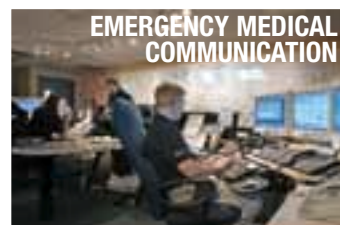




Commitment to Life





STARS AT WORK WITH THE COMMUNITY...

STARS and the community we serve are integrally linked in our goal of saving lives and providing excellence in patient care. The support of the community makes it possible for STARS to carry out our lifesaving mission and to provide the various services we offer. This ongoing support is tremendously appreciated.

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VISION AND MISSION STATEMENTS

STARS' VISION

Saving lives through partnership, innovation and leadership.

STARS' MISSION STATEMENT

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.



STARS responds to critical injuries after highway accident - June 21, 2003



Rick Edginton and his wife, Sally, were returning to their home in Carvel after spending a pleasant Saturday house-hunting in Edmonton. As their van travelled west on Highway 16 just east of Spruce Grove, Rick suddenly found himself coming directly toward another car, head-on.

The next thing he heard was a loud crash before both he and Sally were knocked out by their van's airbags. When they regained consciousness, they were being assisted by bystanders who had also called 911.

When EMS, fire and police personnel arrived, Sally was quickly taken by ground ambulance to the Royal Alexandra Hospital in Edmonton where she was treated and released. But they found Rick trapped in the wreckage of his vehicle. Because of the long extrication time, STARS was called to transport Rick.

Rick remembers being freed from his vehicle within half an hour of the crash and being wheeled down the highway and into the STARS helicopter. As soon as they arrived at the University of Alberta Hospital, Rick was taken for emergency surgery to repair some of the multiple fractures and lacerations he had received in the accident.

Over the coming days, he received several more surgeries including one to repair his seriously fractured hip. He spent five days in the Intensive Care Unit, another week in the trauma unit and several more months in hospital and at the Glenrose Rehabilitation facility before finally being released home on October 20.

STARS Mission Crew: Greg Cars, Corinne Edwards, Jon Gogan, Dennis Kalynchuk, Carrie Vansickle, Dr. Barry Diner.

MESSAGE TO STAKEHOLDERS

Since we began operations in 1985, STARS has been dedicated to the provision of a safe, rapid, highly specialized emergency medical transport system for the critically ill and injured. While that vision remains paramount today, STARS has become much more than a red helicopter. We are now looking forward to celebrating our 20th anniversary in late 2005.

The STARS program is an excellent example of a unique and innovative collaboration and partnership of the community, individuals, corporations, health regions and government working together to meet a need. Over the past two decades, this model of support and partnership has served the patient very well and has supported the air medical transport of more than 12,000 critically ill or injured patients. Interest in this model is being expressed across Canada and internationally.

Three key elements are integral components of a high performance medical program such as STARS:

- Communications - finding the patient;
- Service - care and transport of the patient; and
- Education and research - training rural and urban medical providers and measuring patient and system outcomes.

These three elements are strongly supported by all partners and have enabled STARS to become a leader in mobile pre-hospital aeromedical emergency care.

Over the years, this leadership position has been exemplified in the following:

- The only civilian night vision goggle program in Canada;
- Global Positioning Systems (GPS) helicopter approach development;
- The ongoing development of the STARS Emergency Link Centre;
- The first mobile human patient simulator education program in North America;
- STARS industrial site registration program; and
- Involvement in regional and multi-centre medical research.

STARS' commitment to safety, communications, education, research and training, both to our own crews and to other health care providers, further strengthens every link in the Chain of Survival in order to provide a high level of care for the critical patient. Patient and crew safety are of the utmost importance and significant resources are dedicated to pilot and medical crew training, specialized equipment to enhance safety and strong quality assurance programs.

We are very grateful for the tremendous ongoing community support. Funds are raised through many sources, including the calendar, bequests, community events, and individual and corporate donations. The STARS Lottery is one of many community-based campaigns that allows for such support to strongly shine.

Over the past year, affiliation agreements outlining principles of partnership, collaboration and funding with the Alberta government and Capital Health and Calgary Health Regions have been put into place. These agreements exemplify a strong, proactive relationship in providing rotary wing tertiary level pre-hospital care and transport to the critically ill and injured.

This innovative approach - public, private and not-for-profit partnership - provides much opportunity for community building, ownership and pride which is so evident with patients, families, our volunteers and our teams. A key focus has always been the strengthening of the health safety net and enhancing access to tertiary care, especially in rural and remote areas.

We are now stronger together than ever before in our pursuit of excellence and safety in patient care, and we thank you for your support.

Stephen Wuori
Chairman

Alberta Shock Trauma Air Rescue Society

W. Michael M. Honey
Chairman

Alberta Shock Trauma Air Rescue Service Foundation

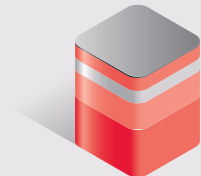
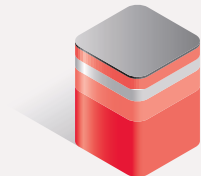
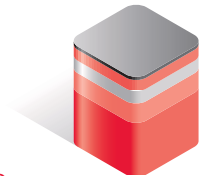
D. Gregory Powell, MD FRCPC
President & Chief Executive Officer

Alberta Shock Trauma Air Rescue Society

Alberta Shock Trauma Air Rescue Service Foundation

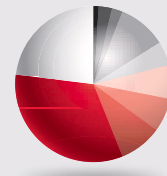
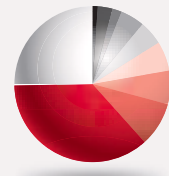
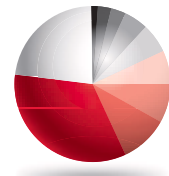
STARS STATISTICS

GROSS FUNDS RAISED	2004		2003		2002	
	\$000	%	\$000	%	\$000	%
Investment and other	584	3%	384	2%	211	1%
Calendar	2,614	12%	2,636	12%	2,623	13%
Alberta Health and Wellness	2,849	13%	2,484	11%	2,381	12%
Donations and Fundraising	4,338	19%	4,467	20%	5,435	28%
Lottery	11,862	53%	11,862	54%	9,088	47%
TOTAL	22,247	100%	21,833	100%	19,738	100%



OPERATING EXPENDITURES

GST and Other	246	1%	135	1%	193	1%
Chain of Survival Fund	474	3%	482	3%	523	3%
Education	629	3%	400	2%	315	2%
Donations and Fundraising	932	5%	985	5%	1,595	10%
Communications	1,146	6%	966	5%	825	5%
Calendar Supplies and Administration	1,352	7%	1,153	6%	1,237	7%
Fundraising Administration	1,492	8%	1,313	7%	1,244	7%
Administration	1,892	10%	1,646	9%	1,568	9%
Lottery Prizes and Administration	4,510	23%	4,549	25%	3,704	23%
Air-medical	6,596	34%	6,681	36%	5,513	33%
TOTAL	19,269	100%	18,310	100%	16,717	100%



CAPITAL

Communications	79	1%	166	27%	88	6%
Administration	112	2%	110	18%	249	18%
Education	352	6%	57	9%	167	12%
Air-medical	5,351	91%	290	46%	872	64%
TOTAL	5,894	100%	623	100%	1,376	100%

NET ASSETS

Net Working Capital	(1,124)		1,050		494	
Investments	7,899		11,951		10,386	
VCC Fund	9,222		1,102		-	
Capital Assets	15,209		12,422		13,124	
TOTAL	31,206		26,525		24,004	

MISSION SUMMARY

	2004	2003	2002
HPS training days	100	95	77
Communities served	167	160	161
Number of missions	1,082	1,063	1,115
Hours flown	1,395	1,501	1,395
ELC temporary industry site registrations	1,900	1,400	1,100
Volunteer hours contributed	11,000	11,800	10,000

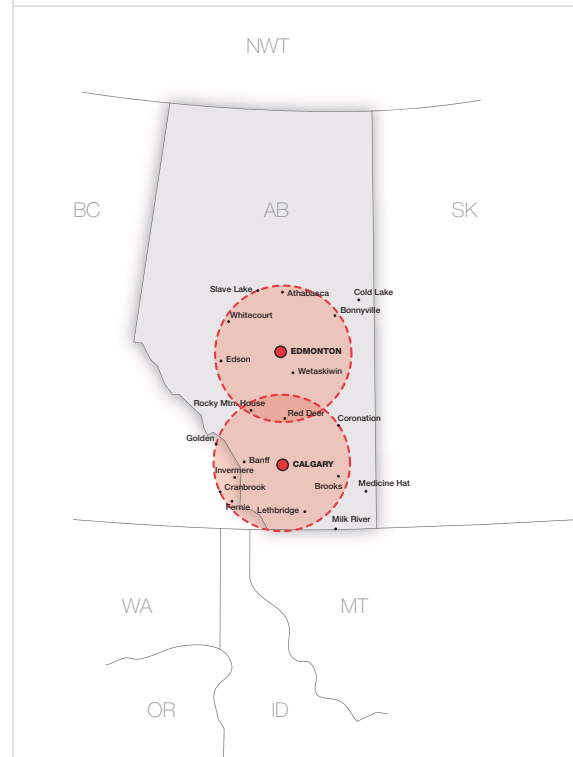


THE MISSION

For more than 19 years, critically ill and injured patients in Alberta and southeastern British Columbia 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.

COVERAGE AREA

More than 90 per cent of Alberta's population and many communities in southeastern British Columbia are within a 250-kilometre radius of Calgary and Edmonton and can therefore be reached by STARS' helicopters without refueling.



CREWS

STARS crews are on call at each base 24 hours a day, seven days a week and can be in the air within 10 minutes from the time of dispatch.

The crew includes a critical care nurse, advanced life support paramedic, referral emergency physician, pilot and co-pilot.

The physician provides online medical supervision and control through every mission and accompanies the patient on the helicopter on approximately 40 per cent of the missions.

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

The teams are supported by a sophisticated communication centre and communications specialists.

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 Canadian program to achieve this distinction.

AVIATION FLEET

In 2004, STARS' fleet consisted of four helicopters. At any given time, two of the helicopters are the primary, in-service aircraft in Calgary and Edmonton. In December 2004, STARS acquired a fifth BK117 helicopter, which arrived on site in January 2005.

Two helicopters serve as back-up and support aircraft. They are put into use when one of the primary helicopters is out of service for maintenance or repair. In addition, they play a significant role in training, community outreach events and as a source of parts for repair of the primary helicopters.

HIGHLIGHTS

- In 2004, STARS Calgary and Edmonton bases flew a total of 1,082 missions in Alberta and southeastern British Columbia, with 534 missions from Calgary and 548 missions from Edmonton.
- Since 1985, STARS has flown a total of 12,253 missions to December 31, 2004.
- Safety is of highest priority for STARS. In 2004, STARS flew a total of 1,395 accident-free hours, bringing the total hours since 1985 until December 2004 to 17,822.
- Night vision goggle (NVG) technology implemented by STARS continues to be the first civilian operator use in Canada.
- For the first time, STARS simultaneously mobilized three helicopters to respond to medical need in central Alberta. Over time, an increasing need to mobilize a third aircraft for mission response is developing.

STRATEGIC DIRECTIONS

- STARS is working toward enhancing our fleet of helicopters through the Vision Critical Campaign. For more information about this initiative, please see page 18.
- Completion of phase two of the Night Vision Goggle Program, anticipated in 2005, will enable us to carry out missions in mountainous areas at night.
- We are responding to requests regarding the possibility of expanding the STARS program into other areas of the province and will investigate the potential for this growth and increased service and access for patients, especially in more remote areas.

“ We are driven by our desire to provide the best care possible. ”

- Brenda Barr
STARS Flight Nurse

RECORD OF MISSIONS

City / Town	# of Missions		City / Town	# of Missions		City / Town	# of Missions		City / Town	# of Missions	
	1985 - 2004			1985 - 2004			1985 - 2004			1985 - 2004	
	2004			2004			2004			2004	
Abee	0	1	Chain Lakes	0	10	Fernie, BC	8	83	Killam/Sedgewick	8	40
Acme	0	7	Cheadle	0	1	Field, BC	1	1	Kimberley, BC	0	10
Airdrie	4	59	Chestermere	3	29	Flatbush	0	3	Kingston, ON	0	1
Alberta Beach	2	23	Chetwynd, BC	0	1	Fort Assiniboine	0	3	Kneehill	0	2
Alcomdale	0	2	Chipewyan Lake	0	2	Fort MacLeod	2	59	Lac La Biche	3	40
Alder Flats	0	2	Chip Lake	1	1	Fort McMurray	0	48	Lac St. Anne	0	6
Aldersyde	0	9	Chipman	0	2	Fort Nelson, BC	0	4	Lacombe	3	33
Alexander	0	1	Chisholm	0	1	Fort Saskatchewan	5	92	Lake Eden	0	2
Alix	1	2	Claresholm	11	103	Fort Smith, NWT	0	1	Lake Isle	0	1
Andrew	0	4	Clover Lawn	0	1	Fort St. John, BC	0	11	Lake Louise	0	1
Ardrossan	0	10	Cluny	0	19	Fort Vermillion	0	21	Lamont	7	112
Arrowhead	0	1	Clyde	1	4	Fox Creek	0	6	Langdon	1	13
Arrowwood	0	3	Coal Valley	0	2	Gainford	0	1	Las Vegas, NV	0	1
Athabasca	11	118	Coaldale	0	6	Gennessee Plant	1	1	Leaman	0	2
Balzac	0	9	Cochrane	9	139	Ghost Lake	0	20	Leduc	15	120
Banff	18	267	Cold Lake	0	72	Gibbons	1	37	Legal	1	8
Barons	0	1	Collington	3	4	Gleichen	16	105	Lethbridge	45	486
Barrhead	12	106	Conklin	0	1	Glendon	0	2	Libby, MT	0	1
Bashaw	2	6	Conrich	0	2	Glenevis	0	4	Lindbrook	0	1
Bassano	15	63	Consort	1	21	Golden, BC	6	76	Lloydminster	1	46
Beaumont	2	24	Cooking Lake	2	29	Goodfish Lake	0	1	Lodgepole	1	3
Beaver Lodge	0	3	Coronation	9	65	Grande Cache	0	2	Lomond	0	3
Beiseker	6	30	Cranbrook, BC	12	107	Grande Prairie	0	45	London, ON	0	2
Bellis	1	2	Cremona	1	21	Granum	0	1	Long Isle	0	1
Big Valley	0	1	Creston, BC	0	2	Grassland	2	3	Longview	7	56
Black Diamond	22	96	Crossfield	3	23	Gunn	2	10	Looma	1	2
Blackie	1	4	Crowsnest Pass	4	10	Halfmoon Lake	0	7	Lundbreck	1	1
Blairmore	7	93	Cynthia	1	2	Hamilton, ON	0	2	Macklin, SK	0	1
Bluffton	0	1	Dalemead	0	1	Hanna	9	129	Madden	0	3
Bon Accord	3	23	Darwell	1	7	Hardisty	1	25	Magrath	0	7
Bonnyville	10	96	Dawson Creek, BC	0	3	Hastings Lake	0	1	Ma-Me-O Beach	1	7
Bottrel	0	2	Daysland	10	62	Hay Lakes	0	5	Manning	0	6
Bow Island	0	15	De Winton	0	12	Hay River, NWT	0	5	Mannville	0	19
Bowden	0	5	Delacour	0	2	High Level	0	23	Markerville	0	1
Boyle	29	173	Delia	0	1	High Prairie	0	15	Mayerthorpe	4	67
Bragg Creek	4	44	Devon	3	55	High River	22	134	Medicine Hat	0	68
Brandon, MB	0	1	Didsbury	11	83	Highwood Pass	0	1	Mesa, AZ	0	1
Breton	1	20	Donnelly	0	5	Hilliard	0	2	Milk River	0	6
Brooks	28	303	Drayton Valley	13	232	Hinton/Jasper	1	63	Millarville	0	15
Bruderheim	1	5	Drumheller	15	258	Hobbema	11	49	Millet	2	19
Buck Lake	0	3	Duffield	4	17	Holborn	1	1	Milo	0	3
Burmis	2	3	Eckville	0	2	Holden	0	4	Ministik	0	1
Busby	0	2	Eden Valley	2	6	Hughenden	0	1	Mink Lake	0	1
Butte, MT	0	3	Edmonton & Area	24	187	Hussar	0	5	Monarch	1	30
Calahoo	0	1	Edson	14	109	Huxley	0	1	Morinville	3	49
Calgary & Area	30	372	Egremont	0	1	Indus	0	6	Morley	7	19
Calling Lake	1	4	Elbow Falls	0	13	Innisfail	8	88	Mossleigh	1	3
Calmar	3	38	Elk Island Park	1	6	Innisfree	0	1	Mulhurst	0	3
Camrose	11	210	Elk Point	11	57	Inuvik, NWT	0	3	Mulhurst Bay	1	2
Canmore	12	171	Elkford, BC	2	11	Invermere, BC	13	151	Mundare	0	5
Carbon	0	2	Elnora	0	11	Irricana	1	18	Namao	3	7
Cardiff	0	1	Empress	0	1	Josephburg	1	8	Nanton	7	28
Cardston	3	71	Enoch	1	1	Kalispell, MT	0	3	Nelson, BC	0	1
Caroline	0	3	Entwhistle	1	8	Kamloops, BC	0	4	Nevis	0	1
Carseland	2	22	Evansburg	1	5	Kananaskis	0	82	New Norway	0	1
Carstairs	2	26	Exshaw	2	8	Kansas City, KS	0	1	New Sarepta	4	19
Carvel	0	2	Fairbanks, AK	0	1	Kapasiwin	0	1	Newbrook	1	4
Carvel Corner	0	1	Fairmont, BC	0	3	Kathryn	0	4	Nipawin, SK	0	1
Castor	2	22	Fairview	0	4	Kavanaugh	0	1	Nisku	0	25
Cayley	1	2	Ferintosh	0	1	Kelowna, BC	0	4	Nojack	0	3

City / Town	# of Missions		City / Town	# of Missions		City / Town	# of Missions		City / Town	# of Missions		
	1985 - 2004			1985 - 2004			1985 - 2004			1985 - 2004		
	2004			2004			2004			2004		
Okotoks	8	47	Riviere Qui Barre	0	2	Strathmore	24	218	Villeneuve	2	11	
Olds	11	169	Rochester	2	2	Sturgeon	0	1	Vilna	2	16	
Onoway	6	34	Rocky Mtn House	14	139	Sundre	8	239	Vimy	0	1	
Oyen	1	30	Rockyford	5	12	Sundance Beach	1	1	Vulcan	14	103	
Parkland	0	102	Rolly View	0	3	Sunnybrook	0	3	Wabamun	4	41	
Peace River	0	23	Rosebud	0	2	Swan Hills	3	29	Wabasca	0	18	
Pendryl	0	1	Rumsey	0	1	Sylvan Lake	3	7	Wainwright	7	54	
Penticton, BC	0	2	Saddle Lake	0	1	Taber	1	73	Waiparous Creek	1	13	
Perryvale	1	1	Sandy Lake	0	2	Thorhild	3	8	Wandering Rivier	0	1	
Picture Butte	0	1	Sangudo	0	1	Thorsby	2	25	Warburg	2	14	
Pigeon Lake	0	13	Sarcee Reserve	0	2	Three Hills	12	198	Washington, DC	0	2	
Pincher Creek	13	218	Saskatoon, SK	0	3	Thunder Lake	0	1	Waskatenau	5	8	
Pine Lake	0	6	Seba Beach	6	8	Tofield	3	103	Water Valley	2	19	
Ponoka	8	123	Seebe	0	2	Tomahawk	0	1	Wessex	0	1	
Priddis	1	19	Sherwood Park	13	50	Toronto, ON	0	1	West Cove	1	3	
Prince George, BC	0	5	Slave Lake	1	26	Torrington	0	1	Westlock	21	196	
Prince Rupert, BC	0	1	Smithfield	1	1	Trochu	0	8	Wetaskiwin	12	280	
Provost	0	23	Smoky Lake	12	89	Turner Valley	1	10	Wheatland	0	4	
Radium, BC	0	1	Sparwood, BC	0	55	Two Hills	8	83	Whitecourt	7	62	
Radway	2	3	Springbank	0	6	Uncas	1	1	Whitehorse, YK	0	3	
Raymond	0	9	Spruce Grove	8	75	Valemont	0	1	Wildwood	4	8	
Red Deer	54	612	St. Albert	4	33	Valleyview	0	8	Willingdon	0	10	
Redwater	11	122	St. Francis	0	1	Van Nuys, CA	0	1	Winfield	0	5	
Redwood Meadows	0	2	St. Paul	19	155	Vancouver, BC	0	7	Wrangall, AK	0	1	
Reno, NV	0	1	Standard	0	5	Vega	1	4	Ya Ha Tinda	0	1	
Revelstoke, BC	0	1	Standoff	1	1	Vegreville	2	129	Yellowknife, NWT	0	11	
Ribbon Creek	0	2	Stavely	0	2	Vermilion	17	153				
Rich Valley	0	1	Stettler	6	70	Vernon, BC	0	4				
Riley	1	1	Stony Plain	23	97	Victoria, BC	0	1				
Rimbey	4	46	Strathcona County	0	175	Viking	5	53				
										TOTAL	1,082	12,253

Riding accident injures young girl - October 4, 2003

Ten-year-old Meagan Peters was at her uncle's ranch near Sundre enjoying a beautiful autumn day with her family. Her father, Terry, helped her get up on a horse tied to the fence to sit and watch the others ride around the corral.

Suddenly, the horse became spooked and pulled himself loose from the fence, with Meagan on his back. Terry was dragged along as he tried to control the frightened animal. Eventually, the horse broke free from Terry's grasp and he watched in horror as Meagan slid off the horse's back and under its hooves. As the horse went over her, one of his hooves clipped the back of Meagan's riding helmet.

Terry and Meagan's mother, Heidi, ran over to the young girl who was conscious and seemed to be unhurt. However, Meagan quickly began to show signs of a concussion - confusion and disorientation

- so her parents rushed her to the Sundre hospital.

A ground ambulance was called to take Meagan to the Alberta Children's Hospital in Calgary, but her condition suddenly worsened so physicians called for STARS.

Meagan's parents followed the helicopter by car to Calgary. When they arrived at the hospital, Meagan had completed a series of x-rays and was undergoing a CAT scan. Because many head injuries can be extremely serious, physicians wanted to be cautious. In this case, the results were positive; she had suffered a concussion, but she was able to return home with her parents to go on and make a full recovery.

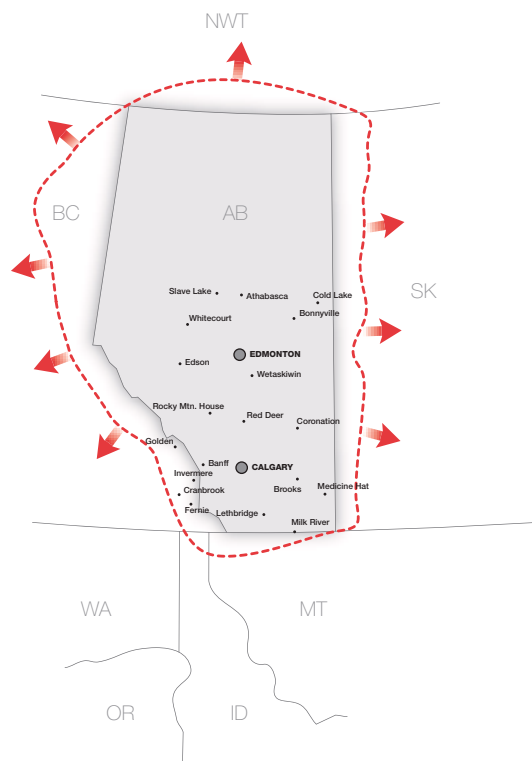
STARS Mission Crew: Greg Curtis, Dean Ferguson, Dr. Chris Hall, Clint Marble, Bruce Parsons, Riccardo Pavan.



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, helps emergency service providers meet this need.

COVERAGE AREA



SITE REGISTRATION SERVICE

The ELC was originally established at the request of the oil and gas industry to help facilitate emergency medical response to remote work sites. The ELC supports industry by registering the location, activities and available emergency services for remote sites to ensure the most rapid response possible should a medical emergency arise. The ELC is a crucial element in STARS' rapid response times.

REFERRAL AND ADVICE

The ELC expedites missions by coordinating emergency medical referral, advice and transportation with our partners such as local emergency medical service organizations and the Provincial Flight Coordination Centre.

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.

DISPATCH SERVICES

If medical need indicates helicopter response, the ELC monitors and facilitates the communication, tracking and ground support for the helicopter, working in coordination with the Provincial Flight Coordination Centre and regional dispatch services.

The ELC also provides emergency fire and ground ambulance dispatch services for Mountain View County, which includes Carstairs, Cremona, Didsbury, Olds and Sundre.

“The STARS ELC is a vital link in coordinating critical emergency response in remote settings.”

- Robert Smith
Director, Remote Medical Services
Calgary, Alberta

HIGHLIGHTS

- The STARS Emergency Link Centre continued to meet increasing demand for its site registration service - during the peak season, the ELC provides registration services for approximately 1,900 sites daily.
- Since 1996, the ELC has an ongoing initiative to optimize our ability to accurately locate and coordinate response to critical need. Geographic Information Systems (GIS) mapping is available and undergoing further development as technology advances.
- The ELC has achieved a greater than 94% compliance with 911 call processing as assessed by the Advance Medical Priority Dispatch Quality Monitoring Program.

STRATEGIC DIRECTIONS

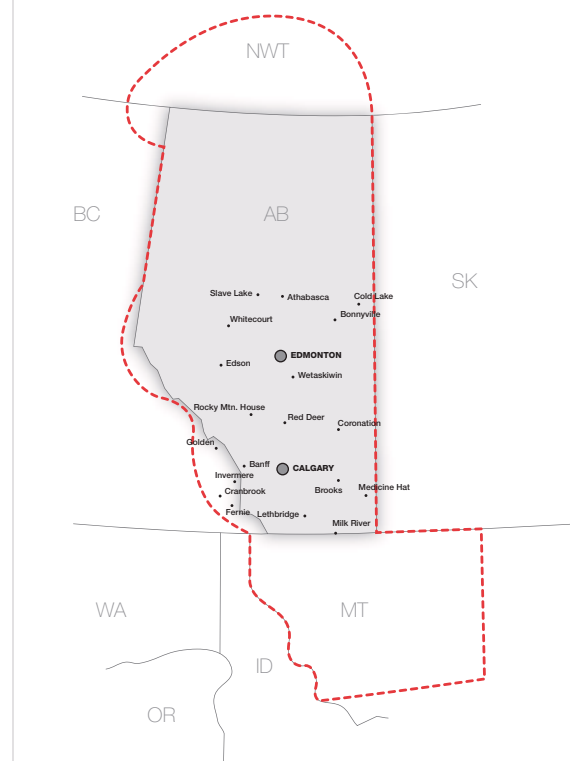
- The site registration service will be enhanced over the coming three years, through \$1 million in funding jointly provided by the Canadian Association of Petroleum Producers (CAPP) and the Small Explorers and Producers Association of Canada (SEPAC).
- Investigation of new technologies and equipment, including that which would help evolve the site registration record keeping to more state-of-the-art information management and integration with Geographic Information Systems, Computer Assisted Dispatch and Interactive Voice Response technology.
- Development of appropriate cost recovery and revenue generation initiatives through partnership with stakeholders.



STARS EDUCATION

STARS is committed to providing continuing education and professional development opportunities for both our own crews and for our partners in the Chain of Survival.

STARS HPS PROGRAM - COVERAGE AREA



STARS HUMAN PATIENT SIMULATOR PROGRAM

The 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 all patients.

The computerized HPS mannequin simulates complex medical and trauma situations so medical professionals can practice and refine their emergency response skills over and over. The mannequin offers a true-to-life experience - it speaks, blinks, has reactive pupils and its lungs simulate real gas exchange. It has realistic chest movements and sounds, as well as a pulse. Drugs can be administered with the expected physiologic effects.

The simulators are installed in two large motorhomes that travel to health care centres, eliminating the barrier of distance from teaching centres and, very importantly, allowing those professionals in remote areas to train with their team members.

FULL MISSION SIMULATION TRAINING

What would happen if the helicopter cockpit began filling with smoke while flying a critically ill patient to a hospital? How do we ensure the pilots and medical crew deal optimally with the medical emergency, while ensuring the safety of everyone on board?

Hopefully, a situation such as this will never arise, but if it did, STARS crews will be prepared thanks to an innovative new training method.

Full Mission Simulation (FMS) uses three simulators to create a realistic situation for training - the STARS Human Patient Simulator is placed in a simulated STARS helicopter interior. These simulators are then joined to the STARS helicopter flight simulator. This creates an "as close to real as possible" environment of an entire STARS mission.

The FMS simulation equipment provides advanced training for all STARS crew in both Edmonton and Calgary. A significant added benefit of FMS is the opportunity to enhance training in clinical patient safety.

STARS has become known as a leader in mobile medical simulation education and training through the use of the mobile Human Patient Simulator Program and Full Mission Simulation Training.

STARS OUTREACH PROGRAM

A helicopter aeromedical response requires a prepared ground crew. All the links in the Chain of Survival - police, fire, emergency medical personnel, nurses and physicians - must be well briefed to ensure the mission's effectiveness and safety of landing.

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.

HIGHLIGHTS

- The STARS Human Patient Simulator Program continued to travel and train rural and urban medical providers. In 2004, the HPS Program visited 25 communities and provided 100 days of training for more than 650 individuals.
- Development of a relationship with the Rural Physician Action Plan (RPAP) in the delivery of the General Emergency Medicine Skills Program to Alberta rural physicians, with a focus on teamwork involving nurses, paramedics and emergency medical technicians to enhance their continuing education program. Since program inception in late 2004, four training sessions were held in three communities, assisting 12 individuals with training.
- The STARS Outreach team continued to provide education and training programs to rural and urban medical and emergency service personnel to enhance the effectiveness of the Chain of Survival. In 2004, 69 training sessions took place in 47 communities in Alberta and British Columbia.

STRATEGIC DIRECTIONS

- Continue expansion of HPS program with an additional new motorhome and additional staff to increase training opportunities for a greater number of communities.
- Refine Full Mission Simulation training for ongoing use in STARS air medical crew training.
- Expand the delivery of the Rural Physician Action Plan General Emergency Medicine Skills Program training to provide an increased number of sessions to rural physicians and their teams.
- Develop the STARS Centre for Education and Research in Transport and Emergency Care as part of the Vision Critical Campaign. For more information, see page 18.



STARS continually explores and participates in research opportunities that offer the potential to enhance our patient care and transport program and ultimately, enhance the effectiveness of the Chain of Survival.

OPPORTUNITIES

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 continue to respond, with excellence, to the needs of the individuals we serve.

As part of our commitment to the growth of knowledge and skills, we participate in research efforts to evaluate programs and equipment. Projects now underway include:



It is critical we evaluate program effectiveness through research partnerships with health regions and post-secondary institutions.

- Dr. Michael Betzner
STARS Senior Medical Director



- A clinical “best practices” program that draws from the experience of more than 12,000 accident-free missions is ongoing. The program will take into account both medical and aviation approaches in developing a “best practices” model in pre-hospital care. The use of simulation models working together, one from aviation and one from medicine, provides a significant opportunity for improvement in teaching patient safety.
- Data collection for the Pre-Hospital Transport Index (PTI) study has been completed and is currently being prepared for publication. The PTI study deals with medical interventions and modes of transport and the related impact on patient outcomes. The study includes evaluation of a patient mission triage tool for helicopter transport of rural trauma patients. This project was carried out through a partnership with the University of Calgary with funding provided by Alberta Health and Wellness.
- The Time Dependent Illness Project looks at current literature, research and position papers on the effect of time for certain subsets including trauma and myocardial infarction requiring invasive intervention and stroke requiring thrombolytic therapy. The study focuses specifically on the illnesses and will not include any recommendation for a particular transport vehicle.
- The Extra Lives Saved per 100 Transports Project examines not only the reduced mortality for blunt trauma patients that receive air medical transport, but also the economic impact of that reduced mortality. Research studies focus on probability of survival versus actual survival for these patients per 100 transports.
- A report has been finalized on the results of a study measuring the effectiveness of the Human Patient Simulator as an emergency medical training tool against other more traditional methods. This report has been submitted for publication.
- A pilot safety study, backed with ethical approval from the National Institute of Health (NIH) and the University of Calgary, is underway on pre-hospital body temperature cooling for patients with isolated severe head injury. The study is funded by the NIH.



HIGHLIGHTS

- Ongoing research studies have continued with data collection and analysis phases this year. Review and publication of two projects is expected in 2005.

STRATEGIC DIRECTIONS

- Evaluate the potential of an Early Automated Dispatch protocol to enhance critical care response time.
- Increase our involvement in medical error rate reduction research through use of the Human Patient Simulator Program combined with the Aviation Simulator Program.
- Develop the STARS Centre for Education and Research in Transport and Emergency Care as part of the Vision Critical Campaign. For more information, see page 18.

Teamwork behind success of mountain biker rescue - July 14, 2003

The following story was written by STARS patient Cheryl Henne of Calgary.

“Most people think STARS is for rescues from remote locations where emergency services are not readily available. However, my situation happened within the city limits of Calgary.

I was training alone on a mountain bike race course when I fell, thrown against a log at an intense force. Because I was alone, I had a cell phone and a back-up plan in case of emergency. Although in extreme pain, I was conscious and able to call my husband, Dan, and give him my location on the course which, luckily, he also knew well.

Although only a five-minute drive from home, I was in a forested area with rugged terrain. My husband used a car and then a mountain bike to reach me. Once by my side, he realized the seriousness of the situation and called 911.

When ambulance personnel realized the terrain was too difficult to quickly reach me, a dispatcher sent

HAWC1, the Calgary Police Service helicopter, to locate me and fly in a City of Calgary EMS paramedic. STARS was also then dispatched at the same time.

As soon as STARS landed, the physician and nurse climbed down into the ravine where I was laying and went into action. It was a challenge to get me from the accident scene to the helicopter, but all involved worked like a well-rehearsed and caring team. After three minutes of flight, I was in the hands of a surgeon at Foothills Medical Centre - I had broken my femur in five places. I spent a week in hospital and continue today with a physical therapy program.

Even though within city limits, my life depended upon STARS and the Chain of Survival. My family will forever be grateful for the dedication of our city's emergency response teams.”

STARS Mission Crew: Greg Curtis, Jo-Ann Hnatiuk, John Muspratt, Curtis Oviatt, Dr. Lance Shepherd, Bob Toews.



STARS FOUNDATION

The Alberta Shock Trauma Air Rescue Society (STARS) is a non-profit, charitable organization. The Alberta Shock Trauma Air Rescue Service Foundation (STARS Foundation) is the fundraising arm of the organization. Its primary purpose is to raise the funds to support and enhance our patient care and transport program, educational programs and research projects.

FUNDRAISING

The funds raised by the STARS Foundation complement the funding provided by health regions and Alberta Health and Wellness. The majority of gifts to the Foundation come from individual contributions to STARS - for example, direct donations, planned gifts and "in honour of" donations - and from business and corporate donations.

Events organized and sponsored by communities also provide significant funds to STARS - see page 19 for a list of some of the hundreds of events that are held each year. These events are excellent examples of how STARS and the community work together for the benefit of all and are made possible primarily through the energy and enthusiasm of volunteers.

In addition, a variety of annual activities, events and programs take place throughout the year to help raise funds for STARS. These include:

- The STARS Lottery, Calendar Campaign and Direct Mail Campaign;
- Major Gala events in both Calgary and Edmonton; and
- Planned gifts coming through wills, estates and insurance policies.

STEWARDSHIP AND RECOGNITION

STARS is tremendously appreciative of the support received from individuals, communities, service clubs, businesses and corporations toward our fundraising efforts. We strive to provide the best patient care program possible and are able to do this only through the support and generosity of the communities we serve.

Please refer to pages 22 to 31 of this report for a listing of donors published in honour and recognition of their support to STARS in the past year.



STARS CHAIN OF SURVIVAL FUND

In 1999, the Foundation established the STARS Chain of Survival Fund to provide financial assistance for medical equipment and training to our emergency service partners in the community. Annually, a portion of the STARS Lottery revenues are designated to this fund in recognition and appreciation of the partnership we share with the community. Grants are available to eligible organizations by application between June 1 and July 31 each year. Information is available on our website, www.stars.ca.

HIGHLIGHTS

- In 2004, the Foundation raised a net total of \$12.5 million to support STARS' lifesaving mission.
- A significant milestone was reached with the raising of \$20 million in cash and pledges towards our Vision Critical Campaign goal of \$25 million. Please see page 18 for information about this important initiative.
- The Foundation continued to experience growth in the area of planned giving, with some very large gifts received as legacies that will help STARS provide service in the coming years.
- More than 110,000 calendars were sold through the annual campaign, raising a net of \$1.3 million.
- Although support for the number of lotteries offered to the public has been variable, community support for STARS Lottery remained strong. The lottery sold out, raising a net of \$7.4 million to help cover the costs of operations, equipment, helicopter maintenance, education and training, and to support the STARS Chain of Survival Fund.
- The STARS Chain of Survival Fund provided \$474,000 to 63 emergency service providers for medical equipment and training. Since the program began in 1999, the fund has distributed a total of \$2.7 million to 444 organizations.
- Volunteers contributed an outstanding 11,000 hours of time, energy and enthusiasm to the STARS program, participating in many roles including directorship on our governance boards and committees, providing valuable assistance at special events, public presentations and by providing administrative support and representation in the community as ambassadors of STARS.

STRATEGIC DIRECTIONS

- Successfully complete the Vision Critical Campaign by 2005.
- Continue to be a leader in donor stewardship, ensuring donors feel valued and understand their donation is making a difference.
- Build on the existing STARS planned giving program, informing donors about the various options of making a gift and how this will contribute to the long-term sustainability of STARS.
- Develop and implement fundraising plans that will ensure sufficient resources to provide service in other areas. There have been a number of requests to extend the service STARS offers in both northern and southern Alberta.
- Continue to expand the opportunities for the community to support specific identified needs such as the expansion of the STARS Human Patient Simulator Program, the STARS Emergency Link Centre and the STARS Outreach Program.
- Continue to maintain a low administrative cost for our fundraising initiatives.

“Equipment purchased through the Chain of Survival Fund helps us save lives as well as keep our volunteer firefighters safe.”

- Gary Zunti
Fire Chief, Chauvin Volunteer Fire Department

**V I S I O N
C R I T I C A L**

A Capital Campaign for STARS

At STARS, every mission is critical to our patients. Because of this, our vision for the future is also critical. This vision is focused on enhancing our ability to save lives and reduce the impact of injury or illness.

The Vision Critical Campaign seeks to meet these important goals by enhancing our fleet of helicopters so we can fulfill our mission of providing a safe, rapid, highly specialized emergency medical transport system for the critically ill and injured.

Because research and education contribute to excellence in patient care, the Vision Critical Campaign will also focus on the establishment of a centre dedicated to providing educational opportunities and furthering research endeavours.



Helping STARS expand its coverage and capabilities will significantly benefit patients in need of emergency care.

- Betty Lyons
Vision Critical Campaign Supporter



Campaign Goal: \$25 million to enhance our delivery of patient care.

\$24 MILLION TOWARD THE PURCHASE OF TWO ADVANCED TECHNOLOGY HELICOPTERS PROVIDING:

- Enhanced capacity to fly in adverse weather conditions.
- Reduced response time to transport patients more quickly.
- Initial reduction in maintenance and service expenditures.
- Increased capacity to respond to greater need for service.
- Extended reach capabilities and expansion of rescue operations to a larger geographic area.

\$1 MILLION WILL ESTABLISH THE STARS CENTRE FOR EDUCATION AND RESEARCH IN TRANSPORT AND EMERGENCY CARE PROVIDING:

- Leadership in mobile simulation technology and education.
- Enhanced opportunities to practice and perfect emergency response treatments and procedures.
- Better researched and documented "best practices" in mobile medical care.
- Reduced medical error rates.
- Stronger links within the Chain of Survival.

As of December 31, 2004, the Vision Critical Campaign raised \$20 million in cash and pledges toward its goal. This includes \$5 million that STARS allocated from its accumulated Helicopter and Equipment Replacement Fund.

Separate from the campaign, STARS has purchased a fifth helicopter as an interim solution to meet the growing need in the community until the larger, new technology helicopters arrive in the next two to three years.

There is limited availability of BK117 aircraft worldwide, and therefore STARS must act with significant foresight when planning for future resource requirements. The acquisition is a sound economic decision and will assist us in better serving the community. Also, the aircraft contains a number of upgrades not present in STARS' fourth BK117 and "averages up" the quality of the fleet.

Please refer to pages 22 to 31 of this report for a listing of Vision Critical Campaign donors published in honour and recognition of their support of STARS over the past year.

EXTERNAL EVENTS RAISING IN EXCESS OF \$1,000 EACH IN 2004

- 4-H Steer for STARS Auction
- 7 Eleven Coin Box Program
- Advantage Ford Sales Ltd. Backwards 500
- Ag Mech Club Olds College
- Alberta Super Run
- All for STARS Group
- Allianz of Canada, Inc. Golf Tournament
- Associated Canadian Travellers Casino
- ATB/STARS Event
- Baker Hughes STARS, Sand and Sun Event
- Bank of Montreal, Fountain of Hope
- Bank of Montreal, Fountain of Hope Calgary Slow Pitch Tournament
- Beaver District 4-H Club
- Blue Grass Ltd. Pumpkin Festival
- Bragg Creek Chamber Fund Raisers
- British Army Training Unit Suffield
- Busby & District Lions Club Breakfast
- Calgary Regional Trail Riders
- Calgary Snowmobile Club Rally
- Calmar Historical Casino
- Camrose Dine & Dance
- Canadian Bull Congress
- Canadian Institute of Mining Metallurgy and Petroleum Conference
- Carrot Creek Community Cowboy Way Fundraiser
- Carstairs & District Gun Club Shoot for the STARS
- Central Alberta Oilfield Golf Tournament
- Central Alberta STARS Golf Classic
- Cody Snyders Bull Bustin'
- Coin Box Program
- Colburn Community Club
- Cooke's Circle C Miniature Donkey Auction
- CUIS "Alberta Classic"
- Darwell Womens Institute Auction
- Dave Sieben Memorial Hammerbash
- Dennis Zwack Freedom Charity Bonspiel
- Drayton Valley Fire Fighters Association
- Eckville District Saving and Credit Union Ltd.
- Edmonton Millwoods Lions Club Breakfast
- Edmonton Oilmen's Hockey Tournament Association
- Elfun Western Canada Family Fun Day
- Elk Point 4-H Multi Club Steer for STARS
- Elk Point Emergency Services Annual Golf Tournament
- Elnora Pine Lake History Book Sales
- EZ Rock 104.9 FM
- Feeder Associations of Alberta
- Fifth Avenue Place Breakfast
- First Capital Corp Stampede BBQ
- First Truck Centre Golf Classic
- Flagstaff 4-H
- Fort Macleod Volleyball Tournament
- Frank Fowler Memorial Annual Benefit Dinner

- Gasoline Alley Smokin' Summer Daze
- Gentry's 10th Annual Duffer's Classic
- Glennifer Lake Country Club and Carefree Resort Annual Golf Tournament
- Golden District Golf & Country Club
- Granum Drop-In Centre
- Greenshields 4-H Beef Club Steer for STARS
- Grundberg Family Reunion
- Hanna Indoor Rodeo Association Cowboy Hockey Tournament
- Hanna Old Time Band
- Happy Homesteaders Square Dance Club
- Husky Oil Auction, Bar D Ranch
- IBEW Park for STARS
- Impact Oilfield Supply Golf Tournament
- Independent Order of Foresters Court Gateway #191 Bingo
- Irma Agricultural Society Ranchers Rodeo
- J & L Supply & R.B.I. Canada 2000 Annual Golf Tournament
- Jarome Iginla Hockey School
- Kinnell Drilling Golf Tournament
- Kneehill Steer Auction
- L B Community Club Bingo & Casino
- Landing Transport (1985) Ltd. Golf Tournament
- Lethbridge City
- Lethbridge Coulee Lions Club
- Lions Club of Airdrie
- Madden Lions Club
- Managers Association of Alberta Seed Cleaning Plant
- Martin Equipment Ltd. BBQ
- Millarville Ride for STARS
- Mitcon Inc. Golf Tournament
- Montgomery Ladies Club
- Morrin School Initiation
- Mountain Shrine Club #44 Golf Tournament
- Nabors Drilling Limited Golf Tournament
- Nacmine Spring Shaker
- NAV Canada Golf Tournament
- North Hill Inn Annual Golf Tournament
- Northern Stars of ISRA Cruise-In
- Old Tyme Music & Dance Society
- Olds Farmers Golf Tournament
- Olds Lions Club
- Olds Rotary Club Golf Tournament
- Order of the Eastern Star Worthy Grand Matron Project
- Order of the Royal Purple #27 Bingo
- Petroleum Services Association of Canada Starlight Starbright Gala
- Pincher Creek Community Carol Festival
- Ponoka District 4-H Beef Club
- Quebecor Printing Corporate Golf Event
- Radway Dinner Auction
- Respiratory Solutions Ball Tournament
- Royal & SunAlliance Golf Classic
- Royal Canadian Legion #105

- Royal Canadian Legion #223 Ladies Auxiliary Dinner
- Royal Canadian Legion #238, Bowness Branch Casino
- Royal Canadian Legion #255
- Royal Canadian Legion #271 Bingo
- Royal Canadian Legion #275, Ladies Auxiliary Raffle
- Rumsey Trail Ride
- Sears Canada Inc. Silent Auction
- Sedgewick Barbeque
- Sedgewick Harvest Dance for STARS
- Sobeys Lethbridge Sunshine Carnival
- Sobeys Station Square Fort Saskatchewan Sunshine Carnival
- Sobeys Westlock Sunshine Carnival
- South East Alberta Coal Miners STARS Golf Classic
- Southern Alberta Ride for STARS
- Spray Lake Sawmills
- Spruce Grove - A Gala Evening
- STARS - Lions Golf Classic
- STARS Gala
- Strathmore RCMP Ladies Night Out
- Stream-Flo Industries Ltd. Golf Event
- Sturgeon Composite High School
- Sundre Renegades Golf Tournament
- Sundre Renegades Rubber Boot Baseball Tournament
- Sutton Group Polar Bear Dip
- Sutton Real Estate Golf Tournament
- Taber Charity Auction
- Taber-Vauxhall R.C.M.P. Annual Golf Tournament
- The Fairmont Banff Springs Community Spirit Campaign
- Torrington Lions Club Dinner
- Trinidad Drilling Ltd. Golf Tournament
- Two Eyed Jack Fall Classic
- University of Alberta Agricultural Club's Bar None Dance
- Vauxhall Ethnic Dinner
- Vulcan & District 4-H Beef Auction
- Wal-mart, St Albert
- Warburg Friends of STARS Dine & Dance
- Weatherford Canada Partnership Golf Tournament
- Westbrook 4-H Multi Club Cowboy Poetry Night
- Westlock Community Thrift Shop
- Westlock Lions Club Golf Tournament
- Whispering Pines Golf & Country Club Annual Swing for STARS
- Willow Creek Gathering Cowboy Poetry & Music Society

PARTNERSHIPS AND SUPPORT

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 share the common goal of ensuring appropriate medical care is provided in the timeliest way possible. Trauma and major medical conditions such as heart attack and stroke are time dependent. We strive to generate good patient outcomes by moving people in the shortest time safely possible.

GOVERNMENT OF ALBERTA AND HEALTH REGIONS

Alberta has a networked air ambulance system which includes nine fixed wing aircraft bases and two STARS helicopter bases. Alberta Health and Wellness should be commended for the vision behind the creation of this system which enables residents to quickly reach a higher level of medical care when needed.

In 2004, Alberta Health and Wellness devolved responsibility for its share of funding of the STARS program to Capital Health and the Calgary Health Region. Block funding is provided to STARS through the two health regions on a monthly basis, providing 40 to 45 per cent of STARS' direct helicopter operating costs.

STARS' air medical operations are dependent on funds raised by the STARS Foundation and the funding from the health regions to maintain operations. The STARS Emergency Link Centre and our Human Patient Simulator Program are funded through donations, the lottery, special events and campaigns, and the corporate community.

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 medical response coordination offers unique benefits for business.

In turn, these relationships often provide STARS with funding and access to technologies and advancements not otherwise accessible.

DONORS

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

Your gifts to STARS are tremendously important and have contributed greatly to STARS and its efforts to provide the best in care for the critically ill and injured.

COMMUNITY AND VOLUNTEERS

STARS' partnership with the community is the essence of our organization. The commitment, passion and energy of our volunteers continue 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.

CREW AND STAFF

We are proud of the passion, skill, forward thinking and commitment of the dedicated men and women who are part of STARS, both in the air and on the ground. 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.



STARS saved my life. Volunteering is my way of giving back to the organization and the community.

- Craig Parkinson
STARS Volunteer, Lethbridge, Alberta



Rapid transport ensures timely advanced treatment - December 16, 2002

Linda Parsons had just returned to her home in Gibbons after her daily afternoon walk. She began experiencing chest and arm pain which she recognized as typical symptoms of a heart attack and called 911.

The 911 service had just recently been established in Gibbons and a back-up system was still in place through the town office. There, someone who knew Linda heard her frightened conversation with the 911 dispatcher and hurried over with another individual to try to help.

When they arrived just minutes later, they found Linda unconscious and without a pulse. Paramedics arrived on scene within another minute and worked quickly to revive Linda. Realizing the seriousness and urgency of her

condition, they called for STARS to transport Linda to the advanced care she needed.

Because there is not a hospital with helicopter landing pad in Gibbons, the ground ambulance arranged to meet STARS in the large field behind Linda's children's school to pick her up.

Linda was airlifted to Edmonton where she underwent heart surgery to perform a bypass operation to save her life. After spending more than three weeks in hospital, Linda returned home to her thankful husband Ed and sons Cameron and Curtis.

STARS Mission Crew: Dr. Herman Borkent, Ernie Corbett, Teresa Craig, Dean Duchscher, Jon Gogan, Grant Wudel.



YOUR GIFTS TO STARS

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

Following is a list of donors who have made a gift of \$500 or more in the period January 1, 2004 to December 31, 2004. Contributions in this period have been added to past gifts of each donor, placing them in

Patron - (\$1,000,000.00 +)

*Burlington Resources Canada Inc.
*ExxonMobil Canada
Lions International
Petroleum Services Association of Canada
*Precision Drilling Corporation
The Royal Canadian Legion
*TransCanada Pipelines Limited

Chairman's Circle - (\$250,000.00 +)

Agricore United
Alberta 4-H
*Alberta Treasury Branches
Alliance Pipeline Limited Partnership
*ARC Group of Companies
ATCO Gas & ATCO Gas Employee Community Service Fund (ECSF)
*BMO Bank of Montreal
Camrose Friends of STARS
Dine and Dance
Canadian Natural Resources Limited
*The Calgary Foundation
- Anonymous Donor
Mrs. Eleanor Cross
*Devon Canada Corporation
Edmonton Gala
*Enbridge Pipelines Inc.
EnCana Corporation
*FortisAlberta Inc
*Mr. Stan and Mrs. Jane Grad
Husky Energy & Husky Energy Charitable Fund
Imperial Oil Resources Ltd.
Lockerbie & Hole
Millarville Ride for STARS
*Nexen Inc.
*Rob and Ruth Peters and Family
*Royal Bank of Canada
Rumsey Trail Ride
TELUS & TELUS Community Connections
*TransAlta Corporation
United Way of Calgary and Area
United Way of the Alberta Capital Region

Partners - (\$100,000.00 +)

*Agrium Inc.
ATB/STARS Events
The Benevolent & Protective Order of Elks
BP Canada Energy Company
*Bonavista Petroleum Ltd.
*The Calgary Foundation
- JC Anderson Legacy Fund
*The Calgary Foundation - Kolstad Fund
Mrs. Audrey Cibart
City of Lethbridge
ConocoPhillips Canada
*The Co-operators
*Credit Union Central Alberta Limited
EnCana Cares Foundation
*Enerplus
Enmax/BEW Stampede Parking Lot
*Ensign Resource Service Group
*First Truck Centre Inc.
Fort Saskatchewan Friends of STARS Sunshine Carnival

*Grizzly/HI-West/Poncho Well Servicing
Mrs. Robin Harvie
Independent Order of Foresters
IPSCO Inc.
J & L Supply Co. Ltd.
Kinsmen Clubs
*Lehigh Inland Cement Limited
*Mr. Keith MacPhail
*Municipal District of Rocky View No. 44
*Northrock - A Wholly Owned
Subsidiary of Unocal Corporation
Order of the Royal Purple
*Paramount Resources Ltd.
Mr. Robert D. and Mrs. Jean Patterson
*Petro Canada
*Primewest Energy Inc.
Printworks Ltd.
*Progress Energy Ltd.
Mr. Joseph Quain
Radway Dinner & Dance
*Roll'n Oilfield Industries Ltd.
Royal & SunAlliance Golf Tournament
Royal Canadian Legion #104
Royal Canadian Legion #105
*Sanjel Corporation Ltd.
*Scotiabank
Spray Lake Sawmills (1980) Ltd.
*Stewart Family Trust
*John and Cheryl Stewart
Taber Charity Auction
TELUS Employees Hearts at Work Program
*Trican Well Services Ltd.
Warburg Friends of STARS
Benefit for STARS

Benefactors - (\$50,000.00 +)

*Acclaim Energy Trust
*Alberta Building Trades Council
Charitable Foundation
Alberta Ministry of Gaming
Alberta Super Run Association
*All Weather Windows Ltd.
*Baker Hughes
BJ Services Company Canada
Ms. Dorothy F. Bonner
*Border Paving Ltd.
*The Calgary Foundation
- Rob & Ruth Peters Family Fund
The Calgary Herald
Calgary Snowmobile Club
*Capri Hotel Trade & Convention Centre
CIBC (Canadian Imperial Bank of Commerce)
County of Newell No. 4
County of Strathcona No. 20
*Jack and Joan Donald
Elk Point Emergency Services
*EOG Resources Canada Inc.
Fifth Avenue Place
FirstEnergy Capital Corp.
*Flint Energy Services Ltd.
*Fountain of Hope Bank of Montreal
Independent Order of Foresters
Court Gateway #191
Richard and Sue Kanagawa
(Heritage Inns)
*Ledcor Alberta Limited

the appropriate cumulative category for the period 1985 to 2004.

We are also tremendously appreciative of the supporters not listed here due to space restrictions whose gifts of less than \$500 provide a large portion of STARS' funding.

We would also like to recognize the more than 1,282 gifts received by STARS from donors who prefer to remain anonymous.

*Lions Club - Ponoka
Loyal Order of the Moose
Nancy and Dan Lazar and family
Mountain View County
Mullen Trucking Inc.
Nabors Canada LP
*Newalta Income Fund
Next-To-New
Order of the Eastern Star
*Parkland Income Fund
*PCL Construction Group Inc.
*Provident Energy Trust
*Prudential Steel Ltd.
*PTI Group Inc.
Sundre Renegades Ball Team
*Clay and Vi Riddell
Rotary Clubs
Royal Canadian Legion #4
Royal Canadian Legion #41
Rumsey & District Agricultural Society
*Spartan Controls Ltd.
*The Stollery Charitable Foundation
Sunwest Home Aviation Ltd.
*Phil and Cindy Swift
United Farmers of Alberta
Co-operative Limited
*Mac and Susan Van Wielingen
Viking Drywall Ltd
*Mr. Frederick Vincett
*Western Star Trucks (North) Ltd.
*Weyerhaeuser Company Limited
*Mr. Darcy J. Will
Women of the Moose

Builders - (\$10,000.00 +)

410942 Alberta Ltd.
*67th Street Liquor Store
7-Eleven Canada
A Gala Evening
*Mr. Andrew Abbott and
Mrs. Carolyne Kauser-Abbott
Access Television
Acme & District Community Chest
Aero Metal Fabrication Ltd.
Air Canada-Payrolls Corporate
Financing and Planning
*Al Glover International Trucks Ltd.
*Alberta Gold Energy and Rentals
All for STARS Group
*Seth and Monika Anders
Argus Machine Co. Ltd.
Arrowwood Community Appeal
Associated Canadian Travellers
ATCO Electric Ltd. O/A ECHO
Foundation Trust
ATCO Pipelines Employee &
Community Service Fund
*B & R Eckel's Transport Ltd.
*Badger Daylighting LP
*Bantrel Co.
*Bates Christmas Light Display
Mrs. Vera C. Beattie
*Mr. Clive Beddoe
Benevolent & Protective
Order Of Elks # 32
Bennett Jones
*Grant and Jeanne Billing

*David and Leslie Bissett
Bissett Resource Consultants Ltd.
*Mrs. Joan V. Black
*Black Knight Inn
*Bower Place Promotion Fund
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Squires St. Gregory's Catholic Women's League St. Joseph's School Student Account St. Micheal's Ukrainian Orthodox Parish	Mr. Harald Schmiegelt Mrs. Gladys Schmitke Mr. Louis and Mrs. Annemarie Schmittroth Mr. Stanley G. and Mrs. Rita Schneider Mr. Johnny and Mrs. Elizabeth Schneyder Mrs. Margo Schneyder Ms. Geraldine Schroeder Mr. Ken Schroeder Hermann Schultze Mr. Ewald Schulz Mr. Henry and Mrs. Judy Schuurman Mr. Ron and Mrs. Pat Schwarzenberger Ms. Joan E. Scogin Mr. Douglas and Mrs. Elaine Scott Scougall RV Centre Ltd. Mr. Russell H. and Mrs. Leora Scratch SDS Drilling Ltd. Mr. Rick and Mrs. Sheila Seabrook Mr. Wilf and Mrs. Anna Seal Mr. Ernest J. Sebastian Sedgewick & District Agricultural Society Mr. David and Mrs. Genevieve Seibel Selmac Sales Ltd. Mr. William and Mrs. Stella Sengaus Mr. Mike and Mrs. Jean Senyk Servco Oilfield Supply Canada Ltd. Mr. Lawrence and Mrs. Mildred Shanks Mr. Douglas Shaver Ms. A. Marie Shaw Mr. Bob Shaw Mr. Larry and Mrs. Carol A. 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M. Smyth Mr. William Snow Mr. Russell and Mrs. Ruth Sokil Ms. Florence Sommer Mrs. Frances M. Sorenson Mr. Gordon and Mrs. Joyce E. Spark Mr. and Mrs. Barry G. Sparrow Mr. Ken and Mrs. Debbie Spearing Mrs. Edith Spence Mr. Gerald and Mrs. Mary Spencer Mr. James A. and Mrs. Shirley Spencer Mr. Robert Spinney Ms. Sheila Spinney Mr. Robert and Mrs. Shirley Spreadbury Spring Point Community Society Mrs. Isabelle Sproule Mr. Lloyd and Mrs. Jackie Sproule Spruce Grove Farmers Market Mr. Glen S. Squires Mr. Wallace and Mrs. Brenda J. Squires St. Gregory's Catholic Women's League St. Joseph's School Student Account St. Micheal's Ukrainian Orthodox Parish	Mrs. Ilene H. Stamm Ms. Lena Stanford Mr. Urban and Mrs. Joan Stang Mr. William and Mrs. Jean L. Stanley Ms. Eleanor F. Stark Mr. Barry Station and Ms. Kimberly Verrier Mr. Merose and Mrs. Sheila Stelmaschuk Mr. Kenneth H. Stephen and Ms. Patricia J. Bird Mr. K.G. Stephens and Ms. Celeste Lorenzen *Sterling Homes (Edmonton) Ltd. Mr. Boyd Stevens Ms. Beverley Stevenson Mrs. F. Ilene Stewart Mr. George E. and Mrs. Violet F. Stewart Mr. Terence and Mrs. Edna Stickland Dr. Robert and Mrs. Bonnie Stiegelmar Stinger Inc. Mr. Harvey Stinson Mr. David L. and Mrs. Anne Stirton Mr. Peter and Mrs. Diane Stopanski Mr. and Mrs. Kenneth A. Storch Mrs. Kathleen Strain Ms. Judith K. Strang Ms. Alice E. Streeter Ms. Phyllis Streukens Ms. Ettamae M. Strohschein Mr. Harry F. and Mrs. Verda Strohschein Mr. Lyle and Mrs. Teresa Strom Ms. Anny Strytveen Dr. James R. Stuart Mr. Harry E. and Mrs. Frances S. Stuber *Studon Electric & Controls Inc. Mrs. Katie Suelzle Mr. James J. Sullivan Summit Completions Suncor Social Club Mr. Arthur Sundquist Sure Cast Dental Laboratories Ltd. Sureway Metals Ltd. Mr. Kendall and Mrs. Nikki Sutley Ms. Jennifer Sutton Mr. Lorne D. and Mrs. Zenna A. Swanek Swine & Poultry Health Management Services Ltd. Mrs. Maxine Sych Ms. Margaret Sydora Victor Tam Mr. Jack Tamashiro Mr. George and Mrs. Kathy Tarrabain Mr. Alex and Mrs. Irma K. Tate Ms. Anita L. Taylor Mr. Keith and Mrs. Marion Taylor Mrs. M. Floy Taylor Mr. Robert G. and Mrs. Gladys A. Taylor Ms. Sandra Taylor Taz Well Servicing Ltd. Team Ford Technical Control Service Ltd. Ted Sandum Ranches Tees Agricultural Society Telus Community Connections Calgary Ladies Group Dr. and Mrs. Uwe Termer Terris Diesel Ltd. Mr. Gord W. and Mrs. Marion L. Watson Mr. Keith Watson Mr. Robert H. and Mrs. Nancy J. Watson Mr. Doug Watt Ms. Evelyn L. Watt Mr. Clark and Mrs. Norah Watts Mr. Hugh Watts Mr. Lyle and Mrs. Lorna Watts Mr. Walter S. and Mrs. Wendy M. Watts Mr. Wayne and Mrs. Doreen Waugh Ms. C.J. Wauters Mr. Richard J. Waywood Mr. Gordon I. Webb *Ms. Paddy G. Webb Mr. Don Weber Mr. Warren and Mrs. Elaine Weisse Mr. Hans and Mrs. Inge Weissenborn Mr. Gregory L. Wells Mr. Garfield and Mrs. Lois Wesley Mrs. Arline L. West Mr. Richard and Mrs. Norma West Western Securities Ltd. Mr. Peter Weston West-View Motel Mr. Ken and Mrs. Edith Wetzel	Mr. Vernon F. and Mrs. Jeanne M. Wetzel Mr. S. Curtis Wheatley Mr. C.E. White Mr. Garfield and Mrs. L. Grace White Mr. Glen and Mrs. Marie White Mr. Perry A. and Mrs. Esther White Mr. Ronald and Mrs. Rosalee June Whiting Mr. David W. and Mrs. Diane Whitlow Mr. Lyle Whitmarsh Ms. Erna Wickware Mr. Gilbert and Mrs. Connie Wideman Ms. Vera Wiest Mr. Jerry and Mrs. Lucille J. Wilde Mr. Andrew M. and Mrs. Henrietta R. Wildeman Mr. Henry and Mrs. C.J. Wilkie Mr. William A. Willcocks Mr. Harold A. and Mrs. Irene Williams Mrs. Jean Williams Mr. Larry and Mrs. Helen Williams Mr. Robert E. Williams Mr. Warren J. and Mrs. Aileta M. Williamson Mrs. Ines Willis Mr. Marvin and Mrs. Audrey Willmer Mr. Keith Wilson Mr. Robert A. and Mrs. Glenda G. Wilson Windship Aviation Ms. Myrna L. Wisdom Mr. F. G. and Mrs. Irene Woida Mr. James A. and Mrs. Carol A. Wojciechowski Valley Vista Farms Mr. Gerrit Van Dorp Mrs. Gilberta Vandepoele Mr. Bert and Mrs. Kathy Vander Reyden Mr. Les Vanderlinde Varco Canada Limited Mr. James Varga Dr. Christopher J. Varvis, MD Vasa Order of America # 575 Mr. Peter Verity and Ms. Sharon S. Staplin Mr. Hans and Mrs. Olive Vest Mr. Raymond Vien Mrs. Jean and Mrs. Lena Visser Mr. Hans E. Vitringa Ms. Dorothy Volstad Mrs. Johanna Vos W. C. Kay Gold and Gem Merchants Mrs. Violet Wade Mr. Charles F. and Mrs. Darleen Wagstaff *Wainwright Credit Union Mr. Arnim and Mrs. Patricia Walaska Mr. John F. and Mrs. Evelyn A. Walker Walking Eagle Motor Inn Mr. Ronald M. and Mrs. Joan Wall Mrs. Edna Wallace Wallace Oilfield Services Ltd. *Wallace's Septic Tank Services Ltd Waskasoo Roamers - Red Deer Chapter of Good Sam *Wetaskiwin Credit Union Limited Mr. Stanley L. Waterman Mr. Gord W. and Mrs. Marion L. Watson Terris Diesel Ltd. Mr. Keith Watson Mr. Robert H. and Mrs. Nancy J. Watson Mr. Doug Watt Ms. Evelyn L. Watt Mr. Clark and Mrs. Norah Watts Mr. Hugh Watts Mr. Lyle and Mrs. Lorna Watts Mr. Walter S. and Mrs. Wendy M. Watts Mr. Wayne and Mrs. Doreen Waugh Ms. C.J. Wauters Mr. Richard J. Waywood Mr. Gordon I. Webb *Ms. Paddy G. Webb Mr. Don Weber Mr. Warren and Mrs. Elaine Weisse Mr. Hans and Mrs. Inge Weissenborn Mr. Gregory L. Wells Mr. Garfield and Mrs. Lois Wesley Mrs. Arline L. West Mr. Richard and Mrs. Norma West Western Securities Ltd. Mr. Peter Weston West-View Motel Mr. Ken and Mrs. Edith Wetzel
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Contributions made in the period January 1, 2004 to December 31, 2004 will place a donor in the appropriate cumulative category. An (*) indicates STARS Vision Critical Campaign supporters showing total cumulative contributions, gifts and pledges. If you prefer not to be listed in the future, please contact our Donations Department at 403-295-1811.

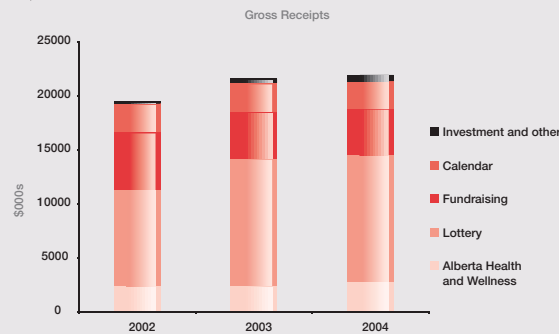
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OVERVIEW

The 2004 fiscal year was again a very successful year of operations for STARS. The air medical operations remain the most visible of STARS' programs, and service delivery continued out of Edmonton and Calgary with two helicopters stationed in each base. Significant expansion occurred in the other two operating programs: the Emergency Link Centre continued to expand in volume of calls and industry site registrations; and the Centre for Education and Research in Transport and Emergency Care doubled its capacity with the addition of a second donor funded mobile HPS unit late in 2004. As a result of this continued partnership with you, our donors and stakeholders, we are able to continue to provide these emergency medical, dispatch and education services.

The following discussion and analysis should be read in conjunction with the accompanying audited financial statements and the other information contained in this annual report.

FUNDS RAISED



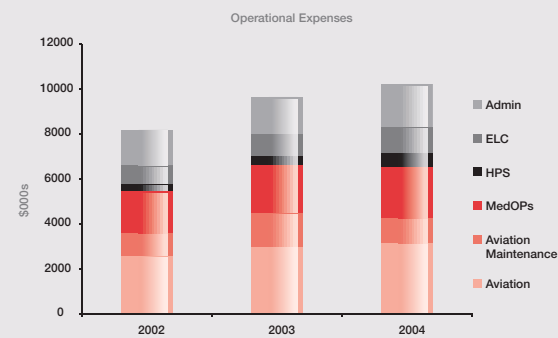
STARS continues its mission with very strong support and partnerships with the general public, corporate donors and government. Together, these contributors funded a total of \$22.2 million for general operations. STARS' structured fundraising and donations totaled \$19.2 million, very consistent with 2003 reflecting the similar nature of the programs and the strong continued community support. Net funds (after direct costs) decreased by \$325,000 to \$12.5 million due to increased costs of program delivery. These were offset in part by improved returns on the investment portfolio.

Total operations revenues increased by \$450,000 over 2003 to \$3 million primarily due to a new rotary air ambulance service delivery agreement with Capital Health and the Calgary Health Region as supported by Alberta Health and Wellness. This agreement, effective October 1, 2004, replaced the previous

agreement with Alberta Health and Wellness and provided 43% of the funding for the air medical program in 2004. Under this agreement, STARS must bear the cost of fuel. The previous agreement provided for a reimbursement based on mission time plus a monthly standby amount and the government bore the cost of fuel. The 2005 funding under this agreement will total approximately \$3.5 million. The 1,082 operational missions flown in 2004 was a 2% increase from 2003.

Slight increases in other revenues were realized from cost recoveries. These arose from: provision of HPS training services to certain rural-based medical professionals; provision of maintenance services for simulators; and, 911 services coordinated by the ELC. In 2005, STARS will continue to expand these and other cost recovery services to offset some of the costs of program expansion.

OPERATIONAL EXPENDITURES



Air Medical Operations

Air medical service delivery costs totaled \$6.6 million in 2004, down slightly from \$6.7 million in 2003 due to deferral of certain aircraft maintenance programs. STARS' engineers deferred the costs of a major engine overhaul by swapping engines between aircraft to better balance component usage times. In 2004, air medical operations further enhanced ongoing quality and safety improvements through expanded night vision goggle use and new global positioning system route mapping.

STARS operates two bases, Edmonton and Calgary, with two operational helicopters at each base. One full operational crew is on-site at each base "24/7". Of the \$6.6 million total program costs, \$4.5 million (69%) is attributed to personnel. Each base staffs: nine full-time equivalent pilots, about 30 part-time medical crew (flight paramedics and flight nurses), referral emergency physicians, management and administrative support. Supplies, maintenance material and other

consumables including fuel accounted for \$900,000 (14%) of the 2004 total. Under the new Affiliation Agreements signed with the Calgary Health Region and Capital Health in October, 2004, STARS will be responsible for all mission-related fuel costs. As a result, we anticipate costs to increase by about \$400,000 due to absorption of fuel costs (compensated for by an increase in the annual program funding). In 2005, the Aviation costs will also increase due to scheduled maintenance on two of the aircraft.

Communication - STARS Emergency Link Centre®

The STARS Emergency Link Centre (ELC) provides four primary functions:

- Dispatch and flight coordination for STARS emergency transports;
- 911 call centre support for fire and ground ambulance in Mountain View County;
- The Rapid Access Line, serving the Calgary Health Region; and,
- The Site Registration program, providing the energy industry and others with a means of pre-registering remote worksites in order to provide more effective emergency medical response if required.

The total cost of providing these programs was \$1.1 million in 2004, a 19% increase from 2003 primarily due to additional staffing and technology costs necessary to handle increasing volumes and levels of service. Personnel costs account for 79% of the ELC budget, with technology support accounting for another 10%. Call volumes for the ELC continue to exceed 2,000 per month on average including STARS emergency calls, 911 calls and site registration calls. Site registration volumes also continue to increase as the program gains popularity, with about 2,500 temporary and permanent sites registered at the peak of the drilling season.

The ELC recovers a small portion of costs through charging the municipalities utilizing the 911 service. STARS is implementing additional revenue generation options for the non-dispatch services provided by the ELC.

Education - STARS Centre for Education and Research in Transport and Emergency Care

Recognizing that effective pre-hospital emergency care begins prior to the arrival of an air ambulance, STARS places strong emphasis on education of emergency care personnel throughout the Chain of Survival. The newly formed STARS Centre for

Education and Research in Transport and Emergency Care continues to expand to meet this educational need. Program costs increased by 57% in 2004 to total \$629,000, reflecting increased staffing to accommodate introduction of a second mobile unit and increased technical support.

The second mobile unit was acquired through the Vision Critical Campaign late in 2004 and commenced operations in March, 2005, enabling one mobile unit to operate out of each base. Through a partnership with the manufacturer of the human patient simulators used by STARS, STARS provides certain technical support activities on behalf of the manufacturer on a full cost recovery basis (about \$70,000 in 2004). In addition to these cost recoveries, STARS also provides certain specialized medical training on a cost recovery basis. The full-year impact of the second mobile unit plus the expanded technical support are expected to add about 30% to the 2005 costs, but it is anticipated that this will be substantially offset by increased cost recoveries.

Society Administration

Administrative support includes a wide range of functions that impact all operational areas of STARS including: all financial reporting functions; organization governance including the executive office and board of directors; information systems development and support; facilities maintenance; external professional auditors and advisors; and general office supply and process costs. Administrative costs totaled \$1.9 million in 2004, a 15% increase over the prior year with the increase primarily due to required expansion in HR/payroll staffing (administrative personnel account for 38% of total department costs) and costs incurred to improve the information systems for the medical, aviation and communication operations (27% of total department costs). STARS maintains its non-financial operational data through proprietary data applications, and the combined needs of users, demands for privacy and security and constantly evolving technologies necessitated a higher investment in information systems infrastructure than was budgeted. Governance, privacy and security response will continue to be in high focus in 2005.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Fundraising Administration

Fundraising administrative expenses represent the personnel and infrastructure costs associated with maintaining the programs, profile and volunteer base necessary to raise the funds required by the Organization. Total costs increased 14% in 2004 to \$1.5 million primarily due to staffing increases. Personnel costs account for 80% of the total costs. Fundraising administrative expenses represent 8% of gross funds raised and 12% of net funds raised (7% and 11% respectively for 2003). Some of the Fundraising administration was directed to support of the Vision Critical Campaign.

Depreciation and Amortization

Depreciation and amortization expenses for 2004 totaled \$1.4 million relative to \$1.3 million for the prior year. STARS amortizes its capital assets on a straight-line basis over the estimated useful life, varying from a two-year period for some application software to 20 years for the helicopters. In the fourth quarter of 2004, STARS acquired a fifth BK117 helicopter and a second mobile HPS unit. As neither of these were put into service by year-end, they were not depreciated.

Goods & Services Tax

As a registered charity, STARS Society and STARS Foundation are eligible to recover a portion of GST paid, resulting in a net GST expense for the year. During 2003, STARS recovered certain GST amounts related to prior years, resulting in a lower net GST cost for 2003 as compared to the current year.

Chain of Survival

The Chain of Survival expenditure identifies an amount pledged by STARS out of the gross lottery proceeds to assist other emergency service providers. During 2004, STARS contributed \$474,000 to 63 partners in the Chain of Survival throughout Alberta. The recipients are determined by a committee comprised of STARS and arm's length evaluators and must be "qualified donees" pursuant to the rules governing charities in the Income Tax Act.

VISION CRITICAL CAMPAIGN

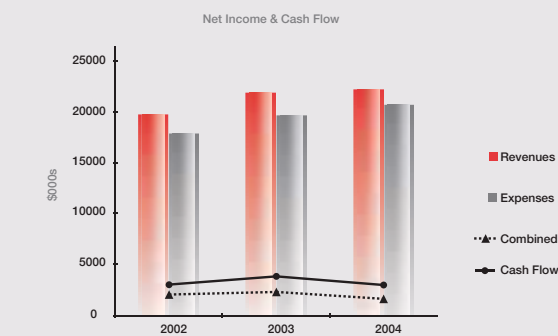
The Vision Critical Campaign was initiated in 2003 with the goal of raising \$25 million over a five year period to fund new technology helicopters and the expansion of the education program. As a result, the funds are segregated from general operating accounts. To December 31, 2004, \$9.2 million of

donations had been received, including a \$5 million funding by STARS from its Helicopter and Equipment Replacement Fund and \$10.8 million additional donations were pledged. The VCC applied \$1.4 million to deposits on the new helicopters and \$263,000 to purchase a second mobile HPS unit for the education program. The balance of the funds are maintained for VCC expenses or invested in low-risk investments.

CAPITAL ASSETS

Capital expenditures in 2004 totalled \$4.9 million of which the acquisition of a fifth BK117 helicopter represented about \$3.9 million. Other expenditures included the night vision goggle upgrade for the third helicopter in the fleet (\$301,000), acquisition of the second mobile HPS unit (\$263,000), and other equipment additions. The new BK117 was acquired to provide resources for possible base expansion and to supplement the performance capabilities of the existing fleet. The world-wide market for this type of aircraft is very strong, and lead times to procure aircraft in the configuration required by STARS can be very difficult.

LIQUIDITY AND CAPITAL RESOURCES



During 2004, STARS raised \$22.2 million to finance its total cash expenditures of \$19.2, yielding \$3.0 million of available cash flow which was applied to bank debt, capital expenditures and working capital. A new banking facility of \$3.5 million was drawn to finance the majority of the helicopter acquisition. To finance short-term operations, STARS has working capital (excluding bank debt) at year-end of \$2.4 million plus the majority of its annual fundraising occurs early in the calendar year through the lottery and calendar sales. The Legacy and Helicopter and Equipment Replacement funds total \$8.3 million and are invested in mutual funds and are available to meet future capital and expansion needs and to cushion unexpected changes in the fundraising programs. The operating budget for 2005 is covered through anticipated sources of recurring funding, and no increase to bank debt is anticipated.

OPERATIONAL RISKS

In providing its services, STARS must consider potential risks across the entire spectrum of its operations including:

Safety and Regulatory - STARS undergoes and passes numerous safety and operational external reviews and audits annually. STARS has rigorous staff training standards and maintains internal safety and quality assurance committees to ensure compliance with all regulatory requirements and alignment with best practices in medical transport systems.

Financial - STARS depends on broad public fundraising to finance the majority of its operations and maintains an extremely strong profile and reputation with its stakeholders. In addition, STARS maintains very strong relations with the business community, Alberta government and regional health authorities. Therefore, STARS adheres to high standards of governance and financial stewardship which are regularly reviewed. In the event of unforeseen adverse financial events, STARS maintains sufficient investment reserves to continue operations until contingencies can be resolved. STARS' operating budgets are approved by the Boards of Directors and regularly monitored. STARS pre-purchases foreign currencies to reduce currency risk on anticipated foreign sourced equipment purchase liabilities and is assessing strategies related to the proposed helicopter acquisitions.

Insurance - STARS maintains an accident-free flight record, high quality standards and coordinates through brokers to optimize its insurance coverage and minimize premiums.

Competition - STARS' mission is optimal pre-hospital care for critically ill and injured persons. Through its Chain of Survival Fund initiative and other programs STARS endeavours to build partnering opportunities throughout Alberta and southeastern British Columbia (our service & referral area) which contribute to the efficient delivery of high quality air ambulance services.

OUTLOOK

STARS began 2005 with a sold-out lottery and very strong response to its fundraising galas. The 2005 budget was built on an assumption of consistent receipts from existing fundraising programs. STARS anticipates that general operating costs will increase about 10% in 2005, including 2% for inflation factors, 2% for expanded education services, 1% for expanded communication services, 2% for administration and special projects, and 3% for fuel. In addition, costs are expected to increase about 7% due to periodic maintenance. Some of these costs are offset by designated donor funding.

The new technology helicopters continue to undergo certification testing, and are not anticipated to be configured with all safety equipment required by STARS until 2008. The deposits paid are refundable to STARS if the contract does not proceed.

STARS continues to be a key component of the health safety net in Alberta and southeastern British Columbia.

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", "Shock Trauma Air Rescue Service" or "the Organization"

We have audited the combined balance sheet of STARS as at December 31, 2004 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, 2004 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Calgary, Alberta
April 1, 2005

Grant Thornton LLP
Chartered Accountants

MANAGEMENT'S REPORT

The accompanying combined financial statements of STARS as at December 31, 2004 and all other financial and operating information contained in this Annual Report are the responsibility of management. The combined financial statements have been prepared in accordance with accounting policies detailed in the notes to the combined financial statements and in accordance with generally accepted accounting principles in Canada.

The Organization's systems of internal controls have been designed and maintained to provide reasonable assurance that assets are properly safeguarded and that the financial records are sufficiently well maintained to provide relevant, timely and reliable information to management. Management believes the systems of internal controls were operating effectively in 2004.

External auditors, appointed by the Directors, have independently examined the combined financial statements. They have performed such tests as they deemed necessary to enable them to express an opinion on these combined financial statements.

The Audit Committee has reviewed these combined financial statements with management and the external auditors. The respective Boards of Directors have approved these combined financial statements on the recommendation of the Audit Committee.



D. Gregory Powell, MD FRCPC
President and Chief Executive Officer



Dale R. Renz, CA
Vice President, Finance and Administration

April 12, 2005

COMBINED BALANCE SHEET

(THOUSANDS OF DOLLARS)

As at December 31	2004	2003
Assets		
Current		
Cash and cash equivalents (Note 8)	\$ 1,472	\$ 879
Receivables	575	459
Deferred expenses (Note 3)	754	472
Prepaid expenses	153	149
Helicopter parts and stores inventory	625	638
	3,579	2,597
Deferred expenses (Note 3)	-	59
Investments (Note 4)	15,503	13,053
Capital assets (Note 5)	16,827	12,422
	32,330	25,534
	\$ 35,909	\$ 28,131
Liabilities and Fund Balances		
Current		
Accounts payable and accrued liabilities	\$ 987	\$ 648
Deferred revenue (Note 3)	216	158
Bank debt (Note 6)	3,500	800
	4,703	1,606
Fund balances		
Operating Fund	1,921	1,921
Legacy Fund	5,103	4,603
Helicopter and Equipment Replacement Fund	3,172	7,224
Chain of Survival Fund	59	33
Investment in Capital Assets	11,709	11,622
Total Unrestricted	21,964	25,403
Vision Critical Campaign Fund (Notes 4, 5)	9,222	1,102
Endowment Fund	20	20
	31,206	26,525
	\$ 35,909	\$ 28,131

Commitments and contingencies (Notes 7, 11 and 13)

On behalf of the Board



Doug Martin
Director



Art Hironaka
Director

See accompanying notes to the combined financial statements.

COMBINED STATEMENTS OF OPERATIONS AND FUNDRAISING
(THOUSANDS OF DOLLARS)

For the year ended December 31

	Funds Raised		Direct Expenses		Net	Net
	2004	2003	2004	2003	2004	2003
General						
Fundraising						
Lottery	\$ 11,862	\$ 11,862	\$ 4,510	\$ 4,549	\$ 7,352	\$ 7,313
Fundraising	4,338	4,467	932	985	3,406	3,482
Calendar	2,614	2,636	1,352	1,153	1,262	1,483
Investment	432	320	-	-	432	320
	19,246	19,285	6,794	6,687	12,452	12,598
Administration	-	-	1,492	1,313	(1,492)	(1,313)
	19,246	19,285	8,286	8,000	10,960	11,285
Operations						
Air-medical	2,849	2,484	6,596	6,681	(3,747)	(4,197)
Communications	55	35	1,146	966	(1,091)	(931)
Education	97	29	629	400	(532)	(371)
	3,001	2,548	8,371	8,047	(5,370)	(5,499)
	22,247	21,833	16,657	16,047	5,590	5,786
Indirect expenses						
Administration					1,892	1,646
Amortization					1,417	1,324
GST not recoverable					246	135
Chain of Survival					474	482
					4,029	3,587
Combined excess of income over expenditures					\$ 1,561	\$ 2,199

For the year ended December 31

	Funds Raised		Direct Expenses		Net	Net
	2004	2003	2004	2003	2004	2003
Vision Critical Campaign						
Restricted Funds						
Vision Critical Campaign	\$ 3,470	\$ 1,508	\$ 330	\$ 406	\$ 3,140	\$ 1,102
Loss on donations in kind	(41)	-	-	-	(41)	-
Investment income	21	-	-	-	21	-
Combined excess of income over expenditures	\$ 3,450	\$ 1,508	\$ 330	\$ 406	\$ 3,120	\$ 1,102

COMBINED STATEMENTS OF CHANGES IN FUND BALANCES
(THOUSANDS OF DOLLARS)

For the year ended December 31

	Operating Fund	Legacy Fund	Helicopter and Equipment Replacement Fund	Chain of Survival Fund	Net Investment in Capital Assets	Total General	Vision Critical Campaign Fund	Endowment	Seconds Count Capital Campaign Fund
2004									
Balance, beginning of year	\$ 1,921	\$ 4,603	\$ 7,224	\$ 33	\$11,622	\$25,403	\$ 1,102	\$ 20	
Combined excess of income over expenditures	3,452	-	-	(474)	(1,417)	1,561	3,120	-	
Inter-fund transfers	(3,452)	500	(2,548)	500	-	(5,000)	5,000	-	
Purchase of capital assets net of long-term debt	-	-	(704)	-	704	-	-	-	
Repayment of debt	-	-	(800)	-	800	-	-	-	
Balance, end of year	\$ 1,921	\$ 5,103	\$ 3,172	\$ 59	\$11,709	\$21,964	\$ 9,222	\$ 20	
2003									
Balance, beginning of year	\$ 1,921	\$ 4,083	\$ 5,641	\$ 15	\$11,524	\$23,184	\$ -	\$ 20	\$ -
Combined excess of income over expenditures	4,006	-	-	(482)	(1,325)	2,199	1,102	-	20
Inter-fund transfers	(4,006)	520	3,006	500	-	20	-	-	(20)
Purchase of capital assets net of long-term debt	-	-	(623)	-	623	-	-	-	-
Repayment of debt	-	-	(800)	-	800	-	-	-	-
Balance, end of year	\$ 1,921	\$ 4,603	\$ 7,224	\$ 33	\$11,622	\$25,403	\$ 1,102	\$ 20	-

COMBINED STATEMENT OF CASH FLOWS

(THOUSANDS OF DOLLARS)

For the year ended December 31	General		Restricted	
	2004	2003	2004	2003
Increase (decrease) in cash and cash equivalents				
Operations				
Combined excess of income over expenditures	\$ 1,561	\$ 2,199	\$ 3,120	\$ 1,102
Items not requiring cash outlay:				
Amortization	1,417	1,324	-	-
Changes in non-cash operating working capital (Note 8)	7	196	-	-
	2,985	3,719	3,120	1,102
Financing				
Capital campaigns, net proceeds	-	830	-	-
Inter-fund transfer	(5,000)	-	5,000	-
Bank loan for helicopter acquisition	3,500	-	-	-
Repayment of prior bank debt	(800)	(800)	-	-
	(2,300)	30	5,000	-
Investing				
Decrease (increase) in investments, net	4,052	(2,375)	(6,502)	(1,102)
Deposits on advanced technology helicopters	469	-	(1,355)	-
Purchase of capital assets	(4,672)	(622)	(263)	-
Deferred expenditures	59	-	-	-
	(92)	(2,997)	(8,120)	(1,102)
Net increase in cash balances	593	752	-	-
Cash and cash equivalents, beginning of year	879	127	-	-
Cash and cash equivalents, end of year	\$ 1,472	\$ 879	\$ -	\$ -

NOTES TO THE COMBINED FINANCIAL STATEMENTS

December 31

1. GENERAL

These combined financial statements represent the financial position and the combined operations as at, and for the year ended, December 31, 2004 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 these entities are referred to as "STARS", "Shock Trauma Air Rescue Services" or "the Organization". Each entity has a separate Board of Directors, although some Directors are common to more than one Board. Transactions and balances between the entities have been eliminated in arriving at the combined financial statements.

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.

The Society provides highly specialized emergency air-medical transport to critically ill and injured patients in Alberta and southeastern British Columbia. The Society is dependent upon contributions from the Foundation and other funding to continue its operations. The Foundation conducts fundraising activities in Alberta in support of the Society. Additional funding is received from Alberta Health and Wellness, specified regional health authorities and from minor cost recovery initiatives.

Description of funds:

STARS allocates accumulated or retained surpluses to specified funds for purposes designated as follows:

Internally restricted funds:

The Legacy Fund exists to provide funds for future training, education and operations of STARS. The Helicopter and Equipment Replacement Fund exists to fund future replacement of existing helicopters and equipment. The Chain of Survival Fund exists for the purpose of providing funding to not-for-profit partners within the Chain of Survival.

Externally restricted funds:

The Endowment Fund is a fund where the principal assets are to be maintained for a minimum of ten years or according to the wishes of the donor; there is no restriction on the earnings from these assets provided the revenue is expended in accordance with the objectives of STARS. The Vision Critical Campaign Fund was created in 2003 to fund the acquisition of two advanced technology helicopters and the creation of a STARS Centre for Education and Research, with a goal to raise \$25 million.

Unrestricted funds and net equity in capital assets

The Operating Fund is an unrestricted fund which accounts for revenues and expenditures related to program delivery and administrative activities. The net investment in capital assets is the net book value of capital assets less associated debt.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Revenue recognition

STARS follows the restricted fund method of accounting for contributions where activity in externally restricted funds is segregated from general operations.

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

Income received and costs incurred prior to a fundraising event's completion date are recorded as deferred revenue and expenses.

Restricted contributions to a restricted Capital Campaign are recognized as revenue in the designated capital fund in the period received.

Funding received from government, including regional health authorities, is considered to be a contribution. Program cost recoveries are considered other revenues.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

December 31

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 surplus, if any, is allocated as follows:

The first \$500,000 of combined excess of general revenue over expenditures is allocated to the Helicopter and Equipment Replacement Fund; the next \$500,000 of combined excess of revenue over expenditures is allocated to the Legacy Fund and any remaining operating surplus is allocated to the Helicopter and Equipment Replacement Fund. The Board may, at its discretion, allocate additional amounts by inter-fund transfers. In 2004, the Organization allocated \$5 million from the Helicopter and Equipment Replacement Fund to the Vision Critical Campaign fund.

c) Investments

Investments are recorded at cost. Donations in kind held for resale are recorded at market value on the date of donations. The carrying values of long-term investments are adjusted to reflect declines in value which are other than temporary. Gains and losses on the sale of investments are reported as fundraising activity for the fund to which they relate.

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

e) Donations of 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 STARS but because of the difficulty of determining fair market value of these donated services, the value is not recorded in these financial statements.

f) Financial instruments

Financial instruments consist of receivables, investments, accounts payable and accrued liabilities and bank debt. The fair values of the financial instruments approximate their carrying values, unless otherwise noted. The Organization is exposed to fluctuations in Canada/U.S. currency exchange rates. The Organization may, when appropriate, utilize other financial instruments to manage its exposure to this risk.

g) Use of estimates

The preparation of these financial statements 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.

i) Inventories

Inventories are valued at the lower of cost and net realizable value. Cost is determined on a weighted-average basis for store merchandise and on a specific item basis for aircraft parts.

j) Income taxes - STARS Aviation Canada Inc.

As a taxable corporation (for reasons related to the aircraft operating certificates) STARS Aviation Canada Inc. determines its income tax provision using the liability method of tax allocation. Future income taxes are calculated by applying estimated future income tax rates to the current difference, if any, between the tax basis of an asset or liability and its corresponding book value.

3. DEFERRED REVENUE AND EXPENSES

	(\$000s)	
	2004	2003
Deferred Chain of Survival expenses	\$ 79	\$ 118
Deferred lottery expenses	647	381
Deferred fundraising gala expenses	28	32
	754	531
Less: long-term portion of Deferred Chain of Survival expenses	-	(59)
	\$ 754	\$ 472
Deferred fundraising gala revenue	\$ (175)	\$ (158)
Deferred program grants	(41)	-
	\$ (216)	\$ (158)

In 2003, STARS committed to making certain Chain of Survival contributions over a two year period subject to availability of funding from the annual lottery receipts.

4. INVESTMENTS

Investments are recorded at cost and are comprised as follows:

	(\$000s)	
	2004	2003
General account mutual fund investments	\$ 7,899	\$ 11,951
Vision Critical Campaign		
Cash and cash equivalents	3,292	810
Donations in kind held for resale	27	292
Mutual funds	4,285	-
Total VCC investments	7,604	1,102
Total investments, at cost	\$ 15,503	\$ 13,053
Total investments, at market value	\$ 16,604	\$ 13,132

The majority of unrestricted investments are professionally managed under pooled portfolio management service agreements. The long-term investment strategy is to establish an appropriate mix of debt and equity investments to balance investment income and growth with preservation of funds for future needs. The investments are recorded at cost. Market value of the mutual fund investments at December 31, 2004 was \$13,284 (2003 - \$12,030). Market value of cash and cash equivalents and the donations in kind approximates book value.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

(THOUSANDS OF DOLLARS)

December 31

4. INVESTMENTS (CONTINUED)

The Vision Critical Campaign funds are designated for the purchase of new helicopters and the establishment of a STARS Centre for Education and Research in Transport and Emergency Care. The investment strategy for VCC funds is short term, low-risk, liquid investments. Cash and cash equivalents are held in interest bearing accounts. Subsequent to year-end the mutual fund investments (representing funding of the balance of the STARS \$5 million pledge to the VCC) were transferred into cash-equivalent investments. The donations in kind held for resale are liquidated as soon as possible and any gain or loss on disposal is allocated to the fund.

5. CAPITAL ASSETS

	2004		
	Cost	Accumulated Amortization	Net Book Value
Helicopters	\$ 13,524	\$ 3,563	\$ 9,961
Night vision goggles	565	196	369
Medical equipment	647	618	29
Office equipment	1,265	957	308
Aircraft equipment	309	236	73
Computer equipment and software	1,173	1,014	159
Leasehold improvements	598	516	82
Human patient simulator	788	562	226
HPS - first mobile unit	202	190	12
Helicopter acquired December 2004 - undergoing upgrade	3,990	-	3,990
Total general capital assets	23,061	7,852	15,209
VCC funded capital assets			
HPS - second mobile unit	263	-	263
Deposit on advanced technology helicopters	1,355	-	1,355
	1,618	-	1,618
	\$ 24,679	\$ 7,852	\$ 16,827

5. CAPITAL ASSETS (CONTINUED)

	2003		
	Cost	Accumulated Amortization	Net Book Value
Helicopters	\$ 13,305	\$ 2,871	\$ 10,434
Night vision goggles	402	79	323
Medical equipment	632	560	72
Office equipment	1,165	757	408
Aircraft equipment	305	196	109
Computer equipment and software	1,080	920	160
Leasehold improvements	579	470	109
Human patient simulator	724	413	311
HPS - mobile unit	197	170	27
Deposit on advanced technology helicopters	469	-	469
	\$ 18,858	\$ 6,436	\$ 12,422

Through the VCC fund, STARS has paid \$1,355 on two refundable options in the production queue with Agusta Bell in respect of two advanced technology helicopters. The options allow STARS to strategically and comprehensively review the value of this aircraft to STARS' operations. Future deposit obligations include: \$500 US due 15 months prior to delivery of the first helicopter; and, \$500 US due six months prior to delivery of the first helicopter. The total contract value is approximately \$10,000 US per aircraft. This agreement may be terminated by either party before the third deposit or fifteen months prior to the projected delivery date. In December 2004, STARS acquired a fifth BK117 helicopter which is presently undergoing upgrades to conform to the operational standards of the remainder of the fleet.

6. BANK DEBT

In December 2004, the Organization acquired a fifth BK117 helicopter at the purchase cost of \$3,990 Cdn of which \$3,500 Cdn was financed through a convertible revolving credit facility. The facility provided by a major Canadian Chartered bank is secured by a first fixed and floating charge on specified property. The revolving facility bears interest at bank prime rate and is convertible to a term loan. STARS has a line of credit of up to \$100 due on demand and bearing interest at prime plus 1%. As at December 31, 2004, \$55 was unused.

2004	2003
\$ 3,500	\$ -

During 2004, a fixed rate term loan of \$800 relating to the fourth helicopter purchased was repaid.

NOTES TO THE COMBINED FINANCIAL STATEMENTS (CONTINUED)

(THOUSANDS OF DOLLARS)

December 31

7. LEASE OBLIGATIONS AND COMMITMENTS

The Calgary base lease was renewed subsequent to year end for a five year term. STARS has a month-to-month lease for its Edmonton base at a cost of approximately \$12 per month.

Year	Office Lease	Equipment
2005	\$ 377	\$ 20
2006	365	10
2007	365	-
2008	360	-
2009	358	-

8. SUPPLEMENTAL CASH FLOW INFORMATION

	2004	2003
Change in non-cash operating working capital:		
Receivables	\$ (116)	\$ 231
Deferred expenses	(283)	102
Prepays	(4)	(3)
Inventories	13	(63)
Accounts payable and accrued liabilities	339	(98)
Deferred revenue	58	27
	<u>\$ 7</u>	<u>\$ 196</u>

In 2004, STARS paid interest of \$23 (2003 - \$64) relating to bank debt.

9. RELATED PARTY TRANSACTIONS

STARS paid professional fees of \$12 (2003 - \$28) for services provided by a company whose senior client partner is a director of the Organization.

10. ECONOMIC DEPENDENCE

Approximately 12.6% of revenues for the year ended December 31, 2004 were derived from agreements with Alberta Health and Wellness ("AH&W") and the Capital Health and Calgary Health regions (2003 - 11.4%). The AH&W agreement initially expired on January 31, 2003 and was extended over to September 30, 2004. Effective October 1, 2004 the Organization entered into a three year affiliation agreement with each of Capital Health and the Calgary Health Region for the provision of rotary wing air ambulance services under specified terms.

11. CONTINGENCIES

STARS is named, along with other parties, in one claim for which neither the outcome nor amount are ascertainable at this time. STARS is of the opinion that it should have no liability in this regard, but in the event of an adverse resolution, STARS believes it has adequate insurance coverage in place and no cost estimate has been accrued.

12. ADDITIONAL INFORMATION TO COMPLY WITH THE DISCLOSURE REQUIREMENTS OF THE ALBERTA CHARITABLE FUNDRAISING ACT

Gross contributions, including capital campaign receipts, governed by the Alberta Charitable Fundraising Act totalled \$ 10,381 (2003 - \$8,448). In addition, \$11,862 of gross proceeds were realized from lottery sales and other gaming activities governed by the Alberta Gaming and Liquor Act (2003 - \$12,045). All expenses incurred for the purposes of soliciting contributions under the Charitable Fundraising Act were \$4,106 (2003 - \$3,937). Of these expenditures \$1,714 (2003 - \$1,444) were paid as remuneration to employees whose principal duties involve fundraising. Also included in expenditures for soliciting contributions were \$411 (2003 - \$465) paid as remuneration to third party fundraising businesses, including any expenses or fees paid by the charitable organization on behalf of the fundraising businesses or as reimbursements to the fundraising businesses.

13. COMMITMENTS

Effective October 1, 2004, the Organization entered into an Affiliation Agreement with each of Capital Health and the Calgary Health Region with the co-operation of Alberta Health and Wellness. Under the Agreements, STARS receives annual funding from each of the regions to provide rotary wing emergency air medical services pursuant to specified conditions. The initial term of the Agreements continues to March 31, 2008 with provision for renewal thereafter.

14. COMPARATIVE FIGURES

Certain items in the comparative combined financial statements have been reclassified to conform to the presentation of these 2004 combined financial statements.

STATEMENT OF GOVERNANCE PRACTICES

The STARS Boards of Directors and management apply high standards of organizational governance as required and appropriate in the voluntary, non-profit sector.

Effective governance requires sound, ethical and legal processes and direction consistent with the Organization's vision and mission and adequate controls to ensure appropriate stewardship of the Organization's resources. For non-profit, charitable organizations, this reflects appropriate guidance and protection of the benefits and services provided to the community and sound stewardship of the resources, whether funding, volunteer time, financial or other expertise, or other skills committed to the organization.

The STARS Boards of Directors recognize and are committed to their governance responsibilities to all stakeholders including our patients, the provincial government, regional health authorities, emergency service providers, corporate and community donors, volunteers, employees and the general public. STARS is committed to the ongoing evaluation and application of best practices in governance, to promote a healthy, productive and effective organization.

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 each 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 which retains ownership of helicopters and operating licenses to meet Transport Canada requirements. Collectively, this group is known as STARS.

BOARDS OF DIRECTORS - VOLUNTEER GOVERNANCE

As non-profit entities, STARS Society, STARS Foundation and STARS Canada have no shareholders and are each governed by a volunteer board of directors. STARS Aviation is governed by shareholder resolutions of STARS Society. The members of the respective Boards do not receive any remuneration, consideration, or fees for undertaking the responsibilities, risks and the significant time commitment involved in being a director.

In 2000, the Boards established a standing Governance and Nominating Committee. Formalized Guidelines for Governance and Terms of Reference for standing committees are regularly reviewed and revised as required. In addition, the Boards carry out an annual review of the effectiveness of board governance practices.

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 and value to the community in carrying out the Vision, Mission and Strategic Objectives and to ensure the ongoing continuity and strength of its membership. The Boards' responsibility includes, among others, the 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 execution of documents on behalf of the Organizations.

The Boards, including committees or an individual director, may engage an outside advisor at the expense of the Organizations to assist them in the execution of their directors' responsibilities. From time to time, the Organizations may use professional services from a business affiliated with a Director, recognizing the expertise the business brings to STARS. At this time, the engagement of such services has not affected the independence of any members of the boards.

The Boards meet independently of management on a regular basis.

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 the direction of the Organizations. Senior management regularly prepare reports that are reviewed and discussed by the Boards. Strategic plans and budgets are approved by the Boards prior to implementation. Key objectives of the strategy are incorporated into the annual review and budget processes.

Communications

STARS is committed to ongoing transparent communications with its stakeholders. Key communications issues are reported to the Boards of Directors. STARS issues regular newsletters and ongoing and annual activities are relayed through the STARS Annual Report. Information is released to the public on a regular and appropriate basis on issues of impact to our stakeholders.

Safety 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 appropriate procedures are in place to monitor and mitigate the risks. STARS is committed to the health and safety of

STARS personnel and volunteers and takes appropriate remedial and preventative actions as required.

Succession Planning

The Boards ensure that a process is established that adequately provides for succession planning, both within the Boards itself and for senior members of management.

COMPOSITION OF THE BOARDS OF DIRECTORS

The Board of STARS Society had 16 Directors as of December 31, 2004 and the Board of STARS Foundation had 13 Directors. As of December 31, 2004, the membership of the Foundation Board included an overlap of six members of the Society Board. The Chief Executive Officer is a Director and member of senior management and is an ex-officio member of the Boards' Standing Committees.

STARS Aviation has a sole Director and is governed by its sole shareholder, the STARS Society.

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 active at this time.

BOARD COMMITTEES

Standing Committees:

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

The Boards annually review and appoint members to the combined Standing Committees with mandates as outlined in the Board-approved Terms of Reference for the Committees. All committees make recommendations to the respective Boards for approval and do not act independently unless specifically authorized to do so by the Boards 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 Risk Management Committee. 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 Board Chairs and the Chief Executive Officer are ex-officio members of the Standing Committees. Appropriate skills and expertise are considered in the formation of each respective Committee.

Governance and Nominating Committee

The Governance and Nominating Committee monitors and manages Board governance practices and is responsible for proposing all nominees to the Boards and the Committees, monitoring Board effectiveness and performance according to the goals and objectives of the Organizations, 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 and reporting systems are in place. The Committee reviews the annual financial audit and quarterly financial statements and reports its findings and recommendations to the Boards. The Committee reviews the terms of engagement, including fees, of the external auditors and recommends the appointment of the auditors on an annual basis. As required, the Committee meets independently of management and of the external auditors. One member of the Committee must have a financial designation as is required by the terms of reference for that committee.

Investment Committee

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

Safety and Risk Management Committee

The Safety and 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.

Human Resources and Compensation Committee

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

Executive Compensation

The Human Resources and Compensation Committee annually reviews overall compensation and benefits. The remuneration for the Chief Executive Officer and senior management is independently evaluated by the Human Resources and Compensation Committee, utilizing market assessments and various industry and professional benchmarks, including those for charitable and non-profit organizations. The Committee's conclusions are recommended to the Board of Directors for approval.

PEOPLE OF STARS

Volunteers	Debbie Bumstead	Brian Dunn	Karen Hiebert	Jim Letawsky	John Moquin	Sharon Radke	Diane Stuckey	Lane Casement	Heather McLellan	Bob Odney ¹	Kim Shaw
Andrew Abbott	Lesley Burnet	Darby Dunn	Marilyn Higdon	Karen Lewis	Adam Morris	Alan Rae	Craig Styles	Cynthia Chang	Scott McTaggart ²	Scott Shel Drake	Michelle Stafford
Martin Abbott	Jarrold Buskas	Leeann Dunn	Vicky Hildebrandt	Elizabeth L'Heureux	Stan Moskal	Margaret Reeves	Robert Sunquist	Lori Ehrman	Debbie Mears	Bonnie Sproule ¹	Chris Strawson
Betty Ackerman	Tracy Cain	Christa Duxbury	Art Hironaka	Sandra Lindner	Jeff Moulton	Kathie Reith	Michael Taje	Cynthia Gleave	Shauna Mitchell	Frank Turner	Rose Terzaroli
Jennifer Alcock	Chad Campbell	Barbara Elliott	J.D. Hole	Bill Lingard	Murray Mullen	Vicky Resta	Stan Talbot	Lisa Graham	John Muspratt	Bernie Walker ¹	Physicians
Rocio Alejandre	Marion Carnell	Gordon Elliott	Michael Honey	Ann Lohka	Bruno Muller	Claudia Rettman	Erin Taylor	Dinorah Gutierrez-Brodie	Selina-Anne Muzyka	Emergency Link Centre	Arun Abbi ²
Patricia Alexander	Leanne Carter	Deborah Engman	Chris Hopfner	Nicole Lorrain	Mariane Musschoot	Steve Reynish	Wanda Temple	Mark Imach	Bob Odney ²	Tracy Cain	Rob Abernethy
Chris Allan	Laura Cartledge	Donald Engman	Kelly-Lynn Horn	Alison Love	Joan Myers	Lorna Richmond	Brian Thomas	Angela Kelter	Burce Parsons ²	Ernie Corbett	Andy Anton
Scott Allan	Shayne Cassidy	Bob Fahey	Phyllis Horne	Gertrude Love	Eva Myson	Chuck Richter	Willie Thomas	Claudia Kowal	Ron Pasieka	Dave Couch	Neil Barclay
Courtney Allen	Glenda Chalifoux	Moe Fahey	David Hoskyn	Linda Low	Peter Myson	Clay Riddell	Doris Thompson	Brenda Kutos	Riccardo Pavan	Claire Crawford	Chris Bauer
David Allen	Edward Chamberlain	Holly Fellhauer	Lorraine Houle	Dean Lubarsky	Gordon Neil	Teresa Roberts	Kathy Thompson	Audrey Maione	Cliff Reeves	Mona Dale	Ed Berduco
Joyce Allen	Stephen Charchuk	Mike Fellhauer	Steve Hryniw	Audrey Luft	Glen Newton	Buddy Robinson	Finn Thorkildsen	Christine McLellan	Cary Roberts	Jenny Felsmann	Randall Berlin
Tracy Allen	Amanda Chenuz	Joan Ferner	Bill Hull	Jody Lupyczuk	Gordona Newton	Karen Robinson	Malcolm Tinsley	Tracy Niven	Paula Rose-Sharman	Lee Sagert	Stan Bernbaum
Doreen Almonitis	Laura Chesky	Jim Fisher	Laurel Jackson	Bruce MacKenzie	Helen Nguyen	Natalie Rocheleau	Donna Towers	Greg Ohrn	Lee Sagert	Jane Sefcik	Mike Betzner ²
Art Anastasi	Joyce Chorley	Tim Fitchett	Marilyn Jennings	Geoffrey Mackey	Cal Nichols	Lori Rogers	Mike Trattner	Julie O'Reilly	Jane Sefcik	Michelle Sexsmith	Herman Borkent
Genny Anderson	Thomas Chorley	Ryan Fowler	Dave Jensen	Bob MacLean	Murray Nicol	Eleanor Rondeau	Kent Truss	Linda Powell	Michelle Sexsmith	Walter Gale	Lisa Campfens
Lewis Andrew	Tim Chorney	Chick Francis	Simone Jensen	Jason MacLeod	Sybil Nicol	Ron Rowbotham	Lorna Truss	Ron Prokosch	Rob Sharman	Keith Rach	Eddie Chang
John Archer	Irene Chrapko	Jim Frederick	Elaine Joel	Pamela MacLeod	Nina Nikitiuk	Rod Rude	Jaelene Tweedle	Keith Rach	Ali Smith	Carl Raimondi	Jon Davidow
Carl Archibald	Victor Chrapko	Douglas Freel	Carolyn Johnson	D. Mitch Makowsky	Bob Normand	Raymond Sampert	James Tweedle	Carl Raimondi	Bill Smith	Sabrina Redl	Sandy Dong
Ollie Arthur	Doug Christian	Debbie French	Gayle Johnston	Marianne Makowsky	Mark Norris	Val Sandall	Wesley Twiss	Andre Reinders	Bonnie Sproule	Andre Reinders	Kathryn Dong
Tim Aucoin	Mary Clinton	Jack French	Ken Johnston	Marianne Makowsky	Mark Norris	Joan Saunders	Wesley Twiss	Dale Renz	Sheila Stang ²	Andre Reinders	Barry Ellis
Wendy Aucoin	Anne Cloutier	Norma Frocklage	Chris Jones	Geroge Males	Karen Oishi	Kristin Schafer	James Tweedle	Joni Swaile	Lance Stephenson	Jack Unsworth	Kevin Foster
Sandra Axelson	Murray Cobbe	Sonya Furgala	Geoff Jones	Dave Malone	John Oldring	Tanya Schaffer	Wesley Twiss	Lindsay Trudgian	Joycelyn Stumm-Odney ²	John Van Brunt	Mardelle Gamble
Beverley Ballentine	Paul Colborne	Mary Anna Gamracy	Kyla Jones	Ken Mandrusiak	Clint Olds	Allan Schenck	Wesley Twiss		Cindy Trueman	Sherry Vickers	Anders Ganstal
Pauline Barrows	Colleen Coleman-	Peter Gant	Mary Kaminski	Kevan Manering	Frances Olson	Sharon Schenck	Wesley Twiss	Air Medical Crew	Carolyn Vacey	Stanley Vickers	Peter Gant ²
Megan Barry	Adams	Holly Gelech	Allan Kananen	Lauretta Manering	Sharon Olson	Sigrid Schlick-Miklos	Wesley Twiss	Joe Acker	Sandra Young ²	Yvonne Vranas	Joanne Gastonguay
Sandra Barry	Lorna Collicutt	Noel Gibney	Eugene Karabonik	Linda Manning	Christine Osborne	Kenneth Schmelzer	Wesley Twiss	Barb Atkinson	Daniel Zacharuk ²	Wendy Wadden	Dave Hadley
Jason Barth	Steven Collicutt	Pauline Gimson	Lilly Karabonik	Serena Mar	Ann Paches	Gord Scott	Wesley Twiss	Jeff Austin		Ralph Ward	Chris Hall
Gerry Beauchamp	Trishia Comeau	Katie Gladchuk	Don Kary	Cindy Marshall	Helen Paddon	Jo-Anne Scott	Wesley Twiss	Brenda Barr	Aviation	Peter Weimar	Rob Hall
Vicki Beauchamp	Roxanne Comrie	Marilyn Good	Sandra Kary	Douglas Martin	John Paddon	Wayne Scott	Wesley Twiss	Kathy Bartlett	JN Armstrong	Terry Weimar	Praveen Jain
Clive Beddoe	Joan Connor	Fred Gorman	Marlene Kasner	Marie Maskell	Wayne Paiement	Randy Sedore	Wesley Twiss	Greg Barton ²	Al Baldwin	Ben Weiss	Ken Lam ²
Gloria Beierle	Beryl Cooper	Douglas Goss	Erika Keil	Paul Maskell	Douglas Palinkas	Amanda Seguin	Wesley Twiss	Cam Bell ²	Mark Bertie	Dawn Weiss	Rick Lee
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Graham Weir, Consultant
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Stephen Wuori, ex-officio
Dr. Gregory Powell, ex-officio

(6) Retirements from Society - June 22, 2004

Joan Donald, Geoff Mackey, Dennis Miller, and Donna Towers

(7) Newly elected to Society - June 22, 2004

Allan Buchignani, Dr. Noel Gibney, John Harms, Michele Lahey, Steve Reynish

(8) Retirements from Foundation - June 22, 2004

Joan Donald, Stan G.P. Grad, Dennis G. Miller and Robert G. Peters

(9) Newly elected to Foundation - June 22, 2004

John Harms, Steve Reynish

(10) Resignations from Society - December 15, 2004

Michele Lahey

Honourary Members:

Stan G.P. Grad, James Alexander (Alex) Lang, Lorraine Myers, John Panton and Robert G. Peters

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.

STARS LEADERSHIP TEAM

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 President & Chief Executive Officer

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 Vice President, Medicine & Aviation

Phil Levson, MSW
 Vice President, STARS Foundation

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