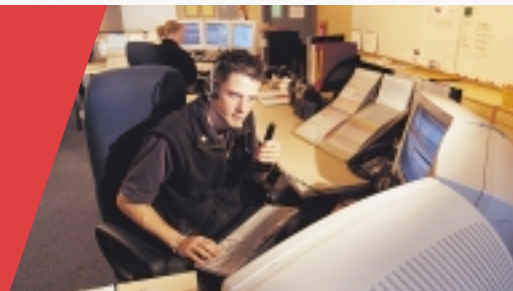


2002 **ANNUAL** REPORT



COMMUNICATION

Critical Care Line
Physician Specialists
Provincial Flight Coordination Centre
Rapid Access Line
Secondary Public Safety Access Point (S-PSAP 911)
STARS Emergency Link Centre™



CARE

Alberta Health and Wellness
Emergency Medical Services
Fire Services
First Responders
Ground and Air Ambulance

Medical Facilities
RCMP and Police Services
Regional Health Authorities
Search and Rescue Organizations
Secondary Public Safety Access Point (S-PSAP 911)



PARTICIPATION

Community
Crew and Staff
Volunteer Board of Directors
Volunteers



SUPPORT

Alberta Health and Wellness
Businesses
Corporations
Foundations

Individuals
Industry
Service Clubs and Organizations



COMMITMENT

- Chain of Survival Fund
- Community presentations
- Outreach education
- Research projects
- Safety program
- STARS Human Patient Simulator Program



OUR VISION

Saving lives through partnership, innovation and leadership

OUR MISSION

STARS - Dedicated to providing a safe, rapid, highly specialized emergency medical transport system for the critically ill and injured.

In fulfilling this mission, we will:

- Be an innovative leader in the provision of excellence in pre-hospital mobile emergency medical care through service, communications, education, training, research and consultation to the communities we serve.
- Value and be responsive to the needs of individuals, communities, and emergency care providers and services.
- Expand knowledge and skills through innovative product design, research, simulation technology and ongoing professional development within the Chain of Survival.
- Optimize the development and responsible management of resources required to support the mission.



Message to Stakeholders

STARS is and always has been a medical organization, driven by patient need. Our primary goal is to offer excellence in patient care and transport, through health care professionals in partnership with aviation, emergency services, communities, educators, researchers and volunteers. STARS grew out of a need within our communities to improve the ability to rapidly move the critically ill and injured to a higher level of care.

Pre-hospital care is medical care – and in the past, this area of care often did not receive due recognition in the survival and more rapid restoration to health of the very sick or injured. It is now clearly realized that the time before arriving at the tertiary care hospital – located in larger centres – is critical for the patient.

STARS' familiar red helicopters and crew have carried out a total of 10,000 missions over the past 17 years, representing approximately 75 to 80 per cent of the critical care transports in Alberta. And the need continues, with an average of three missions each day.

The community is, and always has been a partner in meeting this need. Today, STARS plays a successful, integrated role in the delivery of emergency health care, partnered with government, supported by the community and delivered by knowledge-based professionals.

Early in 2002, it was announced that the G8 Summit would be held in Kananaskis Country. STARS was asked to take on major responsibilities in preparing and potentially caring for the medical needs of eight world leaders, and in contributing to homeland security. With chemical bio-warfare training and enhanced security procedures in place, STARS' fourth helicopter and the STARS team provided a level of medical and emergency preparedness never before seen in Alberta.

Communication is a key component of all emergency services and quickly locating the site of the emergency is vital. STARS' extensive digital mapping of the province and the identification of industrial work sites, along with a sophisticated communications system, allows us to pinpoint exactly where we are needed. This service is an important link in the Chain of Survival.

The STARS Emergency Link Centre continues to develop its medical referral communication system, aware that the direct contact between medical providers involved in a patient's care is vital.

The STARS Human Patient Simulator Program has been travelling widely across Alberta and southeastern British Columbia providing advanced critical care skills to local medical care providers. Training both rural and urban medical providers has been an important contribution to patient care and will be expanded over the coming year as a result of the tremendous support from program sponsors.


The STARS Foundation continues to grow, working with an incredibly dedicated corps of volunteers and staff. We are striving diligently to develop a funding legacy to support STARS well into the future. Through the efforts and gifts from individuals, communities and corporate citizens, and the tremendous support of the STARS Lottery and capital campaign, this fund continues to grow.

With increasing demands on health care services, we will continue to embrace the partnership we share with the community and government. Delivery of health care services is an ongoing dialogue between all providers, planners, and funders and we are committed to provide excellent value to the system and to care.

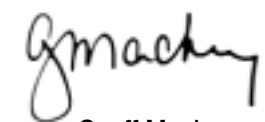
Our sincere thank you to all the donors, health care providers, donors, volunteers, emergency services, municipal and provincial governments, local and regional health services, and to all the patients and their families who have helped STARS meet the challenges of another exciting and growing year.



D. Gregory Powell, MD FRCPC
Chief Executive Officer
Alberta Shock Trauma Air Rescue Society
Alberta Shock Trauma Air Rescue Service Foundation



J.D. Hole
Chairman
Alberta Shock Trauma Air Rescue Service Foundation



Geoff Mackey
Chairman
Alberta Shock Trauma Air Rescue Society

Head-on collision causes critical injuries December 29, 1999

Liz L'Heureux was on her way to Thorhild, travelling on Highway 28 near Gibbons, when her attention was momentarily distracted. Suddenly, she swerved into the path of an oncoming semi-tractor trailer.

Her car sideswiped the semi, crushing her vehicle and trapping Liz inside the wreckage. An ambulance returning from another call witnessed the collision and stopped to provide assistance. They realized it would be a long process to extricate Liz from the crumpled car and called for STARS to rush the critically injured woman to hospital.

STARS landed on the highway at the scene and flew Liz to the Royal Alexandra Hospital. Physicians treated Liz for a broken femur and

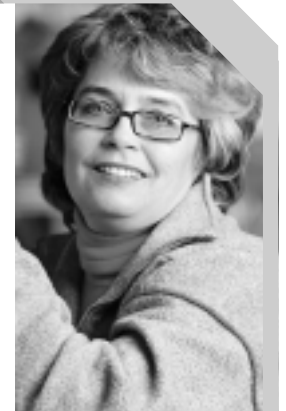
fractured hip. Liz spent more than seven weeks in hospital before returning home.

After a further two years of rehabilitation therapy, she is back at work and active in her spare time, including sharing some of that time with STARS as an enthusiastic volunteer.

"I am so very thankful for the efforts of everyone who was there for me when I needed help – God bless you all," adds Liz.

STARS Mission Team:

Jenn Baggetta, Dr. Jim Davidson, Ron Elson, Tracey Komant, Dave MacLean and Rob Mulholland.



Liz L'Heureux

Tragedy on the ski hill April 14, 2002

Christina Fox, six years old, was enjoying a beautiful Valentine's Day downhill skiing near Kananaskis with her mother, Joanne, and three sisters, Kathryn, Stephanie and Laura.

Joanne followed Christina down a run, but when she glanced away for a moment, she lost sight of her daughter. She followed Christina's tracks off the side of the run and found the young girl, unconscious, crumpled around a tree, her helmet cracked.

A physician herself, Joanne realized Christina had a broken leg, but was more concerned about her temporary loss of consciousness, indicating a possible head injury. Using a walkie-talkie, Joanne contacted another daughter, who sent the ski

patrol to assist. They agreed there was a head injury and called EMS, who in turn called STARS.

By the time the ski patrol had Christina at the bottom of the hill, STARS was there. Christina was carried to the Alberta Children's Hospital where she was treated for her head injury and underwent surgery to repair her fractured femur.

After a few days in hospital, Christina happily returned home.

STARS Mission Team:

Dr. Arun Abbi, Jeff Calvert, Dave Couch, Fraser Gamble, Carla Lachman, Lance Stephenson and Sandra Young.



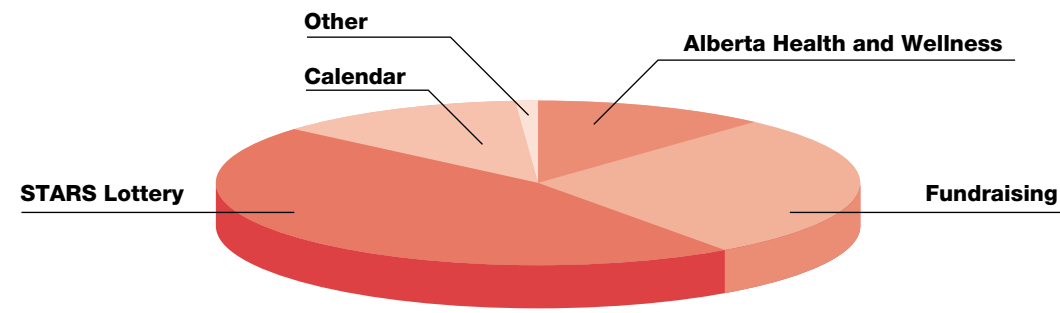
Christina Fox

Highlights and Accomplishments

- In 2002, STARS Calgary and Edmonton flew a total of 1,115 missions in Alberta and southeastern British Columbia to provide care and transport to the critically ill and injured.
- Since 1985, STARS has flown a total of 10,109 missions to December 31, 2002.
- Safety is of highest priority for STARS and we are proud of our record. In 2002, STARS flew 1,395 accident-free hours, bringing the total hours since 1985 to 14,926.
- STARS was requested to participate as the air medical provider for the G8 Summit in Kananaskis in June 2002. Our involvement was successfully completed, involving extensive commitment from our crews and staff. Fortunately, the G8 Summit was peaceful and no aeromedical response was required.
- The entire STARS fleet of four helicopters was operational during the G8 Summit. After the Summit, the back-up aircraft returned to rotating duty based on maintenance requirements.
- Our partnership with Alberta Health and Wellness continues to be a vital component of STARS' aeromedical service to the critically ill or injured.
- STARS Emergency Link Centre continued to meet increasing demand for its services, and saw a significant increase in the number of industry site registrations. The ELC now provides registration and monitoring for up to 1,000 sites per day.
- STARS Human Patient Simulator Program continued to travel and train rural and urban medical providers. In 2002, the HPS Program visited 33 communities and provided 77 days of training to more than 900 individuals.
- STARS crews continued to provide outreach education and training programs to rural and urban medical and emergency service personnel to enhance the effectiveness of the Chain of Survival.
- The STARS Lottery sold out for the ninth consecutive year, raising a net of more than \$5.4 million. The proceeds help cover the costs of operations, equipment, helicopter maintenance education and training, and support the STARS Chain of Survival Fund.
- The STARS Chain of Survival Fund provided \$482,000 to 82 emergency service providers for medical equipment and training. Since this annual program began in 1999, the fund has distributed more than \$1.7 million in grants to 303 organizations. Through provision of this funding, STARS has assisted in strengthening the Chain of Survival for the critically ill and injured.
- More than 109,000 calendars were sold through the STARS Calendar Campaign, raising a net of close to \$1.4 million.
- Development of STARS Night Vision Goggle (NVG) Program is now well underway. STARS continued to work with Transport Canada in the development of regulatory guidelines for the use of this leading edge technology. Implementation of the NVG Program will allow STARS to fly into mountainous terrain, will assist with all night flying and will be an advantage in search and rescue operations.
- Research endeavours include the evaluation of a patient mission triage tool to aid dispatch decision making for transport of rural trauma patients (funded in partnership with Alberta Health and Wellness) and the assessment of STARS Human Patient Simulator Program as a teaching method.

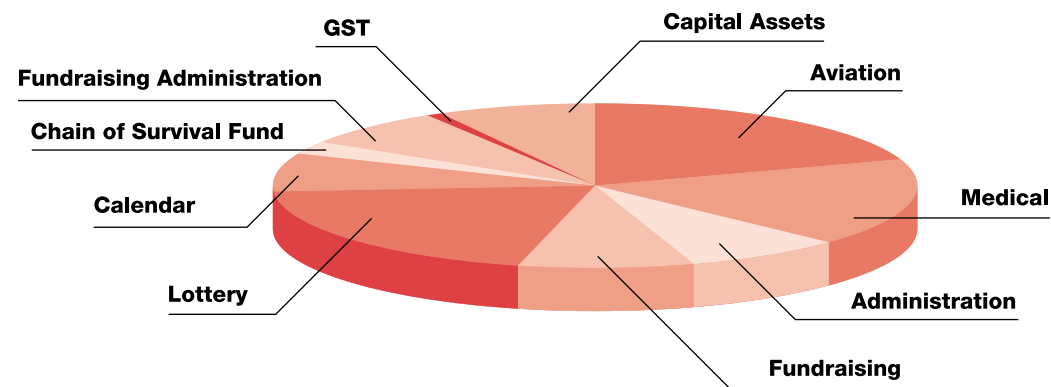
STARS Financial Highlights - 2002

Revenues



(%)	(\$000)	
12	2,381	Alberta Health and Wellness
28	5,435	Fundraising
46	9,088	STARS Lottery
13	2,623	Calendar
1	211	Other
100	19,738	Total

Expenditures



(%)	(\$000)	
20	3,610	Aviation
17	3,043	Medical
8	1,568	Administration
9	1,595	Fundraising
20	3,704	Lottery
7	1,237	Calendar
3	523	Chain of Survival Fund
7	1,244	Fundraising Administration
1	193	GST
8	1,376	Capital Assets
100	18,093	Total

Financial Summary

(\$000) Except Number of Missions	2002	2001
Net Income	1,875	2,578
Revenues	19,738	19,635
Cash Expenditures	18,093	21,146
Chain of Survival Fund	523	493
Working Capital	494	1,012
Capital Assets (cost)	18,235	16,859
Investments	10,386	8,874
Long-Term Debt	1,600	2,400
Number of Missions	1,115	1,243

THE MISSION

For 17 years, critically ill and injured Albertans have relied on the dedication of STARS to provide a safe, rapid, and highly specialized emergency medical care and transport system. We work with our partners in the Chain of Survival to ensure the best possible outcome for our patients — and, ultimately, to save lives.

REFLECTING ON THE MISSION

In 2002, STARS flew a total of 1,115 missions in Alberta and southeastern British Columbia. This includes 500 missions by the Calgary Base and 615 missions by the Edmonton base. Since 1985, STARS has flown a total of 10,109 missions to December 31, 2002.

CREWS

By being on call at each base 24 hours a day, seven days a week, STARS crews are optimized and ready for quick deployment. Our crew can be in the air less than 10 minutes from the time of dispatch, fully equipped to quickly and efficiently care for and transport patients to a higher level of care.

Each crew includes a critical care or emergency nurse, advanced life support paramedic, referral emergency physician, pilot and co-pilot. The physician provides on-line medical supervision and control through every mission and accompanies patients on the helicopter for approximately 50 per cent of the missions.

Paramedics and nurses are employed in hospitals or with city emergency medical services and are on duty, on-site at STARS during time away from their regular positions. The pilots work full-time at our bases.

STARS EMERGENCY LINK CENTRE

When seconds count and the mission is critical, timely and accurate information sharing is vital. The STARS Emergency Link Centre (ELC), an advanced 24-hour communications centre serving the Calgary and Edmonton bases,

expedites our missions by coordinating emergency medical referral, advice, transportation and our partners such as the Provincial Flight Coordination Centre. Supported in part by the energy and telecommunications industries, the ELC is a crucial element in STARS' rapid response times.

Versatile, integrated technology allows communications specialists to link multiple callers when an emergency call comes in through STARS' one-number call system. This immediate connection of medical advice and referral determines the most appropriate medical response in an efficient, timely manner, when precious seconds can mean everything. Once the helicopters are in the air, the ELC follows up with flight following and mission tracking duties.

The ELC also provides emergency fire and ambulance dispatch services for Mountain View County, which includes Carstairs, Cremona, Didsbury, Olds and Sundre. Rapid response is of utmost importance in dealing with injuries on remote industrial sites located far away from major municipalities. The ELC supports industry by registering the location, activities and available emergency services for such sites to ensure the most rapid response possible should an emergency arise. Over the past three years, there has been a steady increase in industry site registrations. This number now reaches up to 1,000 sites per day.

In furthering our communications capability and response, we have had an ongoing initiative since 1996 to optimize our ability to accurately locate and coordinate

response to critical need. GIS mapping is available and undergoing further development.

FLEET

The fleet consists of four helicopters — STAR-1 in Calgary, STAR-3 in Edmonton, STAR-4, our support aircraft currently providing parts for the fleet, and STAR-2, our back-up aircraft. STAR-2 is used as a replacement when one of the primary aircraft is out of service for regular maintenance or repair. STARS operates its helicopter fleet through STARS Aviation Canada Inc., a wholly-owned subsidiary of the Society.

All STARS helicopters are Eurocopter BK117 models, a durable aircraft well suited to the mission. Boasting high performance, instrument flight capability and rear clamshell doors for easy patient transfer, the Eurocopter BK117 is highly adaptable and ideally suited to air ambulance duties.

Since 1985, we have seen the program extend its reach to over 90 per cent of Alberta's population and to communities in southeastern British Columbia.

ACCREDITATION

Since 1998, STARS has held full accreditation as a critical care provider from the Commission on Accreditation of Medical Transport Systems — the first international air medical program and the first ever Canadian program to achieve this distinction. Six service-excellence awards from organizations like the RCMP and American Eurocopter further speak to STARS' commitment to the communities we serve.

EDUCATION AND RESEARCH

In order to maintain the standards of excellence we've achieved over the last 17 years, we are committed to providing continuing education and professional development for all personnel. STARS crew receive ongoing high-skills training to ensure they are equipped with the most recent medical and emergency response knowledge. We continually research the industry to track the major advances made in both aviation technology and medicine, and imparts these advances to our personnel and our operations.

STARS HUMAN PATIENT SIMULATOR PROGRAM

An important aspect of the Chain of Survival is to ensure all partners receive regular opportunities to test their skills and knowledge for the critical moments when decisions could save lives. STARS Human Patient Simulator (HPS) Program offers a unique opportunity for rural and urban health care providers to enhance their team skills in critical care crisis management, harnessing the experience into standard "best practices" that will benefit people far and wide. The HPS mannequin simulates complex medical and trauma situations so medical professionals can practice and refine their emergency response skills over and over.

The simulator is installed in a large motorhome that travels to health care centres, eliminating the barriers of distance from teaching centres. In 2002, the HPS Program traveled to 33 communities and provided 77 days of training to more than 900 individuals. STARS is committed to expanding the community reach of HPS within the community by purchasing an additional vehicle and increasing our staff. The program is the first mobile program of its kind in North America.

STARS OUTREACH PROGRAM

A helicopter rescue requires a prepared, quick-response ground crew. All the links in the Chain of Survival — police, fire, emergency

medical service, nurses and physicians — must be well-briefed to ensure the mission's effectiveness. The outreach team provides educational sessions on patient transport preparation, access to air transport resources, and landing zone safety and preparation to our partners in community emergency services.

These sessions help ensure all partners involved in an emergency response are familiar with standard operating procedures to provide the best possible patient care and transport. In 2002, STARS provided 71 training sessions in the community.

RESEARCH

We embrace change and the opportunity it presents to stay on the leading edge, to remain challenged, to grow and to be our best so that we can continue to respond, with excellence, to the needs of the people we serve. As part of our commitment to the growth of knowledge and skills, we participate in research efforts to evaluate programs and equipment — and ultimately to enhance the effectiveness of the Chain of Survival.

STARS continually explores and participates in research opportunities that offer the potential to enhance our patient care and transport program. Projects now underway include:

- The development of a clinical "best practices" program that draws from the experience of more than 10,000 accident-free missions. The program will take into account both medical and aviation approaches in developing a "best practices" model in pre-hospital care.
- Evaluation of medical interventions and modes of transport and the related impact on patient outcomes. This includes the evaluation of a patient mission triage tool to better allow for dispatch decision-making for helicopter transport of rural trauma patients. This project is being carried out through a partnership with the University of Calgary and Alberta Health and Wellness.
- Measurement of the effectiveness of the Human Patient Simulator as an emergency medical training tool against other more traditional methods.

Transport from rural highway February 7, 2000

Kevin Hatch was driving on a country road near Beiseker, on his way home to Calgary. As he passed through an intersection, another vehicle hit his car on the driver's side.

The driver of the second car called 911 and paramedics quickly arrived. Due to the serious injuries and length of time to extricate Kevin, STARS was called to the scene.

STARS carried Kevin to Foothills Medical Centre where physicians treated him for a broken pelvis and a number of broken ribs and vertebrae. He also suffered a punctured lung and lacerated spleen.

After surgery and a week in hospital, Kevin returned home. There he spent another four months under the care of his wife, who is a nurse, before returning to work. Today, Kevin is a Communications Specialist in the STARS Emergency Link Centre, assisting others in need of rapid emergency response.



Kevin Hatch

STARS Mission Team:
Greg Curtis, ELC Communications Specialist,
Peter Genreux, Debbie Mears, Referral Emergency Physician,
and Bob Young.

Critically ill woman requires rapid transport February 7, 2001

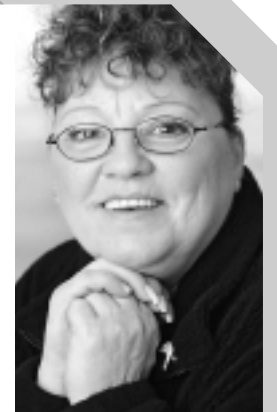
Patti Cox was suffering from what she thought was a simple cold, when suddenly the illness became seriously worse. Within a few hours, she found herself coughing and wheezing, experiencing great difficulty breathing. She got in her car and was able to make her way to her husband Jim's office.

Jim quickly drove Patti to the emergency department of the Westlock Hospital, where a physician examined and then admitted her for further tests. Patti seemed to be recovering slightly, when she suddenly took a turn for the worse and began to slip into a coma due to a worsening of her respiratory condition. STARS was called to rush her to the University of Alberta Hospital in Edmonton.

Physicians there determined Patti had contracted viral pneumonia and other complications developed.

She underwent three surgeries in the next two days as her internal organs began shutting down due to a lack of oxygen and loss of blood.

Patti remained in a coma for more than two months as physicians worked to save her life. After six months in the University of Alberta Hospital and another two months nearer home in the Westlock Hospital, Patti was finally well enough to return home with her family.



Patti Cox

STARS Mission Team:
Ernie Corbett, Teresa Craig, Dean Duchscher,
Dr. Barry Ellis, Rob Mulholland and Andre Rioux.

SAVING LIVES THROUGH PARTNERSHIPS

CHAIN OF SURVIVAL

STARS is an integral link in the lifesaving Chain of Survival, which includes first responders, dispatch centres, ground and fixed wing air ambulances, fire and police, search and rescue organizations, and hospital medical teams.

We all share the common objective of ensuring appropriate medical care in the most timely way possible. Our goal is to transport patients to major trauma centres during the "golden hour", a 60-minute window of time during which a patient's chance of survival is greatly improved.

In appreciation of this important partnership, we have established the STARS Chain of Survival Fund to provide financial assistance to emergency service providers for medical equipment and training. Each year, a portion of the STARS Lottery revenue is designated to this fund to be reinvested in the communities we serve.

GOVERNMENT OF ALBERTA

Alberta has a networked air ambulance system to provide residents with the best possible opportunity to quickly reach a higher level of medical care. The network includes nine fixed wing aircraft bases and two STARS helicopter bases. Alberta Health and Wellness should be commended for the vision and effort behind the creation of this system.

Funds are provided by Alberta Health and Wellness on a contractual basis to each air ambulance provider and each medical crew. We have a contract for a portion of our funding for the STARS helicopters flying time, stand-by and medical crew.

The STARS program is dependent upon funds raised by the STARS Foundation and the revenues from Alberta Health and Wellness to maintain operations. This combination of funding allows STARS to achieve a level of excellence in service and provide major teaching and research programs not otherwise possible, all to the benefit of our patients.

BUSINESS

Strategic alliances between STARS and the business community are a growing and valuable asset. STARS' innovative and entrepreneurial provision of rotary wing air ambulance service and emergency response coordination offers unique benefits for business. In turn, these relationships often provide STARS with access to technologies and advancements not otherwise accessible.

DONORS

The ongoing commitment of our donors to STARS is very much respected and appreciated. This support assists not only with our mission activity related to patient care and transport, but also with the research and educational projects we undertake as we strive toward excellence in all areas of the STARS program.

These gifts to STARS are tremendously appreciated and have contributed greatly to STARS and its efforts to provide the best in caring for the critically ill and injured.

COMMUNITY AND VOLUNTEERS

STARS' partnership with the community is the essence of our organization. The commitment of our volunteers continues to be the cornerstone of STARS' interaction with the community. We strive to provide the best service possible and are able to do so through the generosity and support of the communities we serve.

With the support of over 500 volunteers annually, STARS remains true to its roots as a volunteer-driven organization.

CREW AND STAFF

We are tremendously proud of the men and women who are involved with STARS, on the ground and in the air. There is an incredible sense of teamwork and family between the members of this group.

Many of these individuals not only work with STARS, but also spend countless hours offering their time on a volunteer basis to help out wherever they are needed.

The passion, skill, forward thinking and commitment of these dedicated individuals is truly unique and has helped the organization become what it is today.

City/Town	2002	1985 - 2002	City/Town	2002	1985 - 2002	City/Town	2002	1985 - 2002	City/Town	2002	1985 - 2002
Abee	0	1	Daysland	4	48	Killam/Sedgewick	5	29	Rich Valley	0	1
Acme	0	7	De Winton	0	10	Kimberley, BC	0	10	Rimbey	7	37
Airdrie	3	51	Delacour	0	1	Kingston, On	0	1	Riviere Qui Barre	0	2
Alberta Beach	3	14	Delia	0	1	Kneehill	0	2	Rocky Mtn House	15	112
Alcomdale	0	1	Devon	11	46	Lac La Biche	2	30	Rockyford	0	6
Alder Flats	1	2	Didsbury	8	67	Lac St. Anne	0	6	Rolly View	0	2
Aldersyde	2	9	Donnelly	0	5	Lacombe	9	27	Rosebud	1	2
Alexander	1	1	Drayton Valley	29	183	Lake Eden	0	2	Rumsey	0	1
Alexis Reserve	0	3	Drumheller	16	231	Lake Isle	1	1	Saddle Lake	1	1
Andrew	0	4	Duffield	1	13	Lake Louise	0	1	Sandy Lake	1	2
Ardrossan	2	6	Eckville	0	2	Lamont	10	100	Sangudo	0	1
Arrowwood	1	4	Eden Valley	0	2	Langdon	1	10	Sarcee Reserve	0	2
Athabasca	21	88	Edmonton & Area	21	148	Las Vegas, NV	0	1	Saskatoon, SK	0	3
Balzac	0	9	Edson	17	78	Leaman	1	1	Seba Beach	2	2
Banff	20	234	Egremont	0	1	Leduc	11	94	Seebe	0	1
Barrhead	22	78	Elbow Falls	0	13	Legal	0	7	Sherwood Park	16	26
Bashaw	0	4	Elk Island Park	0	5	Lethbridge	39	398	Slave Lake	3	23
Bassano	4	46	Elk Point	5	37	Libby, MT	0	1	Smoky Lake	14	69
Beaumont	2	20	Elkford, BC	0	7	Lindbrook	0	1	Sparwood, BC	1	52
Beaver Lodge	0	3	Elnora	0	11	Lloydminster	0	45	Springbank	0	5
Beiseker	2	23	Empress	0	1	Lodge Pole	0	1	Spruce Grove	13	56
Big Valley	0	1	Entwhistle	0	6	Lomond	0	2	St. Albert	6	22
Black Diamond	14	60	Evansburg	1	2	London, ON	0	2	St. Francis	0	1
Blackie	0	3	Exshaw	0	6	Long Isle	0	1	St. Paul	22	121
Blairmore	12	78	Fairbanks, Alaska	0	1	Longview	9	40	Standard	0	4
Bluffton	0	1	Fairmont, BC	0	3	Looma	1	1	Stavely	0	1
Bon Accord	2	17	Fairview	0	4	Macklin, SK	0	1	Stettler	8	61
Bonnyville	8	77	Ferintosh	0	1	Madden	0	3	Stony Plain	18	63
Bottrel	0	2	Fernie, BC	11	65	Magrath	0	6	Strathcona County	0	175
Bow Island	1	15	Fiatbush	0	3	Ma-Me-O Beach	2	4	Strathmore	18	166
Bowden	1	5	Fort Assiniboine	0	2	Manning	0	6	Sturgeon	0	1
Boyle	12	118	Fort MacLeod	3	51	Mannville	0	19	Sundre	14	218
Bragg Creek	1	37	Fort McMurray	0	48	Mayerthorpe	10	58	Sunnybrook	0	3
Brandon, MB	0	1	Fort Nelson, BC	0	4	Medicine Hat	1	68	Swan Hills	5	23
Breton	1	16	Fort Saskatchewan	6	81	Mesa, AZ	0	1	Sylvan Lake	1	3
Brooks	11	249	Fort Smith, NWT	0	1	Milk River	0	6	Taber	3	68
Bruderheim	0	3	Fort St. John, BC	0	11	Millarville	2	14	Thorhild	3	4
Burmis	0	1	Fort Vermillion	0	21	Millet	5	15	Thorsby	0	21
Busby	0	2	Fox Creek	0	6	Milo	0	1	Three Hills	19	176
Butte, MT	0	3	Gainford	0	1	Ministik	1	1	Thunder Lake	0	1
Calahoo	0	1	Ghost Lake	0	20	Mink Lake	0	1	Tofield	9	96
Calgary & Area	45	310	Gibbons	3	30	Monarch	0	29	Tomahawk	1	1
Calling Lake	1	2	Gleichen	14	69	Morinville	8	45	Toronto, On	0	1
Calmar	2	33	Glendon	0	2	Morley	3	8	Torrington	0	1
Camrose	26	177	Glenevis	1	4	Mossleigh	1	2	Trochu	1	8
Canmore	12	142	Golden, BC	5	68	Mulhurst	0	1	Turner Valley	1	8
Carbon	0	2	Goodfish Lake	1	1	Mulhurst Bay	1	1	Two Hills	6	70
Cardiff	0	1	Grand Cache	0	2	Mundare	0	5	Valemont	0	1
Cardston	1	65	Grand Prairie	0	45	Namao	0	3	Valleyview	0	8
Caroline	0	3	Granum	0	1	Nanton	3	17	Van Nuys, CA	0	1
Carseland	3	17	Grassland	0	1	Nelson, BC	0	1	Vancouver, BC	0	7
Carstairs	5	22	Gunn	3	8	Nevis	1	1	Vega	2	3
Carvel	1	2	Halfmoon Lake	0	7	New Norway	0	1	Vegreville	19	115
Carvel Corner	1	1	Hamilton, ON	0	2	New Sarepta	3	11	Vermilion	21	122
Castor	1	19	Hanna	9	111	Newbrook	0	3	Vernon, BC	0	4
Kavanaugh	1	1	Hardisty	2	22	Nipawin, SK	0	1	Victoria, BC	0	1
Cayley	0	1	Hastings Lake	0	1	Nisku	2	22	Viking	8	47
Chain Lakes	1	10	Hay Lakes	1	5	Nojack	0	3	Villeneuve	2	7
Cheadle	0	1	Hay River, NWT	0	5	Okotoks	4	31	Vilna	3	13
Chestermere	3	25	High Level	0	23	Olds	13	146	Vimy	0	1
Chetwynd, BC	0	1	High Prairie	0	15	Onoway	3	22	Vulcan	10	82
Chipewyan Lk.	0	2	High River	17	84	Oyen	2	28	Wabamun	4	27
Chipman	0	1	Highwood Pass	0	1	Parkland	0	102	Wabasca	0	18
Chisholm	0	1	Hilliard	0	1	Parkland County	0	0	Wainwright	9	41
Claresholm	14	85	Hobbema	0	33	Peace River	0	23	Waiparous Creek	1	11
Clover Lawn	1	1	Holden	1	3	Pendryl	1	1	Warburg	1	5
Cluny	1	19	Hughenden	0	1	Penticton, BC	0	2	Washington, DC	0	2
Clyde	2	3	Hussar	1	5	Picture Butte	0	1	Water Valley	3	17
Coaldale	0	6	Huxley	0	1	Pigeon Lake	0	12	Wessex	0	1
Coal Valley	0	1	Indus	0	5	Pincher Creek	2	197	West Cove	1	2
Cochrane	10	121	Innisfail	9	78	Pine Lake	0	6	Westlock	18	151
Cold Lake	0	72	Innisfree	0	1	Ponoka	12	108	Wetaskiwin	33	239
Conrich	0	2	Inuvik, NWT	0	3	Priddis	1	14	Wheatland	0	4
Consort	0	18	Invermere, BC	11	122	Prince George, BC	0	5	Whitecourt	5	49
Cooking Lake	1	23	Irricana	1	15	Prince Rupert, BC	0	1	Whitehorse, YK	0	3
Coronation	1	53	Jasper/Hinton	1	62	Provost	0	23	Wildwood	0	4
Cranbrook, BC	16	80	Josephburg	1	6	Radium, BC	0	1	Willingdon	0	10
Cremona	1	18	Kalispell, MT	0	3	Radway	0	1	Winfield	0	4
Creston, BC	0	2	Kamloops, BC	0	4	Raymond	1	7	Wrangell, AK	0	1
Crossfield	2	18	Kananaskis	5	79	Red Deer	54	511	Ya Ha Tinda	0	1
Crowsnest Pass	0	6	Kansas City, KS	0	1	Redwater	17	93	Yellowknife, NT	0	11
Cynthia	1	1	Kapasiwin	0	1	Redwood Meadows	2	2			
Dalemead	0	1	Kathryn	0	3	Reno, NV	0	1			
Darwell	2	4	Kavanaugh	0	1	Revelstoke, BC	0	1			
Dawson Creek, BC	0	3	Kelowna, BC	0	4	Ribbon Creek	0	2			



STARS Emergency Link Centre Coverage

STARS Edmonton Base Helicopter Coverage
615 missions for 2002

STARS Calgary Base Helicopter Coverage
500 missions for 2002

STARS Human Patient Simulator Program Coverage



Strategic Directions

STARS actively promotes partnership and innovation. We are particularly grateful for the relationships we have with the Chain of Survival, the government, business, our community, donors and volunteers. The ultimate beneficiary of these partnerships is the patient.

SERVICE – Meeting the needs of critically ill or injured people.

1. Enhanced communications through the provision of an emergency referral electronic communications centre that:
 - Provides a one-call system for rural health providers;
 - Promotes industry partnerships for site location services for emergency response;
 - Offers rapid consultation with emergency physicians for clinical advice.
2. Rapid, more capable pre-hospital emergency response:
 - Continued steps toward the acquisition of more capable aircraft response, specifically:
 - equipping all aircraft, current and future, with night vision goggles allowing for flying into mountainous areas and safer flying on the prairies.
 - larger, faster helicopters with deicing capability and increased geographic range.
 - Addition of medical equipment, for example, portable scanning equipment, that promotes more rapid determination of urgent patient need during the transport phase, both on the ground and in the air;
 - Enhanced relationships with ground medical providers to provide additional resources where required or where planes cannot fly.

EDUCATION – Providing opportunities for growth in knowledge and skills.

1. Continued expansion of STARS Human Patient Simulator Program throughout the service area with special emphasis on providing opportunities for rural medical providers.
2. Development of the clinical safety model in medical practice using a combination of aviation simulators and medical simulators with the ultimate goal of modifying medical delivery systems to facilitate and contribute to a reduction in the medical error rate.

RESEARCH – Evaluating methods to enhance efforts of the Chain of Survival

1. Continued development of collaborative research that measures the effectiveness of current medical practice and encourages innovation. Research projects include:
 - Assessment of a patient triage tool for air transport, jointly funded by Alberta Health and Wellness and STARS.
 - Evaluation of the effectiveness of air transport on patient outcome, based on the concept of extra lives saved per 100 missions.
 - Measurement of the effectiveness of the STARS Human Patient Simulator as an emergency medical training tool against other more traditional methods.

STARS FOUNDATION – Partnering with the community to support our life saving mission

1. Continue our current fundraising programs to support STARS' vision, mission and patient care initiatives.
2. Develop additional opportunities for donors to support specific identified needs such as aircraft replacement and enhancement, appropriate accommodations for our operation and expansion of STARS Human Patient Simulator Program and STARS Emergency Link Centre.
3. Develop partnerships with donors that address their specific interests and will maximize their financial, tax and estate planning benefits.
4. Clearly demonstrate to donors how their gift makes a measurable difference in the community.
5. Continue to maintain a low administrative cost for our fundraising initiatives.

Community Support

External events raising in excess of \$1,000 in 2002

7-Eleven Canada Coin Boxes	Feeder Associations of Alberta Ltd.	Right-Way Horizontal Directional Drilling Canteen
Acklands Grainger Helping Hands	Fifth Avenue Place Breakfast	Rose and Crown Golf Tournament
Ag Mech Club, Olds College	First Truck Centre Golf Classic	Rotary Club of Westlock Fly in Breakfast
Airdrie 4-H Beef Club	Flagstaff District 4-H Auction	Royal & SunAlliance Golf Classic
Alberta Association of Agricultural Societies Auction	Fort Saskatchewan 4-H Beef Club Auction	Royal Canadian Legion #39 Dinner
Alberta YES Plan Automotive Finance Texas Scramble	Fraternal Order of Eagles #2098 Dinner	Royal Canadian Legion #53 Bingo
ATB STARS Invitational Golf Tournament	Fraternal Order of Eagles #2100 Bingo	Royal Canadian Legion #232 Ladies
ATB/STARS Event	Garden Market IGA Fort Saskatchewan Sunshine Carnival	Royal Canadian Legion #264 Ladies Raffle
Athabasca Dinner and Auction	Gibbons Stars for STARS	Royal Canadian Legion Bowness Branch Raffle
Babco Oilfield Hauling/Artle T. Kos Trucking Xmas Party	Glennifer Lake Resort & County Club Golf Tournament	Rumsey Trail Ride
Banff Spring Golf Club - Men's Division	Global Petroleum Show	Run For STARS - Brian Moreland
Bank of Montreal Red Deer - Eastview Branch	Hallmark Tubulars Ltd. Golf Tournament	Samson Fishing Lodge Raffle
Bank of Montreal, Calgary Slow Pitch Tournament	Hanna Indoor Rodeo Association Hockey Tournament	South East Alberta Coal Miners Golf Classic
Barrhead Family Bonspiel	Hanna Oldtime Country Band	Spray Lake Sawmills
Beaver District 4-H Council	Hopewell Polar Bear Dip	Spruce Grove - An Elegant Evening Out
Bentley & District Farmers Market	Humpty's Charity Challenge	St. Paul & District 4-H Council
Black Diamond ATB BBQ	Imperial Oil Resources Safety Observation Program	Standard Dinner Dance & Auction
Blackfoot Motor Sports	J & L Supply Co. Ltd. Golf Tournament	STARS/Lions Golf Classic Athabasca
Blackland Ranch Horse Show	Just Quilters	Stavely Local Initiatives Cowboy Poetry Willow Creek Gathering
Bogner's Farm & Greenhouses Perennial Sale	Kellsey Cattle Buying Auction	Sturgeon District 4-H Show & Sale
Bragg Creek Steak Pit Dinner	Kinsmen Club of High River	Summer's Last Splash Charity Car Show
Calgary Police Rodeo	Kyle Calder Celebrity Golf Challenge	Sundre Renegades Ball Team Golf Tournament
Calgary Polo Club Dinner	Lacombe County 4-H Beef Council Sale	Sundre Renegades Rubber Boot Tournament
Calgary Snowmobile Club Rally	Lakeside Greens Golf & Country Club Golf-a-thon	Sutton Group Polar Bear Dip
Camrose Dine & Dance	Leduc Happy Homesteaders Square Dance Club	Sutton Real Estate Invitational Golf Tournament
Camrose Farm Equipment Auction	Lethbridge IGA Sunshine Carnival	Taber Charity Auction
Camrose R.C.M.P. Curling Bonspiel	Let's Rock for STARS	Taber Oilmen's Association Oyster Feed
Canadian Bull Congress Art Auction	Managers Association of Alberta Seed Cleaning Plant Auction	Taber-Vauxhall RCMP Golf Tournament
Capital City Hot Rod Association	Martin Rhea, Sprint Corporate Events	Talisman Energy Inc.
Carrot Creek Community Cowboy Way Fundraiser	Mayerthorpe & District Agricultural Society Auction	Team Cattle Penning Association of Alberta
Carstairs & District 4-H Show and Sale	Millarville Ride for STARS	Telus Chilli Challenge Vegreville
Carstairs & District Gun Club Shoot For The STARS	Mix 96 Helping "Grand"	Three Hills Oilmen's Memorial Tournament
Central AB Oilmen's Golf Tournament	Montgomery Ladies Club	Torske Klubben of Edmonton
Central Alberta Oilfield Golf Classic	Mundare Fire Department Firefighters Pasta Supper	Trans Canada Credit Corp, Alberta Yes Plan Texas Scramble
Chevron Canada Resources Hockey Tournament	Newbrook 4-H Beef Builders Club	Two Eyed Jack Fall Classic
Chevron Texaco Memorial Golf Tournament	Nu-Gro Corporation BBQ	Two Hills & District Agricultural Society Dinner
Chinook Lanes Charity Bowl-A-Thon, Pincher Creek	Order of the Royal Purple #329 Bingo	University of Alberta Agricultural Club's Bar None Dance
Cody Synders Bull Bustin'	Paintearth Mine Hockey Tournament	Vauxhall Ethnic Dinner
Cooke's Circle C Miniature Donkey Auction	Pars for STARS Tournament	Vermilion 4-H Steer for STARS
CUIS & Co-operative Trust Alberta Golf Classic	Pebble Beach Cattlemen Golf Tournament	Vermilion Goodwill Shop
Didsbury Golf Club Longest Day of Golf	Petroleum Services Association of Canada Starlight Starbright Gala	Vulcan 4-H Steer Club Auction
EAPUOC Annual Safety Seminar	Ponoka & District 4-H Beef Club	Warburg Friends of STARS Dine & Dance
Edmonton Fifty 567 Club Car Rally	Ponoka Benevolent & Protective Order of Elks #561 Bingo	Water Work Ponds Ltd. Parade of Ponds
Edmonton R.C.M.P.	Radway Dinner Auction	Waterton Park Community STARS Dance
Edson Orcas Swim Club Swimathon	Red Deer RCMP Ladies Night Out	Wellco Energy Services Ltd. Golf Tournament
Elfun Western Canada GE Capital Freight Employees Carnival	Red Willow Historical Club	Westbrook 4-H Multi Club Cowboy Poetry Night
Elk Point 4-H Multi Club Beef Sale	Riders of the Storm Motorcycle Club	Westerner Park Spring Craft Show
Elk Point Emergency Services Golf Tournament		Westlock Community Thrift Shop
EMCO Distribution Group Ltd. Golf Tournament		Westlock Country Jamboree
Enmax/IBEW Stampede Parking Lot		Westlock Garden Market IGA Sunshine Carnival
		Westlock Lions Club Golf Tournament
		Westway Farms Ltd. Auction
		Winfield Cowboy Poetry Gathering
		Wolff Auction Services Sale Lists
		Women of the Moose #328 Dinner

STARS recognizes the integral role individuals, communities, organizations, businesses and corporations play in assisting operational initiatives and capital projects undertaken in support of the Shock Trauma Air Rescue Society.

Following is a list of donors who have made a gift of \$250 or more in the period January 1, 2002 to

**Patrons
(\$1,000,000 +)**

Lions International
Petroleum Services
Association of Canada
Royal Canadian Legion

**Chairmans Circle
(\$250,000 +)**

Alliance Pipeline Ltd.
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Community Service Fund (ECSF)
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Dine & Dance
Edmonton Gala
EnCana Corporation
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Golf-a-Thon
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Connections

**Partners
(\$100,000 +)**

Alberta Treasury Branches
ATB STARS Invitational
Golf Tournament
Apache Canada Ltd.
Bank of Montreal
BP Canada Energy Company
Burlington Resources Canada
ConocoPhillips Canada
Mrs. Eleanor Cross

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Millarville Ride for STARS
Municipal District of Rocky View No. 44
Order of the Royal Purple
Mr. & Mrs. Robert D. Patterson
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Petro-Canada
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Printworks Ltd.
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Royal Canadian Legion #105
Rumsey Trail Ride
Schlumberger of Canada
Mr. and Mrs. Robert C. Schrader
Spray Lake Sawmills (1980) Ltd.
Taber Dinner Dance
United Way of Calgary and Area
United Way of the
Alberta Capital Region

**Major Benefactors
(\$50,000 +)**

Agrium Inc.
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BJ Services Company Canada
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December 31, 2002. Contributions made in this period have been added to past gifts of each donor, placing them in the appropriate cumulative category for the time period 1985 to 2002.

We would also like to recognize the more than 2,339 gifts received by STARS from donors who prefer to remain anonymous.

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**Benefactors
(\$25,000 +)**

7-Eleven Canada
Acklands Grainger Inc.
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**Builders
(\$10,000 +)**

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Airdrie Lioness Club
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Three Hills Health Care Centre
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(\$5,000 +)**

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We make every effort to ensure that our donors and their valued gifts are properly recognized. At STARS, we adhere to current privacy legislation and fair information practices. If we have made an error with your information on any of these pages, or if you prefer not to be listed in future, please contact the STARS Foundation at 403-295-1811.

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Management Discussion and Analysis

Summary

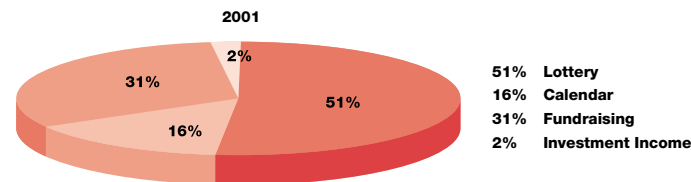
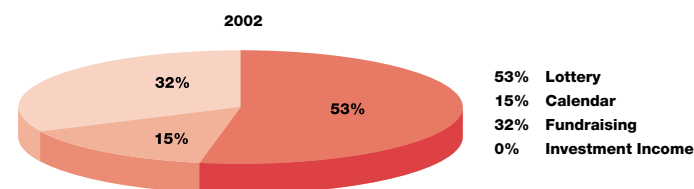
Expansion of our education, communication and fundraising efforts in combination with a decrease in the number of missions during the year had an impact on the overall financial results. STARS combined net income for the year ended December 31, 2002 was \$1.9 million as compared with \$2.6 million for the same period in 2001. The decrease in net income from 2001 can be attributed to an increase in the deficiency of income over expenditures from operations of \$580,000 and a decrease of \$123,000 in the excess of income over expenditures from fundraising. The increase in the operating deficiency was a result of lower revenues from Alberta Health, increased operating expenses and higher depreciation expenses. The decrease in net fundraising income was a result of lower investment income and higher administrative expenses offset by higher net proceeds from fundraising activities.

In June 2002, STARS took an active role in the G8 Summit held in Kananaskis, Alberta. STARS provided one of our helicopters and aviation crew together with medical personnel. All costs associated with our participation were reimbursed by the Government of Canada. Our participation in this international event brought tremendous value to STARS with enhanced emergency preparedness and education.

Revenues

Fundraising

Total fundraising income was \$17.2 million during 2002, a 2% increase over the \$16.9 million for 2001. Revenues are derived from our annual lottery, calendar and fundraising campaigns together with donations and investment income.



During 2002, higher fundraising revenue and lottery proceeds were offset by lower calendar sales and investment income. Investment income was impacted by lower interest rates and a realized investment loss on the rebalancing of the investment portfolio.

STARS is very fortunate to have other organizations sponsor special events in support of our mission. Total revenue from these sponsored events was \$1.5 million for 2002 as compared with \$1.3 million during 2001.

Unsolicited donations in 2002, including in memorium and planned giving, were \$1.9 million as compared to \$1.7 million for 2001. In 2002, total fundraising revenues were \$5.4 million, of which 38% were internally generated primarily through a direct mail campaign, casinos and bingos. Total fundraising revenues in 2001 were \$5.2 million.

Operations

Operating revenues are substantially derived from a contract with Alberta Health and Wellness. The contract revenues, \$2.4 million in 2002, are a partial recovery of the costs for STARS to provide a crewed helicopter and an air medical crew for each of the Calgary and Edmonton bases. The total number of missions during 2002 decreased from 2001 levels. In 2002, the Calgary base responded to 500 missions and the Edmonton base responded to 615 missions as compared to 494 and 749 missions respectively in 2001. Total flight hours in 2002 were 1,509 as compared with 1,741 flight hours in 2001. Fewer missions and flight hours resulted in a decrease in revenues of approximately \$250,000.

Other revenues include cost recoveries for the HPS and Emergency Link Centre. In addition to \$55,000 of cost recoveries in 2002, STARS received \$129,000 in federal grants for our Night Vision Goggle ("NVG") program. Other revenues in 2002 were comparable to 2001.

Operational Expenditures

Aviation

Overall aviation costs were lower in 2002 than 2001 as a result of lower maintenance costs for the helicopters. These lower costs were partially offset by higher wages and insurance costs. During 2002, the fourth helicopter became operational and was available for response during the G8 Summit.

Medical Service

Medical service expenses include costs associated with air medical operations, the Human Patient Simulator ("HPS") and Outreach program, and the Emergency Link Centre ("ELC"). The 7% increase in total medical service expenses are attributable to expansion of the HPS/Outreach program and increases in the ELC due to the burden of meeting the provincial working alone legislation which saw an increase in staff levels. Rising communication costs also contributed to the overall increase in operating the ELC. During the year, the ELC answered 5,409 calls and had a daily average site registration volume of 616. This represents a 7% increase in calls and a 48% increase in daily average site registrations over 2001 activities. The HPS/ Outreach program worked with 33 communities and provided 77 days of training during 2002. The overall cost for air medical operations remained flat as compared with 2001.

Administration

Administrative costs in 2002 were \$1.6 million as compared to \$1.4 million in 2001. Expenses increased 14% due to additional professional and consulting fees, increased cost for computer services and increased wages.

Depreciation and Amortization

Total depreciation and amortization expense for 2002 was \$1.1 million as compared with \$968,000 in 2001. The largest portion of this non cash expense is related to the depreciation of the helicopters.

Goods & Services Tax

STARS has a Goods & Services Tax ("GST") expense because STARS Society and STARS Foundation only receive an input tax credit of 50% of GST paid. Total GST expense for 2002 was \$194,000, flat with GST expense for 2001.

Fundraising Expenditures

Fundraising Programs

Expenses directly related to fundraising activities were \$6.5 million during 2002 as compared to \$6.4 million in 2001. Directly related costs include expenses associated with the lottery, calendar and fundraising. Costs directly related to fundraising as a percentage of total fundraising revenues were 38% in 2002, the same as in 2001.

Chain of Survival

During 2002, grants of \$482,000 were issued to 82 partners in the Chain of Survival. Expenses together with funding for a third party Chain of Survival conference were \$41,000. Grants and expenses in 2001 were \$493,000. The funds for this program are provided from the net proceeds from the Lottery.

Administration

The largest component of fundraising administrative expenses is the cost of maintaining a fund development staff. The 17% increase in expenses from 2001 to 2002 is associated with the addition of staff members and a foreign exchange loss. Fundraising administrative expenses in 2002 as a percentage of gross revenues were 7% and as a percentage of net revenues were 12%. Comparative figures for 2001 were 6% and 10% respectively.

Investments

During 2002, STARS increased its long term investment principal by \$1.5 million for a total investment book value of \$10.4 million. Unfortunately, STARS not unlike the majority of investors had unrealized losses at year end. At December 31, 2002, the market value of the portfolio was \$9.9 million, resulting in an unrealized loss of \$460,000. The investment portfolio is diversified with 83% in diversified managed funds and 17% in money market accounts. STARS continues to hold a long term investment strategy and believes that over time we will realize on our investments.

Capital Assets

Total book value of capital assets at December 31, 2002 was \$18.2 million. The majority of the balance is related to the four helicopters STARS owns. Capital additions for the year were \$1.4 million with \$789,000 spent on enhancements to the helicopters, \$244,000 spent on medical and training equipment and the balance spent on enhancements to office related equipment, leaseholds and computers.

STARS Nova Scotia

In February 2001, STARS transferred the management of the Nova Scotia air medical transport program to the Nova Scotia Department of Emergency Health Services. Medical equipment with a book value of \$22,000 as of December 31, 2000, used in the program, was donated to Nova Scotia EHS.

Liquidity and Capital Resources

Working capital at December 31, 2002 was \$494,000. Cash flow from operations (before working capital adjustments) during 2002 was \$3.0 million as compared to \$3.6 million in 2001. During the year, STARS repaid \$800,000 of the loan on the fourth helicopter. There are two remaining payments of

\$800,000 in each of 2003 and 2004. Final proceeds on the Seconds Count Capital Campaign of \$149,000 were received during 2002.

Outlook

Revenues from fundraising activities are expected to continue to be successful, with an expansion of the lottery planned for 2003. STARS is currently negotiating a new partnership with Alberta Health and Wellness and expects to continue to receive a portion of its funding from the Government of Alberta.

Expenses, excluding direct fundraising costs, are projected to increase by \$1.4 million during 2003. The areas of increase are anticipated to be wages, expanded training and education, insurance costs, computer supplies and services, and expansion of services for the HPS/Outreach program and the ELC.

Statement of Governance Practices

The STARS Boards of Directors and management seek to attain high standards of organizational governance as required and appropriate in the voluntary, non-profit sector and believe that STARS has adopted "best practices" in developing its approach to governance.

STARS is committed to the ongoing evaluation and practice of best practices in governance, adhering to the guiding principle that the objective of good governance is to promote a healthy, productive and effective organization.

Effective governance requires processes and structures that contribute to the sound direction and management of the organization's business, in ensuring appropriate stewardship and trusteeship of the

organization's vision and mission. In the non-profit sector, this translates into appropriate guidance and protection of the benefits and services provided to the community and of the commitments, whether it be volunteer time, expertise, or financial resources made to the organization.

The STARS Boards of Directors recognize their governance responsibility to the community, being entrusted with the specific vision, mission and goals, and funds provided by the government, corporations and the general public. The Boards of Directors are ultimately responsible for the direction and stewardship of the organizations. Also, the Boards are ultimately responsible for ensuring organizational conduct in an ethical and legal manner via an appropriate system of organizational governance.

Charitable Status and Organizational Structure

The Alberta Shock Trauma Air Rescue Society ("STARS Society"), the Alberta Shock Trauma Air Rescue Service Foundation ("STARS Foundation") and the Shock Trauma Air Rescue Society (Canada) ("STARS Canada") are non-profit and registered charitable organizations ("Organizations"), under the Income Tax Act (Canada). STARS Foundation is also designated as a public foundation. STARS Aviation Canada Inc. ("STARS Aviation") is a wholly owned subsidiary of STARS Society and is a taxable Canadian Corporation and which retains ownership of helicopters and operating licenses to meet Transport Canada requirements. Collectively, this group of organizations is known in the community as STARS. As non-profit entities, STARS Society, STARS Foundation and STARS Canada have no shareholders and are governed by volunteer boards of directors. STARS Aviation is governed by shareholder resolutions of STARS Society.

Boards of Directors – Volunteer Governance

STARS is governed by volunteer Boards of Directors. The Members of the Boards do not receive any remuneration, consideration, or fees for undertaking the responsibilities and risks, as well as the significant time commitment involved in being a director.

The Governance and Nominating Committee was established in December 2000 and assumed the function of the Nominating Committee, previously held by an Executive Committee. In 2001, the STARS Society and STARS Foundation Boards of Directors carried out a governance review to ensure and benchmark against governance best practices. In June 2002, STARS Guidelines for Governance were approved, and in March 2003, revised Guidelines for Governance, Terms of Reference for Standing Committees and Terms of Reference for the formation of Ad Hoc Committees were approved by the Board of Directors of the STARS Society and of the STARS Foundation. In addition, the Boards have established an annual review of the effectiveness of the Boards' governance processes and have recently carried out the second annual process.

Mandate of the Boards of Directors

The fundamental responsibility of the Boards of Directors is to oversee the management of the organization, with a view to maximizing benefit to the community in carrying out the Vision, Mission and Strategic Objectives and ensuring organizational conduct in an ethical and legal manner via an appropriate system of organizational governance.

The Boards' responsibility includes appointment of the Chief Executive Officer and other officers, approval of senior management compensation, and monitoring of the performance of the Chief Executive Officer. The Boards have established administrative procedures which prescribe the rules governing the approval of transactions carried out in the course of the Organizations' operations, the delegation of authority and the signing or execution of documents on behalf of the Organizations.

In performing its responsibilities, provisions exist for the Boards, a Committee of the Boards or an individual director, as required, to engage an outside advisor at the expense of the Organization. From time to time, the Organizations may use professional services from an organization to which a Director may be affiliated, recognizing the expertise the organization brings to STARS.

Board Responsibilities

Strategic Planning

STARS Boards of Directors have the responsibility for setting and monitoring overall strategic direction with management. In assuming this responsibility, the Boards of Directors undertake an annual strategic planning session with the senior management team to review and approve direction of the Organizations. Senior management regularly prepares reports that are reviewed and discussed by the Boards. Strategic plans are approved by the Boards prior to implementation. Key objectives of the strategy are incorporated into the annual review and resulting budget approval.

Health and Safety

STARS is committed to the health and safety of STARS personnel and volunteers and will address appropriate remedial and preventative actions as required.

Communications

STARS is committed to appropriate communications with its stakeholders, including supporters, general public, personnel, volunteers, and partners, which includes government. Key communications issues are reported to the Boards of Directors. STARS issues a regular newsletter and ongoing and annual activities are relayed through the STARS Annual Report, which functions both as a financial and a public relations communication vehicle. The activities of STARS Society, STARS Foundation, and STARS Aviation are relayed through the STARS Annual Report publication.

Risk and Risk Management

The Boards work with management to ensure that a system is in place to identify the principal risks to the Organizations and that the appropriate, practical procedures are in place to monitor and mitigate the risks.

Succession Planning

The Board ensures that a process is established that adequately provides for succession planning, both within the board itself and for executive personnel.

Composition of the Board of Directors

The Board of STARS Society had 18 Directors as of December 31, 2002 and the Board of the STARS Foundation had 15 Directors. As of December 31, 2002, there was an overlap of 7 Society voting members and one Society associate member on the STARS Foundation Board.

Thus, twenty-five volunteer Directors are unrelated to the Organizations and are independent of management. The Chief Executive Officer is a Director and member of senior management, carries out the responsibilities as a Director in a voluntary capacity and is an ex-officio member of the Boards' Standing Committees.

STARS Aviation has a sole Director and is governed by the Sole Shareholder, the STARS Society, through shareholder resolutions of the STARS Society Board of Directors.

A Board of three volunteer Directors governs STARS Canada, two Directors being independent and non-related and one Director being the Chief Executive Officer and related. STARS Canada is not operationally active at this time.

The Directors hold a variety of skills, experiences and perspectives useful and appropriate to the Boards in carrying out their various functions. As previously noted, Directors of the Organizations are volunteer Directors and do not receive any remuneration, consideration or fees for undertaking the responsibilities and risks, as well as the significant time commitment involved in being a Director.

Board Committees

The volunteer Boards of Directors for the STARS Society and the STARS Foundation have several combined Standing Committees that assist the Boards in fulfilling their mandate.

The Board annually reviews and appoints members to the combined Standing Committees with mandates as outlined in the Board approved Terms of Reference for the Committees. The Terms of Reference outline committee mandate, composition, responsibilities and administrative duties. All committees make recommendations to the respective Boards for approval and do not act independently unless specifically delegated to do so by the Board(s) of Directors.

Five Standing Committees assist the Boards in their stewardship role: the Governance and Nominating Committee, the Finance and Audit Committee, the Investment Committee, the Human Resources and Compensation Committee, and the Safety and Operational Risk Management Committee. The Investment Committee was previously constituted as a sub-committee of the Finance and Audit Committee and in December 2002, was constituted as an independent Standing Committee with amended Terms of Reference. The majority of members of all Standing Committees are non-management directors and unrelated. The Investment Committee currently has two external, non-related, non-Director members. The Chief Executive Officer is ex-officio to the Standing Committees and Ad hoc Committees are constituted at the request of the Chief Executive Officer. The Committees and the STARS management team undertake a continual process of assessing the various risks involved in the mission of the Organizations and report any material risk, actual or potential, to the Boards of Directors.

Governance and Nominating Committee

The Governance and Nominating Committee monitors and manages Board governance practices, with the aim of ensuring implementation of "best practices", and is responsible for proposing all nominees to the Boards and the Committees, the monitoring of Board effectiveness and performance as a whole according to the goals and objectives of the organization, and overseeing orientation of new board members and ongoing education of incumbent members.

Finance and Audit Committee

The Finance and Audit Committee monitors the financial accountability, risk and integrity of the Organizations, ensuring that appropriate internal control systems are in place and carried through by management. The Committee reviews the annual audit and reviews quarterly statements and provides recommendations to the Board on a quarterly basis, and as needed. The Committee reviews the terms of engagement, including fees, of the external auditors and appoints the auditors on an annual basis. The Committee can meet independently of management and of the external auditors.

Investment Committee

The Investment Committee is responsible for the monitoring of investment returns, reviewing the investment strategies of the Board and making recommendations to the Board on investment policy and overall strategy.

Human Resources and Compensation Committee

The Human Resources and Compensation Committee is responsible for the monitoring of compensation and human resource policies and procedures, for developing and monitoring a succession plan for the Chief Executive Officer of the Organizations, for the annual performance review and compensation recommendations for the Chief Executive Officer, and for annual review of senior management compensation.

Executive Compensation

The Human Resources and Compensation Committee annually reviews remuneration of all personnel, including the Chief Executive Officer. The amount of remuneration is independently determined by the Human Resources and Compensation Committee, utilizing market assessments and various industry and professional benchmarks, including charitable and non-profit organizations, to determine appropriate compensation levels, and is subsequently approved by the Board of Directors.

The Chief Executive Officer is a member of the STARS Society, the STARS Foundation, STARS Canada and STARS Aviation Boards of Directors and is an ex-officio member of the Finance and Audit, Investment, Human Resources and Compensation, Safety and Operational Risk Management and Governance and Nominating Committees and does not receive any compensation for acting in these capacities.

Safety and Operational Risk Management Committee

The Safety and Operational Risk Management Committee assists the Boards in carrying out its responsibilities by monitoring and discussing principal risks identified by management and faced by the Organizations.

Ad hoc Committees

Ad hoc Committees, with a specific mandate and time parameter, may be formed at the request of the Chief Executive Officer. Currently, there is an Ad hoc Aviation Resources Committee, Facilities Committee and Capital Campaign Steering Committee.

Auditors' Report

To the Directors of

*Alberta Shock Trauma Air Rescue Service Foundation,
Alberta Shock Trauma Air Rescue Society,
Shock Trauma Air Rescue Society (Canada) and
STARS Aviation Canada Inc., known collectively as
STARS (the Organization)*

We have audited the combined balance sheet of STARS as at December 31, 2002 and the combined statements of operations and fundraising, changes in fund balances and cash flows for the year then ended. These combined financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these combined financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the combined financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the combined financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall combined financial statement presentation.

In our opinion, these combined financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

The financial statements as at December 31, 2001 and for the year then ended were audited by other auditors' who expressed an unqualified opinion on these statements in their report dated April 17, 2002.

Calgary, Alberta
March 28, 2003

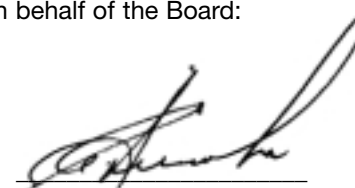
Grant Thornton LLP
Chartered Accountants

Combined Balance Sheet (thousands of dollars)

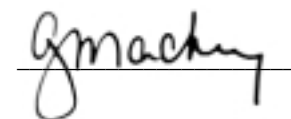
December 31	2002	2001
Assets		
Current		
Cash and cash equivalents (Note 9)	\$127	\$723
Receivables	539	623
GST receivable	151	174
Deferred expenses (Note 3)	515	361
Prepays	146	207
Helicopter parts and stores inventory	575	425
	<u>2,053</u>	<u>2,513</u>
Investments (Note 4)	10,386	8,874
Capital assets (Note 5)	13,124	12,894
	<u>\$25,563</u>	<u>\$24,281</u>
Liabilities and Fund Balances		
Current		
Payables	\$628	\$539
Deferred revenue (Note 3)	131	162
Current portion of long-term debt (Note 6)	800	800
	<u>1,559</u>	<u>1,501</u>
Long-term debt (Note 6)	800	1,600
Fund balances		
Operating Fund	1,921	1,921
Legacy Fund	4,083	3,434
Helicopter and Equipment Replacement Fund	5,641	5,273
Endowment Fund	20	20
Chain of Survival Fund	15	38
Investment in capital assets	11,524	10,494
	<u>23,204</u>	<u>21,180</u>
	<u>\$25,563</u>	<u>\$24,281</u>

Commitments and contingencies (Notes 7 and 12)

On behalf of the Board:



Art Hironaka, FCA
Director
Alberta Shock Trauma Air Rescue Service Foundation



Geoff Mackey
Director
Alberta Shock Trauma Air Rescue Society

Combined Statements of Operations and Fundraising (thousands of dollars)

Year Ended December 31

	2002	2001
OPERATIONS		
Operating income		
Alberta Health	\$2,381	\$2,630
Other revenue	184	166
	<u>2,565</u>	<u>2,796</u>
Operating expenditures		
Aviation	3,610	3,790
Medical service	3,043	2,844
Administration	1,568	1,394
Amortization	1,136	968
Goods and services tax	154	166
	<u>9,511</u>	<u>9,162</u>
Deficiency of income over expenditures from operations	<u>\$(6,946)</u>	<u>\$(6,366)</u>
FUNDRAISING		
Fundraising income		
Fundraising	\$5,435	\$5,160
Lottery	9,088	8,650
Calendar	2,623	2,750
	<u>17,146</u>	<u>16,560</u>
Interest and investment income	27	339
	<u>17,173</u>	<u>16,899</u>
Fundraising expenditures		
Administration	1,244	1,061
Fundraising	1,595	1,351
Lottery	3,704	3,478
Calendar	1,237	1,535
	<u>7,780</u>	<u>7,425</u>
Other fundraising expenditures		
Amortization	10	10
Goods and services tax	39	27
Chain of Survival funding	523	493
	<u>572</u>	<u>530</u>
Excess of income over expenditures from fundraising	8,821	8,944
Combined excess of income over expenditures	<u>\$1,875</u>	<u>\$2,578</u>

Combined Statements of Changes in Fund Balances (thousands of dollars)

Year Ended December 31

	Operating Fund	Legacy Fund	Helicopter & Equipment Replacement Fund	Seconds Count Capital Campaign Fund	Endowment Fund	Chain of Survival Fund	Investment in Capital Assets	Total 2002
2002								
Balance, beginning of year	\$1,921	\$3,434	\$5,273	\$—	\$20	\$38	\$10,494	\$21,180
Combined excess of income over expenditures	3,544	—	—	—	—	(523)	(1,146)	1,875
Capital campaign contributions	—	—	—	149	—	—	—	149
Interfund transfers	(3,544)	649	2,544	(149)	—	500	—	—
Purchase of capital assets net of long-term debt	—	—	(1,376)	—	—	—	1,376	—
Repayment of debt	—	—	(800)	—	—	—	800	—
Balance, end of Year	<u>\$1,921</u>	<u>\$4,083</u>	<u>\$5,641</u>	<u>\$—</u>	<u>\$20</u>	<u>\$15</u>	<u>\$11,524</u>	<u>\$23,204</u>
2001								
Balance, beginning of year	\$1,921	\$2,241	\$5,446	\$—	\$20	\$31	\$8,250	\$17,909
Combined excess of income over expenditures	4,032	—	—	—	—	(493)	(961)	2,578
Capital campaign contributions	—	—	—	693	—	—	—	693
Interfund transfers	(4,032)	1,193	3,184	(693)	—	500	(152)	—
Purchase of capital assets net of long-term debt	—	—	(2,607)	—	—	—	2,607	—
Repayment of debt	—	—	(750)	—	—	—	750	—
Balance, end of year	<u>\$1,921</u>	<u>\$3,434</u>	<u>\$5,273</u>	<u>\$—</u>	<u>\$20</u>	<u>\$38</u>	<u>\$10,494</u>	<u>\$21,180</u>

Combined Statement of Cash Flows (thousands of dollars)

Year Ended December 31	2002	2001
Increase (decrease) in cash and cash equivalents		
Operations		
Combined excess of income over expenditures	\$1,875	\$2,578
Items not requiring cash outlay:		
Amortization	1,146	978
Donation of capital assets in Nova Scotia (Note 8)	—	22
Changes in non-cash operating working capital (Note 9)	(78)	(511)
	<u>2,943</u>	<u>3,067</u>
Financing		
Capital campaign, net	149	693
Increase in long-term debt	—	2,400
Repayment of long-term debt	(800)	(750)
	<u>(651)</u>	<u>2,343</u>
Investing		
Increase in investments, net	(1,512)	(254)
Purchase of capital assets	(1,376)	(5,007)
Changes in non-cash investing working capital	—	(172)
	<u>(2,888)</u>	<u>(5,433)</u>
Net decrease in cash and cash equivalents	(596)	(23)
Cash and cash equivalents,		
Beginning of year	723	746
End of year	<u>\$127</u>	<u>\$723</u>

Notes to the Combined Financial Statements (thousands of dollars)

December 31, 2002

1. General

These combined financial statements represent the combined operations of the Alberta Shock Trauma Air Rescue Service Foundation (the "Foundation"), the Alberta Shock Trauma Air Rescue Society (the "Society"), STARS Aviation Canada Inc. ("Aviation") and Shock Trauma Air Rescue Society (Canada) ("STARS (Canada)"), collectively referred to as "STARS", for the year ended December 31, 2002. Separate Boards of Directors, some Directors being common to more than one Board, control the operations of these entities. Transactions and balances between the entities have been eliminated.

The Society, Foundation and STARS (Canada) are non-taxable registered charities pursuant to Section 149 of the Income Tax Act (Canada). Aviation is a taxable corporation incorporated under the Canada Business Corporations Act.

1. General (continued)

The Society provides highly specialized emergency aeromedical transport to critically ill and injured patients in Alberta and southeastern British Columbia. Fundraising activities in Alberta are conducted through the Foundation. Medical and helicopter revenues for the Society and Aviation relating to the flying time on missions are received from Alberta Health and Wellness at a government-approved rate. The Society is dependent upon contributions from the Foundation and revenues derived from Alberta Health and Wellness to continue its operations.

Description of funds:

The Operating Fund is an unrestricted fund, which accounts for revenues and expenditures related to program delivery and administrative activities.

The Legacy Fund is an internally restricted fund that was created for the purpose of providing funds for future training, education and operations of STARS.

The Helicopter and Equipment Replacement Fund is an internally restricted fund created to provide reserve funding to replace helicopters and equipment.

The Seconds Count Capital Campaign Fund is an externally restricted fund, which reports the contributions from the Seconds Count Capital Campaign, and the repayment of the long-term debt incurred to purchase the helicopters.

The Endowment Fund is an externally restricted fund where the principal assets are to be maintained for a minimum of ten years or to the wishes of the donor. There is no restriction on the earnings from the principal assets provided the revenue is expended in accordance with the objectives of STARS.

The Chain of Survival Fund is an internally restricted fund created for the purpose of providing funding to not-for-profit partners within the Chain of Survival.

The equity in capital assets is the net book value of capital assets less associated debt.

2. Summary of significant accounting policies

STARS follows the restricted fund method of accounting for contributions.

a) Revenue recognition

STARS recognizes unrestricted donations when the amounts to be received can be reasonably estimated and ultimate collection is reasonably assured.

Fundraising events for which income has been received and costs incurred prior to the event's completion date have been recorded as deferred revenue and expenses.

Restricted contributions from the Capital Campaign are recognized as revenue in the capital fund in the period received.

2. Summary of significant accounting policies (continued)

b) Fund transfers

Annually, the STARS Foundation Board of Directors approves a portion of net funds from the lottery be designated to the Chain of Survival Fund. Annual operating surpluses, if any, are allocated as follows:

The first \$500 of combined excess of revenue over expenditures is to be allocated to the Helicopter and Equipment Replacement Fund. The second \$500 of combined excess of revenue over expenditures is to be allocated to the Legacy Fund. Any amounts in excess of this amount are allocated to the Helicopter and Equipment Replacement Fund.

Contributions from the Seconds Count Capital Campaign in excess of \$6,000, over the life of the campaign, are allocated to the Legacy Fund.

c) Investments

Investments are recorded at cost. Donated securities, if any, are recorded at market value on the date of donations. Investments are recorded to reflect declines in value, which are other than temporary. Gains and losses on the sale of investments are credited or charged to fundraising.

d) Capital assets

STARS provides for amortization over the estimated useful life of its assets on a straight-line basis to the estimated salvage or residual value as follows:

Helicopters	20 years
Other equipment	2 to 5 years
Licenses	5 years

e) Donations in kind and donated services and materials

Donations in kind are recorded at fair market value only when fair market value can be reasonably estimated and when the donated materials or services would normally otherwise be purchased and paid for by STARS. Volunteers contribute substantial donated time and services throughout the year to assist STARS in carrying out its service delivery activities. Because of the difficulty of determining fair market value of these donated services, they are not recorded in these financial statements.

f) Financial instruments

Financial instruments consist of cash and cash equivalents, receivables, GST receivable, investments, payables and long-term debt. The fair value of these financial instruments approximate their carrying values, unless otherwise noted. The Organization is exposed to fluctuations in Canada/U.S. exchange rates. The Organization, when appropriate, may utilize financial instruments to manage its exposure to this risk.

g) Use of estimates

The preparation of the financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from and affect the results reported in these financial statements.

h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks net of overdrafts, and short-term deposits with original maturities of three months or less. Bank borrowings are considered to be financing activities.

3. Deferred revenue and expenses

	2002	2001
Deferred lottery expenses	\$496	\$342
Deferred PSAC expenses	19	19
	515	361
Deferred PSAC revenue	(131)	(162)
	\$384	\$199

4. Investments

	2002	2001
Investments are recorded at cost and are comprised as follows:		
Equity, bond and money market funds	\$10,386	\$8,874

The majority of investments are professionally managed under pooled portfolio management service agreements. The long-term investment strategy is to establish a mixture of debt and equity income bearing investments, with the primary objective of capital preservation and earning investment income. The investments are recorded at cost, which approximates market value. Market value at December 31, 2002 was \$9,926 (2001 - \$8,932).

5. Capital assets

	Cost	Accumulated Amortization	2002 Net Book Value
Helicopters	\$13,337	\$2,273	\$11,064
Medical equipment	564	488	76
Office equipment	966	572	394
Aircraft equipment	453	186	267
Computer equipment and software	1,010	764	246
Leasehold improvements	572	420	152
Human patient simulator	671	277	394
HPS – mobile unit	193	131	62
Deposit on AB 139	469	—	469
	\$18,235	\$5,111	\$13,124

	Cost	Accumulated Amortization	2001 Net Book Value
Helicopters	\$12,604	\$1,801	\$10,803
Medical equipment	481	440	41
Office equipment	841	423	418
Aircraft equipment	397	125	272
Computer equipment and software	869	542	327
Leasehold improvements	501	376	125
Human patient simulator	510	164	346
HPS – mobile unit	187	94	93
Deposit on AB 139	469	—	469
	\$16,859	\$3,965	\$12,894

In 2001, STARS paid \$469 on two fully refundable options in the production queue with Agusta Bell on two AB 139 helicopters. A deposit at this time allows the STARS Board and management to strategically and comprehensively review the value of this aircraft in STARS' operation. A second deposit on the AB 139's of \$700 US is due three months after notification by Agusta Bell of the first flight. A third deposit of \$500 US is due 15 months prior to delivery of the first helicopter. A fourth deposit of \$500 US is due six months prior to delivery of the first helicopter. The total contract value is \$12,100 US. This agreement may be terminated by either party before the third deposit or fifteen months prior to the projected delivery date.

6. Long-term debt

	2002	2001
Relating to 2001 purchase of fourth helicopter:		
Fixed rate term loan agreement, secured by a first ranking security in all personal property, with interest paid monthly. Principal repayment is due on maturity of each agreement from operating funds. Maturity dates and fixed term interest rates are:		
June 1, 2002 - 5.57%	\$—	\$800
June 1, 2003 - 5.57%	800	800
June 1, 2004 - 5.57%	800	800
	1,600	2,400
Less current portion	(800)	(800)
	\$800	\$1,600

In 2002, Aviation expenditures included interest paid of \$109 (2001 - \$70) relating to long-term debt.

STARS has a line of credit of up to \$100 due on demand and bearing interest at prime plus 1%. As at December 31, 2002, STARS has drawn \$55 (2001 - \$Nil) upon its line of credit.

7. Lease obligations and commitments

STARS has obligations for future annual office lease payments as follows:

2003	\$411
2004	20
2005	2

8. STARS Nova Scotia

STARS (Canada) operated as STARS Nova Scotia in Nova Scotia and was under a Program Management Services Agreement with Emergency Health Services Nova Scotia ("EHSNS"). Under the Agreement, STARS (Canada) provided management for the air medical program and monitored the aviation services for EHSNS.

STARS (Canada) and EHSNS mutually agreed that management of the Nova Scotia Air Medical Transport Program would be assumed by EHSNS. The management of the Air Medical Transport Program was transferred to EHSNS in February of 2001. Medical equipment with a book value of \$22 as of December 31, 2000, used in the program, was donated to EHSNS. The major donor of the STARS Nova Scotia program directed the remaining net cash assets of \$168 to the Human Patient Simulator Program in Alberta.

9. Supplemental cash flow information

	2002	2001
Change in non-cash operating working capital:		
Receivables	\$84	\$(28)
GST receivable	23	(163)
Deferred expenses	(154)	99
Prepays	61	(100)
Inventories	(150)	(82)
Payables and accruals	89	(243)
Deferred revenues	(31)	6
	\$(78)	\$511
Cash and cash equivalents consist of:		
Cash on hand and balances with banks	\$182	\$723
Operating line of credit	(55)	—
	\$127	\$723

10. Related party transactions

STARS paid professional fees of \$35 (2001 - \$Nil) for services provided by a company whose senior client partner is a director of the Organization.

11. Economic dependence

Approximately 12% (2001 - 13%) of revenues for the year ended December 31, 2002 are derived from an agreement with Alberta Health and Wellness. The agreement expired on January 31, 2003 and the Organization is currently negotiating a new agreement and continues to invoice Alberta Health and Wellness for services rendered.

12. Contingencies

STARS is named, along with other parties, in one claim and one potential claim for which the outcomes are not readily determinable at this time. STARS has been advised by its insurance underwriters that they do not believe that the claim and the potential claim are covered under the policy provisions. STARS has advised its insurance broker and the underwriters that it intends to pursue legal remedies to enforce the coverage under the policies. There is no certainty as to the outcome of any settlement or litigation and no cost estimate has been accrued at this time.

13. Additional information to comply with the disclosure requirement of the Alberta Charitable Fundraising Act

Gross contributions received were \$17,146 (2001 - \$16,560). All expenses incurred for the purposes of soliciting contributions were \$7,780 (2001 - \$7,425). Of these expenditures \$590 (2001 - \$569) were paid as remuneration to employees whose principal duties involve fundraising. Also included in expenditures for soliciting contributions were \$296 (2001 - \$327) paid as remuneration to a third party, including any expenses or fees paid by the charitable organization on behalf of the fundraising business or as reimbursements to the fundraising business.

14. Comparative figures

Certain items in the comparative combined financial statements have been reclassified from statements previously presented to conform to the presentation of the 2002 combined financial statements.



Geoff Mackey
 President & Chief Executive Officer
 Superior Plus Inc.
 Calgary, Alberta
 Chairman, Director, Society



J.D. Hole
 President & Chief Executive Officer
 Lockerbie & Hole Inc.
 Edmonton, Alberta
 Director, Society
 Chairman, Director, Foundation



D. Gregory Powell, MD FRCPC
 Chief Executive Officer, STARS
 Professor, University of Calgary
 Emergency Physician,
 Calgary Health Region
 Calgary, Alberta
 Director, Society
 Director, Foundation



Martin G. Abbott
 Managing Director
 Tom Capital Associates Inc.
 Calgary, Alberta
 Director, Foundation



Robert J. Abernethy, MD FRCPC
 Medical Director
 Rockyview General Hospital/
 Calgary Health Region
 Calgary, Alberta
 Director, Society



Robert Normand
 President & Chief Executive Officer
 ATB Financial
 Edmonton, Alberta
 Director, Society



Robert G. Peters
 President
 Black Diamond Land & Cattle Co.
 Calgary, Alberta
 Director, Foundation



Gerard J. Protti
 Executive Vice-President
 Corporate Relations
 EnCana Corporation
 Calgary, Alberta
 Director, Foundation



Gordon Smillie
 President
 Smillie Farms Ltd.
 Bassano, Alberta
 Director, Society



Joan Donald
 Director
 Parkland Properties Ltd.
 Red Deer, Alberta
 Director, Society
 Director, Foundation



Peter Gant, MD FRCPC
 Emergency Physician
 Foothills Medical Centre/
 Calgary Health Region
 Calgary, Alberta
 Director, Society



Stan G.P. Grad
 President
 Soderglen Ranches Ltd.
 Airdrie, Alberta
 Director, Foundation



Paul Haggis
 Executive Vice-President
 Business Development
 Manulife Financial
 Toronto, Ontario
 Director, Society
 Director, Foundation



Vern Hartwell
 Mayor
 Strathcona County
 Sherwood Park, Alberta
 Director, Foundation



David Topps, MD MB
 CHB MRCGP FCFP CCFP
 Assistant Professor
 Department of Family Medicine
 University of Calgary
 Calgary, Alberta
 Director, Society



Wesley Twiss
 Corporate Director
 Calgary, Alberta
 Director, Foundation



Frances Olson
 Vice-President
 Olson Management Ltd.
 Edmonton, Alberta
 Director, Society
 Director, Foundation



Donna Towers
 Chief Liaison Officer
 Capital Health
 Edmonton, Alberta
 Director, Society



Art Hironaka, FCA
 Chartered Accountant
 Calgary, Alberta
 Director, Foundation



Brian Holroyd, MD FACEP FRCPC
 Chief of Service, Emergency Medicine
 Department of Emergency Medicine
 University of Alberta Hospitals
 Edmonton, Alberta
 Director, Society



W. Michael M. Honey
 Senior Client Manager
 Korn/Ferry International
 Calgary, Alberta
 Director, Society
 Director, Foundation



Larry Konschuk
 Rancher
 Crossfield, Alberta
 Director, Society



Alison Love
 Corporate Secretary
 TransAlta Corporation
 Calgary, Alberta
 Director, Foundation

(1) Finance & Audit Committee:

Committee Chair:
 Art Hironaka
 Members:
 Geoff Mackey
 Robert Normand
 Gordon Smillie
 Donna Towers
 Wesley Twiss
 Dr. Greg Powell, ex-officio
 J.D. Hole, ex-officio

(2) Human Resources and Compensation Review Committee:

Committee Chair:
 Geoff Mackey
 Members:
 Stan Grad
 Michael Honey
 Larry Konschuk
 Terry Moore
 Frances Olson
 Gerard Protti
 Dr. David Topps
 Dr. Greg Powell, ex-officio
 J.D. Hole, ex-officio

(3) Safety & Operational Risk Management Committee:

Committee Chair:
 Dennis Miller
 Members:
 Martin Abbott
 Dr. Rob Abernethy
 Dr. Peter Gant
 Robert MacLean
 Murray Mullen
 Dr. David Topps
 Dr. Greg Powell, ex-officio
 J.D. Hole, ex-officio
 Geoff Mackey, ex-officio

(4) Governance & Nominating Committee

Committee Chair:
 Doug Martin
 Members:
 Joan Donald
 Dr. Brian Holroyd
 Michael Honey
 Alison Love
 Dennis Miller
 Frances Olson
 Dr. Greg Powell, ex-officio
 J.D. Hole, ex-officio
 Geoff Mackey, ex-officio

(5) Investment Committee

Committee Chair:
 Doug Martin
 Members:
 Art Hironaka
 Robert Peters
 Gordon Smillie
 Wesley Twiss
 Jim McMeekin, Pacific International Securities Inc.
 Michael Trattner, University of Calgary, Financial Services
 Dr. Greg Powell, ex-officio
 J.D. Hole, ex-officio
 Geoff Mackey, ex-officio

(6) Retirements from Society - June 3, 2002

Paul Haggis

(7) Retirements from Foundation - June 3, 2002

Paul Haggis
 Vern Hartwell

(8) Newly elected to Society - June 3, 2002

Larry Konschuk
 Murray Mullen
 Robert Normand
 Donna Towers

(9) Newly elected to Foundation - June 3, 2002

Alison Love
 Wesley Twiss



Robert J. MacLean
 President
 RJM Corporation
 Edmonton, Alberta
 Director, Foundation



Douglas Martin
 President
 Charles Avenue Capital Corporation
 Calgary, Alberta
 Director, Society



Dennis G. Miller
 President & Chief Executive Officer
 V/I Canada, Inc., a Varco Company
 Nisku, Alberta
 Director, Society
 Director, Foundation



Terry Moore
 Chairman
 Premiere Executive Suites
 Calgary, Alberta
 Director, Society
 Director, Foundation



Murray Mullen
 President & Chief Executive Officer
 Mullen Transportation Inc.
 Aldersyde, Alberta
 Director, Society

STARS Credo

*Alberta Shock Trauma Air Rescue Society
Alberta Shock Trauma Air Rescue Service Foundation
Shock Trauma Air Rescue Society (Canada)
STARS Aviation Canada Inc.*

We believe our first responsibility is to the patients we serve and that we cannot compromise this mission. In cooperation with hospitals and other allied services in the Chain of Survival, we will safely transport and care for our patients to the highest possible standard.

We are responsible to the men and women who comprise STARS. We will clearly express requirements and expectations with sensitivity to the personal and professional needs of each individual in the performance of their duty. We encourage innovation and excellence in a spirit of individual empowerment, and will offer training and coaching to foster personal growth. As equals within a vital mission, we are committed to mutual support once decisions are made and to the swift resolution of inevitable conflicts. Our boards of directors, management, staff, crews and volunteers value the benefit of teamwork and appreciate the importance of individual efforts.

We are responsible to the community of generous individuals and corporate supporters and to the province, who trust us to apply their funds effectively. We will never breach this trust. We will always apply cost effective, quality resources to our mission within the community we share. Our mission is an expression of a caring community, a special privilege we value.

We are responsible to our suppliers and vendors with whom we strive to create a climate of service partnership. We will always negotiate to achieve the balance of price, availability and quality which meets our requirements for value. A commitment to exceptional service and value by our vendors will be suitably recognized.

STARS will continue to evolve within the context of our special mission. Recognizing that an indicator of organizational health is often the flux created by innovation and personal creativity, we will channel our growing energy into improved quality and greater community service.

Organizational Information

STARS LEADERSHIP TEAM

D. Gregory Powell, MD FRCPC
Chief Executive Officer

JN Armstrong, MD FRCPC ATPLH ATPL
Vice President, Medicine & Aviation

Phil Levson, MSW
Vice President, STARS Foundation

Anne Marie O’Gorman, MBA
Vice President,
Finance & Administration

Arun Abbi, MD FRCPC
Associate Medical Director, Calgary Base

Joe Acker, AHT, EMT-P
General Base Manager, Edmonton Base

Cam Bell, EMT-P
Medical Base Manager, Calgary Base

Michael J. Betzner, MD FRCPC
Senior Medical Director

Herman Borkent, MD CCFP
Medical Director, Edmonton Base

Greg Cars
Aviation Base Manager, Edmonton Base

Phil Haworth
Operations Manager

Butch Hogan, AME
Director of Maintenance

Kenneth C.L. King, BComm
Senior Manager,
Communications & Special Projects

Mike R. Lamacchia, EMT-P
HPS/Outreach Manager

Linda J. Powell, BScPT
Executive Administrator & Assistant to the
Board of Directors

Lance Stephenson, EMT-P, M.E.M.
Public Information Officer

OFFICES

Head Office
1441 Aviation Park N.E., Box 570
Calgary, Alberta T2E 8M7
Phone: 403.295.1811
Fax: 403.275.4891

Calgary Base
1441 Aviation Park N.E., Box 570
Calgary, Alberta T2E 8M7
Phone: 403.295.1811
Fax: 403.275.4891

Edmonton Base
Building 16, 29 Airport Road
Edmonton, Alberta T5G 0W6
Phone: 780.447.5492
Fax: 780.447.5493

AUDITORS

Grant Thornton LLP
Calgary, Alberta

LEGAL COUNSEL

Bennett Jones LLP
Calgary, Alberta

BANKERS

Bank of Montreal
Calgary, Alberta

Royal Bank of Canada
Calgary, Alberta

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STARS™ Calgary Base

1441 Aviation Park N.E., Box 570
Calgary, Alberta T2E 8M7
Phone: 403.295.1811
Fax: 403.275.4891
calgarybase@stars.ca

STARS™ Edmonton Base

Building 16, 29 Airport Road
Edmonton, Alberta T5G 0W6
Phone: 780.447.5492
Fax: 780.447.5493
edmontonbase@stars.ca

www.stars.ca