a great deal of work left to accomplish to get it running.



Association of Canadian Mountain Guides

Annual Report to the Membership

For the year ended December 31, 2017

Governance and Operational Policy

In 2017, the ACMG introduced a Good Character Attestation, where new and renewing members were asked to attest to not having a criminal record, not having breached Park policy and not having been sanctioned by a professional association. After a couple of months, it became clear that more work was needed on this process and the Board agreed to suspend it. Work was done on it by the Conduct Review Committee in June, and it looked as though we were set to create a review panel similar to a parole board, but new questions arose around whether this approach was in fact worth the effort as the whole process relied on the honour system. In 2018, the Board will decide on the approach.

The Technical Committee began work on the revision of the Scope of Practice. James Blench, one of the longest serving committee members was hired to manage the project, which should be complete mid-2018. The Committee also determined that education was needed around apprentice guide timelines and the supervision of apprentices. The Technical Director embarked on an education campaign comprised of articles and face to face meetings held in conjunction with CPD events, in order to begin the process of aligning the membership on these two policies.

Operational policy remained largely unchanged, except for the decision to increase administrative fees for reinstatements, return to active status, initial fees for new members in the Mountain Stream, Scope of Practice variance applications, dues late fees and checking non-ACMG insurance policies. These changes will take effect for the 2018 membership year.

Growth and Operational Efficiencies

In 2017, the ACMG membership growth slowed from 12% in 2016 to 8.5%. This rate is still higher than historical averages, which tended to range from 4-7%. The new Member Services Manager was in her second year and was easily able to keep up with this level of growth, but the size of the membership now may warrant re-examination of the function of the administrative team in the near future.

Insurance Programs

Insurance programs continue to be very popular, with modest growth in all areas. Extended medical insurance, which includes dental care, was negotiated at the end of the year and will be in place for 2018. This closes an insurance gap for members who were not employed by an organization that provided benefits.



Association of Canadian Mountain Guides

Annual Report to the Membership

For the year ended December 31, 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 2017, the Adventure Access program has, since its inception, provided for over 1,300 youth-days in the outdoors and \$47,000 worth of work for ACMG members. In 2017, MEC increased its program funding to \$12,000 annually.

Gender Respect

Over the years, stories have emerged about difficulties some women have faced in training courses, exams and in some guiding workplaces. In 2017, the ACMG began a soft approach toward working with attitudes toward women by holding two professional development sessions led by ACMG member Rachel Reimer. Rachel's Master's degree thesis involved gender issues among firefighters and her sessions were well received by those who attended. Going forward, the ACMG will continue to explore the nature and depth of gender respect in our culture, looking to gather more details and provide assistance and guidelines for members who either face difficult situations or know of those who do.

Outlook for the Future

The level of growth of the membership in 2017 was strong, but not unreasonably so, and we can likely forecast similar levels for the next year or two. 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. The ACMG's financial position remains very strong and its profile will continue to build positively as the work on the new strategic plan continues in earnest. The Board of Directors is poised to make some critical decisions in 2018 regarding the future of the training and assessment program, as well as the future of the association structure.

The relationship with Thompson Rivers University (TRU), our training provider, is poised to end on April 30, 2018, when the ski programs for the 2017-2018 season are over. While the loss spurred some angst and a great deal of additional work, it is believed that there is now an excellent opportunity for the ACMG to make the changes that it has been wanting to do for some time. It is serendipitous that work on the training program was one of the three key strategic directions, as it allowed us to make progress on the strategic plan even while taking our attention away from other portions of it. Once the program is running smoothly, we can again turn our efforts toward the other portions of the plan, and focus on making the ACMG the finest association of its kind in Canada.

Association of Canadian Mountain Guides

Management Discussion and Analysis

For the year ended December 31, 2017



The following management's discussion and analysis ("MD&A") for the Association of Canadian Mountain Guides (the "ACMG"), dated June 2, 2018, should be read in conjunction with the ACMG's financial statements for the year ended and as at December 31, 2017 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, 2017

Membership

During the year ended December 31, 2017, membership grew by 8.5% to 1,275 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	2017	2016	2015	2014	2013
Total Members	1,275	1,175	1,046	960	851
Mountain Stream					
Mountain Guides	199	195	188	183	175
Ski Guides	235	216	192	180	157
Alpine Guides	19	16	16	13	17
Rock Guides	23	22	21	16	15
Apprentice Ski Guides	114	116	118	113	114
Apprentice Alpine Guides	37	37	37	40	32
Apprentice Rock Guides	103	110	101	109	97
Hiking Stream					
Hiking Guides	116	108	87	78	65
Day Hiking Guides	93	104	108	112	109
Assistant Hiking Guides	155	130	117	107	97
Climbing Instructor Stream					
Climbing Gym Instructors 1	258	268	177	138	99
Climbing Gym Instructors 2	67	46	42	40	28
Climbing Gym Instructors 3	15	17	17	17	18
Top Rope Climbing Instructors	174	152	123	99	80
Honorary Members	39	27	25	24	25
Associate Members	5	5	3	5	5



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2017

The following table details membership dues paid for the years ended December 31, 2017 and December 31, 2016.

Certification Groups	Year ended December 31, 2017	Number	Year ended December 31, 2016	Number
Mountain and Specialty Guide	\$ 183,675	395	\$ 172,050	370
Apprentice Guide	52,650	162	52,325	161
Hiking Guide	24,680	220	22,440	199
Climbing Instructor	25,560	284	23,670	263
New Member	8,340	150	6,350	107
Inactive Member	3,150	42	3,600	48
	\$ 298,055	1,253	\$ 280,435	1,148

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, 2017, 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

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • adidas Sport Eyewear • DMM • Patagonia • Intuition • Osprey • Oboz Footwear | <ul style="list-style-type: none"> • Backcountry Access • DPS • Icebreaker • Julbo • Outdoor Research | <ul style="list-style-type: none"> • Black Diamond / Pieps • Dynafit • InReach • K2 • Rab / Lowe Alpine |
|--|--|--|

Mt. Assiniboine

- Ryders
- Mountain Hub

Mt. Athabasca

- Lifestyle
- Norseman

Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2017



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, 2018 and March 31, 2017.

Certification Groups	Policy year ended March 31, 2018	Number	Policy year ended March 31, 2017	Number
Mountain and Specialty Guide	\$ 90,599	206	\$ 87,470	197
Apprentice Guide	14,890	70	15,720	74
Hiking Guide	6,620	50	6,120	43
Climbing Instructor	1,050	7	960	6
IFMGA	640	2	1,360	4
	\$ 113,799	335	\$ 111,630	324

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, 2018 and March 31, 2017.

Certification Groups	Policy year ended March 31, 2018	Number	Policy year ended March 31, 2017	Number
Mountain, Specialty and Apprentice Guide (AD&D)	\$ 52,470	583	\$ 49,860	554
Mountain, Specialty and Apprentice Guide (WAI)	33,400	167	40,000	200
Hiking Guide and Climbing Instructor (AD&D and WAI)	3,190	11	4,060	14
Hiking Guide and Climbing Instructor (AD&D only)	810	9	1,170	13
	\$ 89,870	603	\$ 95,090	581



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2017

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, 2018 and March 31, 2017.

	Permit year ended March 31, 2018	Number	Permit year ended March 31, 2017	Number
National Parks	\$ 13,500	225	\$ 12,840	214
British Columbia Provincial Parks	15,795	135	13,689	117
Alberta Provincial Parks	10,395	99	9,765	93
	\$ 39,690	459	\$ 36,294	424

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.

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. Since then the ACMG has provided assistance in the form of ACMG 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 balance coming from course fees paid by the students.

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



Association of Canadian Mountain Guides

Management Discussion and Analysis

For the year ended December 31, 2017

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, 2017, the ACMG provided \$7,747 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, 2017, the ACMG awarded \$1,000 in scholarships through the Brian Ebert Memorial Fund and cancelled \$1,000 in unclaimed awards.
- 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, 2017, the ACMG awarded \$1,000 in scholarships through the Centennial Scholarship Fund and cancelled \$3,000 in unclaimed awards.
- The D'Arcy McRae Memorial Scholarship Fund assists promising aspiring guides who live and work in the Kootenay region of British Columbia. During the year ended December 31, 2017, the ACMG awarded \$500 in scholarships through the D'Arcy McRae Memorial Scholarship Fund.
- The Niccy Code Memorial Fund assists promising apprentice guides with preference given to female candidates. During the year ended December 31, 2017, the ACMG awarded \$1,000 in cash through the Niccy Code Memorial Fund.
- The ARC'TERYX Scholarship Fund 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, 2017, the ACMG awarded \$3,000 in scholarships through the ARC'TERYX Scholarship Fund and cancelled \$1,000 in unclaimed awards.
- The ARC'TERYX Product Development Training Fund provides apprentice ski guides with a three-day training credit with a current ACMG instructor. During the year ended December 31, 2017, the ACMG awarded \$3,000 in scholarships through the ARC'TERYX Product Development Training Fund.



Association of Canadian Mountain Guides

Management Discussion and Analysis

For the year ended December 31, 2017

- 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, 2017, 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, 2017, \$8,540 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, 2017, \$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, 2017, the ACMG provided \$1,004 in assistance through the Hans Gmoser Fund.
- The Ken Jones Development Fund supports technical projects undertaken by the ACMG. During the year ended December 31, 2017, the ACMG provided \$704 in assistance through the Ken Jones Development Fund.
- 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, 2017, \$1,950 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, 2016 to December 31, 2017 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, 2017, the ACMG's net assets increased \$13,255 to \$571,562 as a result of the year's excess of revenues over expenses. The net assets in the restricted scholarship and



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2017

assistance funds increased \$32,421 to \$301,256. The net assets in the unrestricted general operating fund decreased \$19,166 to \$270,306.

As of the year ended December 31, 2017, 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, 2017, total revenues increased \$38,761 (6%) to \$717,129, while total expenses increased \$72,799 (12%) to \$703,874. The excess of revenues over expenses contributing to the Restricted Scholarship and Assistance Funds increased \$26,442 (442%) to \$32,421, while the excess of revenues over expenses contributing to the Unrestricted General Operating Funds decreased \$60,480 (146%) resulting in a \$19,166 deficit, for a combined total decrease in excess of revenues over expenses of \$34,038 (70%) to \$13,255.

Membership dues increased \$17,620 (6%) to \$298,055 as a result of the 8.5% increase in membership.

As a result of an additional 5% reduction in liability insurance premium rates for the 2017-18 policy year, premiums received decreased \$6,939 (6%) to \$118,519.

Partnership contributions were maintained at current levels increasing \$57 (0%) to \$107,594.

An 8% increase in permits issued for the 2017-18 season resulted in a corresponding increase in permit program revenue of \$3,013 (8%) to \$41,703.

Although overall subscribership in the personal accident insurance program increased 4%, a 17% decrease in the mountain stream weekly accident indemnity subscriptions resulted in a \$7,830 (17%) decrease in premiums received to \$37,400 for the 2017-18 policy year.

Russian Mountain Guide Association training revenue and expenses increased marginally by \$2,364 and \$2,448 respectively (8%) to \$32,248. 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 increased \$18,489 (303%) to \$24,595 mainly due to donations to the Hans Gmoser Fund and Robson Gmoser Fund by the estate of Robson Gmoser.

A further increase in continuing professional development events in 2017 and an increase in fees charged for course resulted in an increase in CPD revenues of \$11,614 (100%) to \$23,278.

The \$8,863 (50%) decrease in investment income to \$8,731 was due to a cyclical swing in the investment markets.



Association of Canadian Mountain Guides

Management Discussion and Analysis

For the year ended December 31, 2017

Other revenues increased \$6,530 (54%) to \$18,614 due to increases in the sale of Arc'teryx merchandise and ACMG insignia, handbooks and manuals.

Administrative management fees paid increased \$4,403 (6%) to \$124,628 as a result of the new Events Coordinator position.

Meeting and event expenses increased \$6,015 (16%) to \$42,534 mainly due to increased costs associated with international meetings and additional costs relating to other ACMG events.

Communication expenses increased \$16,013 (33%) to \$65,248 mainly due to the cost of redesigning the ACMG website and other IT projects.

An 8% increase in permits issued for the 2017-18 season resulted in a corresponding increase in permit management costs of \$2,910 (9%) to \$34,839.

Technical oversight expenses increased \$29,102 (131%) to \$51,315 due mainly to the introduction of ACMG instructor training and development and other associated costs.

Continuing professional development expenses increased \$12,962 (41%) to \$44,481 as a result of a further increase in continuing professional development events in 2017.

Scholarship and assistance fund distributions decreased \$9,879 (27%) to \$26,445 mainly due to decreases in distributions from the Simon Parboosingh Guides' Assistance Fund and the Adventure Access Fund and as a result of adjustments due to the cancellation of unclaimed scholarships dating back to 2008.

Professional fees increased \$6,529 (84%) to \$14,256 mainly due to consulting fees relating to changes in the CMSG program and CRC training sessions.

Cost of goods sold expenses increased \$2,878 (26%) to \$14,107 as a result of increases in the sale of Arc'teryx merchandise and ACMG insignia.



Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2017

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, 2018.

	2018 Budget
Revenues	
Membership dues	\$ 328,000
Liability insurance program	110,000
Partnership contributions	110,000
Permits program	41,000
Personal accident insurance program	40,000
Russian Mountain Guides Association	30,000
Continuing professional development	25,000
Other revenues	14,400
Scholarship and assistance fund contributions	5,000
Investment income	5,500
Other insurance programs	3,000
Administrative fees	2,500
Training and assessment program	378,460
	1,092,860
Expenses	
Administrative management fees	129,520
Personal Accident Insurance	95,000
Liability insurance program	92,000
Communication	67,025
Technical oversight	53,572
Permit management	43,760
Meetings and events	39,000
Partnership management	32,820
Russian Mountain Guides Association	30,000
Continuing professional development	30,000
Scholarship and assistance fund distributions	28,000
General and administration	12,650
Dues and subscriptions	12,000
Special projects	10,000
Professional fees	9,900
Cost of goods sold	6,000
Training and assessment program	425,580
	1,116,827
Excess (deficiency) of revenues over expenses	\$ (23,967)

Association of Canadian Mountain Guides

Management Discussion and Analysis
For the year ended December 31, 2017



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, 2017



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, 2018



Association of Canadian Mountain Guides

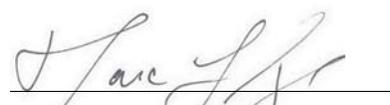
Statement of Financial Position

As at December 31,

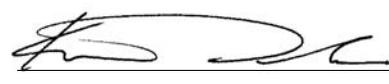
	Note	2017	2016
Assets			
Cash and cash equivalents	2	\$ 88,670	\$ 20,795
Accounts receivable	4	993	14,086
Inventory		8,879	13,898
Prepaid expenses	5	2,160	2,040
		<u>100,702</u>	<u>50,819</u>
Long-term investments	3,9	619,404	590,673
		<u>619,404</u>	<u>590,673</u>
		<u>\$ 720,106</u>	<u>\$ 641,492</u>
Liabilities			
Accounts payable and accrued liabilities	6	\$ 39,080	\$ 48,611
Deferred revenue	7	105,464	26,824
		<u>144,544</u>	<u>75,435</u>
Long-term liabilities	8	4,000	7,750
		<u>4,000</u>	<u>7,750</u>
Net Assets			
Restricted scholarship and assistance funds	10	301,256	268,835
Unrestricted general operating fund		270,306	289,472
		<u>571,562</u>	<u>558,307</u>
		<u>\$ 720,106</u>	<u>\$ 641,492</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, 2018.



Marc Ledwidge, President



Kevin D. Dumba, Secretary Treasurer



Association of Canadian Mountain Guides

Statement of Operations
For the years ended December 31,

	Note	2017	2016	2017 Budget (Note 12)
Revenues				
Membership dues		\$ 298,055	\$ 280,435	\$ 295,000
Liability insurance program		118,519	125,458	110,000
Partnership contributions		107,594	107,537	110,000
Permits program		41,703	38,690	37,000
Personal accident insurance program		37,400	45,230	48,000
Russian Mountain Guides Association		32,248	29,884	30,000
Scholarship and assistance fund contributions	10	24,595	6,106	2,000
Continuing professional development		23,278	11,664	10,000
Other revenues		18,614	12,084	10,800
Investment income	9	8,731	17,594	2,000
Administrative fees		3,476	3,686	4,000
Other insurance programs		2,916	-	-
		<u>717,129</u>	<u>678,368</u>	<u>658,800</u>
Expenses				
Administrative management fees		124,628	120,225	123,880
Personal accident insurance program		94,477	94,300	95,000
Liability insurance program		90,000	91,825	90,000
Communication		65,248	49,235	62,885
Technical oversight		51,315	22,213	43,920
Continuing professional development		44,481	31,519	18,000
Meetings and events		42,534	36,519	37,500
Permit management		34,839	31,929	41,080
Russian Mountain Guides Association		32,248	29,800	30,000
Partnership management		32,073	31,232	32,860
Scholarship and assistance fund distributions	10	26,445	36,324	22,000
Professional fees		14,256	7,727	1,100
Cost of goods sold		14,107	11,229	6,500
General and administration		13,832	13,100	17,832
Dues and subscriptions		12,016	10,857	11,350
Special projects		11,375	11,897	20,000
		<u>703,874</u>	<u>631,075</u>	<u>653,907</u>
Excess (deficiency) of revenues over expenses:				
Restricted scholarship and assistance funds		32,421	5,979	(19,000)
Unrestricted general operating fund		(19,166)	41,314	23,893
		<u>\$ 13,255</u>	<u>\$ 47,293</u>	<u>\$ 4,893</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	2017	2016
Balance, beginning of year	\$ 268,835	\$ 289,472	\$ 558,307	\$ 511,014
Partnership contributions	28,660	78,934	107,594	107,537
Scholarship and assistance fund contributions	24,595	-	24,595	6,106
Investment income	5,611	3,120	8,731	17,594
Scholarship and assistance fund distributions	(26,445)	-	(26,445)	(36,324)
Membership dues	-	298,055	298,055	280,435
Liability insurance program	-	118,519	118,519	125,458
Permits program	-	41,703	41,703	38,690
Personal accident insurance program	-	37,400	37,400	45,230
Russian Mountain Guides Association	-	32,248	32,248	29,884
Continuing professional development	-	23,278	23,278	11,664
Other revenues	-	18,614	18,614	12,084
Other insurance programs	-	2,916	2,916	-
Administrative fees	-	3,476	3,476	3,686
Administrative management fees	-	(124,628)	(124,628)	(120,225)
Personal accident insurance program	-	(94,477)	(94,477)	(94,300)
Liability insurance program	-	(90,000)	(90,000)	(91,825)
Communication	-	(65,248)	(65,248)	(49,235)
Technical oversight	-	(51,315)	(51,315)	(22,213)
Continuing professional development	-	(44,481)	(44,481)	(31,519)
Meetings and events	-	(42,534)	(42,534)	(36,519)
Permit management	-	(34,839)	(34,839)	(31,929)
Russian Mountain Guides Association	-	(32,248)	(32,248)	(29,800)
Partnership management	-	(32,073)	(32,073)	(31,232)
Professional fees	-	(14,256)	(14,256)	(7,727)
Cost of good sold	-	(14,107)	(14,107)	(11,229)
General and administration	-	(13,832)	(13,832)	(13,100)
Dues and subscriptions	-	(12,016)	(12,016)	(10,857)
Special projects	-	(11,375)	(11,375)	(11,897)
Balance, end of year	\$ 301,256	\$ 270,306	\$ 571,562	\$ 558,307

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,

	2017	2016
Operating activities		
Excess of revenues over expenses	\$ 13,255	\$ 47,293
Decrease (increase) in accounts receivable and accruals	13,093	4,848
Decrease (increase) in inventory	5,019	(13,898)
Decrease (increase) in prepaid expenses	(120)	(1,537)
Increase (decrease) in accounts payable and accrued liabilities	(9,531)	(3,548)
Increase (decrease) in long-term liabilities	(3,750)	250
Increase (decrease) in deferred revenue	78,640	18,968
Net cash used in operating activities	<u>96,606</u>	<u>52,376</u>
Investing activities		
Decrease (increase) in investments	(28,731)	(62,594)
Net cash provided by (used in) investing activities	<u>(28,731)</u>	<u>(62,594)</u>
Net increase (decrease) in cash	67,875	(10,218)
Cash and cash equivalents, beginning of period	20,795	31,013
Cash and cash equivalents, end of period	<u>\$ 88,670</u>	<u>\$ 20,795</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, 2017

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, 2017

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, 2017

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, 2017, the balance of accounts receivable, comprised mainly of amounts owed by members and corporate partners, was \$993 (2016 - \$14,086).

5. **Prepaid Expenses**

As of December 31, 2017, the balance of prepaid expenses (an expense paid in advance but which has not yet been incurred), comprised of 2018 database fees and 2017 personal accident and liability insurance premiums, was \$2,160 (2016 - \$2,040).

6. **Accounts Payables and Accrued Liabilities**

As of December 31, 2017, the balance of accounts payable, comprised mainly of amounts owed for management and consulting services, scholarships and awards, and GST payable was \$39,080 (2016 - \$48,611).

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2017



7. Deferred Revenue

As of December 31, 2017, 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 \$105,464 (2016 - \$26,824). Over 240 members prepaid membership dues, insurance premiums and/or permit fees prior to January 1, 2018 for the upcoming year compared to approximately 75 prior to January 1, 2017.

8. Long-term Liabilities

As of December 31, 2017, the ACMG owed \$4,000 for unclaimed scholarships payable to Thompson Rivers University. All of the scholarships are expected to be claimed in the upcoming year.

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, 2017, the restricted scholarship and assistance fund investments were valued at \$244,388 (2016 - \$239,161) 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, 2017, this resulted in an average rate of return of 2.3% and \$5,611 (2016 - \$14,641) in investment income.

As of December 31, 2017, the unrestricted general operating fund investments were valued at \$375,017 (2016 - \$351,512) and were comprised of only high-interest savings accounts (100% fixed income). During the year ended December 31, 2017, this resulted in an average rate of return of 0.8% and \$3,120 (2016 - \$2,953) in investment income.

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2017



10. Scholarship and Assistance Funds

The following table shows the continuity of the funds and programs administered by the ACMG from December 31, 2016 to December 31, 2017. Contributions to the Adventure Access Fund, Arc'teryx Scholarship and Guides Training Funds, Julbo Canada Scholarship Fund and CMSG Instructor Training Fund have been recorded as Partnership Contributions on the Statement of Operations. Distributions to Arc'teryx Scholarship Fund, Brian Ebert Memorial Fund and Centennial Scholarship Fund have been adjusted due to the cancellation of unclaimed scholarships and awards dating back to 2008.

	Balance Dec 31, 2016	Contributions	Distributions	Investment Income	Balance Dec 31, 2017
Adventure Access Fund	\$ 441	\$ 12,000	\$ (8,540)	\$ -	\$ 3,901
Arc'teryx Scholarship Fund	2,500	3,000	(2,000)	-	3,500
Arc'teryx Product Development Training Fund	-	1,500	(3,000)	-	(1,500)
Julbo Canada Scholarship Fund	-	1,000	(1,000)	-	-
Brian Ebert Memorial Fund	48,317	238	-	2,377	50,979
Centennial Scholarship Fund	31,586	125	2,000	547	34,258
D'Arcy McRae Memorial Scholarship Fund	527	40	(500)	-	67
Gougeon Scholarship Fund	-	1,000	1,000	-	-
Hans Gmoser Fund	26,528	11,350	(1,004)	518	37,392
Ken Jones Development Funds	18,398	5	(704)	154	17,853
CMSG Instructor Training Fund	18,630	11,310	(1,950)	-	27,990
Niccy Code Memorial Fund	14,087	415	(1,000)	277	13,779
Robson Gmoser Mentorship Fund	38,609	11,125	-	385	50,119
Simon Parboosingh Assistance Fund	69,212	100	(7,747)	1,353	62,918
	\$ 268,835	\$ 53,255	\$ (26,445)	\$ 5,611	\$ 301,256

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2017



11. Related Parties

During the year ended December 31, 2017, 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, 2017 and December 31, 2016.

	2017 Compensation	2017 Reimbursements	2016 Compensation	2016 Reimbursements
Peter Tucker, Executive Director	\$ 43,684	\$ 5,569	\$ 35,564	\$ 6,803
Laura Young, Member Services Manager	41,176	187	34,292	1,472
Marc Piché, Technical Director	36,970	3,172	26,558	1,570
Ken Bélanger, Partnership Coordinator	34,103	207	30,343	1,617
Chris Miller, IT Coordinator	29,848	-	23,415	-
Elaine Powers, Administrative Assistant	26,053	2,603	24,720	985
Janet Miller, Permit Manager	21,064	117	18,019	197
Derek Wilding, Director	10,922	848	400	260
Lauren Shearston, Events Coordinator	7,975	1,423	-	-
Shaun King, Newsletter Editor-in-chief	5,100	164	4,700	83
Scott McKay, Director	2,000	596	700	298
Kirsten Knechtel, Director	1,660	-	-	212
Ross Berg, Vice President	600	1,053	-	-
James Madden, Director	400	-	-	-
Marc Ledwidge, President	-	12,472	100	8,319
Alison Dakin, CPD Coordinator	-	-	3,000	-
Chris Kaipio, Director	-	1,038	-	-
Madeleine Martin-Preney, Director	-	598	-	-
Kevin Dumba, Secretary-Treasurer	-	352	-	600
Rick Cowburn, Director	-	78	-	-
Linda Heywood, Member Services Manager	-	-	25,218	311
Jordy Shepherd, Director	-	-	-	115
Cecelia Mortenson, Director	-	-	-	-

Association of Canadian Mountain Guides

Notes to the Financial Statements

For the year ended December 31, 2017



12. Budgeted Figures

The 2017 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: 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	Stephane Gagnon	ph: (418) 763-8663 stephane@skichicchocs.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
Events and CPD Coordinator:	Lauren Shearston	events@acmg.ca
Organizational Contractors		
Technical Director:	Marc Piché	M: (403) 678-7350 td@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
MCR	Steve Holeczi Conrad Janzen Tom Wolfe Larry Stanier James Madden	Brian Gould bgould@avalancheservices.ca
Conduct Review	John Bell Paul Berntsen Barry Blanchard Gillian Calder (public) Nathan Dahl George Field Rod Gibbons Neil Haggard (public) Caroline Marion (public) Dave Stark Larry Stanier Leslie Taylor (public) Marni Virtue (public) Rupert Wedgwood	Jeremy Mackenzie conduct@acmg.ca
Incident Review	Larry Stanier Ben Firth Scott McKay Kent Scarborough (Legal Advisor)	Mark Klassen mark@alpinism.com

Association of Canadian Mountain Guides



Committee	Members	Chair
Awards	Helen Sovdat Sylvia Forest Lloyd Gallagher Marc Piché Brad White Markus Ebner	Chris Miller awards@acmg.ca
Scholarships	Julie Timmins Sharon Wood Jordy Shepherd	Derek Wilding derek.i.wilding@gmail.com
Professional Practices	James Blench Brent Goodman Veronika Vackova Ryan Merrill Dave Healey	Nathan Dahl ndahl@ualberta.ca
Governance	Steve Blagbrough Paul Vidalin Pierre Hungr Kent Scarborough (Legal Advisor)	Rick Cowburn rcowburn@vidya.ca
Mentorship	Jordy Shepherd Olivia Sofer Brent Peters Tim Johnson Patrick Lindsay	Madeleine Martin-Preney madoalpine@gmail.com
Financial Review	Jennifer Adolph Geoff Osler	Kevin Dumba st@acmg.ca

Association of Canadian Mountain Guides



Partners – Mt. Logan



ARC'TERYX



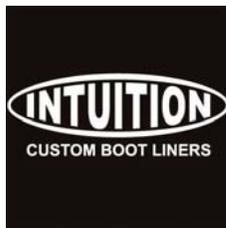
Partners – Mt. Robson



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Partners – Mt. Columbia



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Partners – Mt. Assiniboine



Partners – Mt. Athabasca

