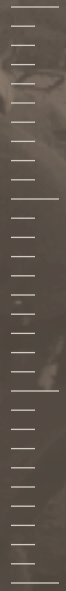


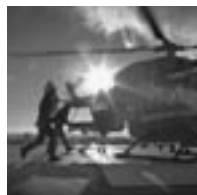
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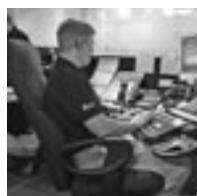
...thanks to your support.





PATIENT CARE AND TRANSPORT

Caring for the patient – The care and transport of critically ill and injured individuals is provided by highly skilled medical providers and aviation personnel using state-of-the-art medical equipment and helicopters.



EMERGENCY MEDICAL COMMUNICATIONS

Finding the patient – The STARS Emergency Link Centre® is a 24-hour communications centre facilitating emergency medical response, referral and transport.



EDUCATION AND RESEARCH

Educating the providers – The STARS Centre for Education and Research provides continuing education and professional development for both our crews and our partners in community emergency services, as well as undertaking research endeavours to enhance emergency medical response.



FUNDRAISING AND COMMUNITY PARTNERSHIPS

Raising funds and working with the community – The STARS Foundation coordinates fundraising and volunteer efforts in support of STARS, working in partnership with the communities we serve.

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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.



20 years of Care in the Air

RAPID TRANSPORT FOR NEWBORN

Within four hours of our son's birth, Brayden was fighting for his life at the Foothills Medical Centre. When born at the hospital in Fernie, he was unable to breathe on his own and had to be intubated. Immediately, the hospital contacted the Foothills and STARS was dispatched with the Foothills Neonatal Intensive Care Unit team on board.

My wife Diana remained at the Fernie Hospital that evening while I headed to Calgary. That night, Brayden's condition stabilized. However, by morning, they were worried that his kidneys were not functioning properly. In addition, he was still not breathing very well on his own. The Foothills decided to keep Brayden under a watchful eye for a couple more days. On day four, Brayden suffered a seizure in his left leg.

A series of tests were run over the course of that week to determine what was causing Brayden's complications. However, the tests did not reveal anything conclusive. By day seven, we were able to bring Brayden home. Since then, he has been completely healthy.

Thank you to everyone who helped!

**John, Diana
and Brayden B.**

Sparwood, British Columbia

STARS Mission Crew:

Jeff Calvert, Dr. Wayne Sefcik, Dave Spence, Carrie Vansickle, Bob Young, Sandra Young.

STARS VISION

STARS MISSION



MESSAGE TO THE COMMUNITY



In 2005, STARS shared a very special celebration with the community – “20 Years of Care in the Air”. Since we began operations in 1985, there have been many milestones and accomplishments, most importantly, the care and transport of critically ill and injured patients through more than 13,000 missions.

The tremendous commitment, enthusiasm and hard work behind the achievement of 20 years are testament to the strength and passion of the people who comprise the STARS family of volunteers, crew and personnel. This commitment, combined with the contributions of our many partners – the community, donors, Chain of Survival and government – has allowed for the development of a leading edge program for the care and transport of the critically ill and injured.

STARS has been seen by many as simply a red helicopter – indeed this is a highly-visible icon. However, the red helicopter is in fact a mobile intensive care unit, working with the Chain of Survival to provide the best possible level of patient care. The specialized treatment provided in the helicopter is supported by ongoing education programs, sophisticated communications, outcome-based research programs and community support.

It is this high level of partnership, innovation and leadership that has led to the STARS of today – a multi-faceted program with a focus on safety, excellence and innovation in patient care. We are dedicated to saving lives through four pillars of activity:

- **Emergency Medical Communications – finding the patient**
- **Patient Care and Transport – caring for the patient**
- **Education and Research – educating the providers**
- **Fundraising and Community Partnerships – raising funds and working with the community**

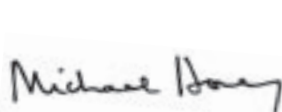
As we move into the next decade, our population will continue to grow and age at an increasing rate. Transport medicine, working within the Chain of Survival, will become an even more significant component in ensuring a positive outcome for an increasing number of patients who require access to higher levels of care. STARS is preparing for this future.

- In 2006, we will celebrate the completion of our Vision Critical Campaign, launched in 2003 to raise funds for advanced technology helicopters and the STARS Centre for Education and Research. The new helicopters will enable us to fly further, faster and carry more patients. The centre will allow for increased capacity in the advanced training of our partners in emergency and medical services.
- Emerging state-of-the-art technology will affect all we do, and we will take full advantage of opportunities to enhance our capabilities in all areas of STARS – communications, aviation, medical care and simulation training, just to mention a few.
- The awareness and partnerships built through the STARS Foundation will continue to be important building blocks in the ongoing development of the STARS program, complemented by strong appreciation and recognition of donor support.

As we move into the future, thank you on behalf of STARS and its Boards of Directors for the role you have played in the growth and development of STARS. This community-based program is indeed something in which we can all share the pride of 20 years of service.



Stephen J. Wuori
Chair, Board of Directors
Alberta Shock Trauma Air Rescue Society



W. Michael M. Honey
Chair, Board of Directors
Alberta Shock Trauma Air Rescue
Service Foundation



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

20 years of Care in the Air

ON DECEMBER 1, 1985, A DREAM TO PROVIDE INCREASED AVAILABILITY OF SPECIALIZED CARE AND RAPID TRANSPORT FOR THE CRITICALLY ILL AND INJURED BECAME A REALITY WITH THE BIRTH OF STARS.

IT WAS A DREAM MADE POSSIBLE THROUGH THE SUPPORT, ENTHUSIASM AND COMMITMENT OF THE COMMUNITY STARS SERVES. TODAY, THAT COMMUNITY INVOLVEMENT CONTINUES, STRONGER THAN EVER, HELPING TO MAKE IT POSSIBLE FOR STARS TO CARRY OUT ITS LIFESAVING MISSION NOW AND INTO THE COMING YEARS, IN PARTNERSHIP WITH THE CHAIN OF SURVIVAL, OUR DONORS AND THE GOVERNMENT.

STARS IS MOVING INTO THE FUTURE FROM A SOLID BASE OF STRENGTH AND EXPERIENCE ROOTED IN THE PAST.

STARS through the Years

- 1985 The rotary air ambulance program, initially named Lions Air Ambulance Service, is established as a result of medical community concerns that Alberta had a 50 per cent higher death rate due to trauma when compared to other leading Canadian trauma centres.
- 1985 The first mission is flown in December to transport a critically ill infant to tertiary care in Calgary.
- 1986 Significant funding for the service is provided by the Lions of Alberta Foundation.
- 1986 STARS is incorporated as a society.
- 1988 STARS receives formal recognition as an essential service when the organization is integrated into emergency planning for the Calgary Olympic Winter Games.
- 1991 STARS' Edmonton base is established and carries out its first mission in December.
- 1991 STARS is awarded rotary and fixed wing air medical ambulance contracts for both Edmonton and Calgary bases by the provincial government.
- 1991 The Alberta Shock Trauma Air Rescue Service Foundation is established to consolidate STARS fundraising programs and provide opportunities for long-term funding.
- 1992 STARBEAR, the official mascot of STARS is born.
- 1993 The first Calendar Campaign to raise funds for STARS takes place.
- 1994 STARS' first Lottery is held.
- 1994 The fixed wing repatriation program is developed.
- 1995 STARS celebrates its 10th anniversary.
- 1996 The STARS Emergency Link Centre® is established with funding received from the Canadian Association of Petroleum Producers.
- 1996 STARS Aviation Canada Inc. is established with the financed purchase of the Calgary and Edmonton helicopters.
- 1998 Successful STARS Seconds Count Capital Campaign launches to raise funds to retire our loans on STARS' two helicopters and establish the STARS Legacy Fund.



STARS' first helicopter took flight in 1985.

- 1998** STARS receives full accreditation as a critical care provider from the Commission on Accreditation of Medical Transport Systems (CAMTS) – the first international air medical program and the first Canadian program to achieve such distinction.
- 1998** STARS is presented with the Entrepreneur of the Year Award (Special Recognition Category) by the business community for excellence in management and leadership.
- 1999** The Chain of Survival Fund is established to provide community emergency service providers with financial assistance for medical equipment and training needs.
- 1999** The Human Patient Simulator Program is established in Alberta through the support of founding donors Lions International Multiple District 37 and Lockerbie & Hole.
- 2000** STARS celebrates its 15th anniversary.
- 2000** STARS' third helicopter takes flight as the back-up and support helicopter to the two primary helicopters for use during times of maintenance and repair.
- 2001** The international Association of Air Medical Services (AAMS) names STARS the recipient of its prestigious Program of the Year Award. STARS is the first international and first Canadian program to receive this honour.
- 2001** STARS purchases STAR-4 to provide parts for STAR-1, 2 and 3 and to meet future additional aircraft requirements.
- 2002** STARS is requested to be the air medical provider for the G8 Summit in Kananaskis. To ensure mission availability, STARS' fourth helicopter is upgraded to flying status.
- 2002** STARS surpasses the 10,000 mission milestone.
- 2003** A mission to carry a patient from southeastern Alberta to Calgary marks STARS' first mission utilizing Night Vision Goggle (NVG) technology. It is also the first civilian air carrier use of NVG technology in Canada.
- 2003** The Vision Critical Campaign is launched to raise funds for the purchase of two advanced technology helicopters and to establish the STARS Centre for Education and Research - efforts leading toward enhanced patient care.
- 2004** For the first time, STARS mobilizes three helicopters to respond to medical need for three simultaneous calls for help in central Alberta.
- 2004** A unique training system, Full Mission Simulation (FMS), is developed by STARS. FMS allows the medical and aviation crew to train as a team in a simulated environment.
- 2004** STARS develops plans to enhance its site registration program 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).
- 2005** STARS acquires a fifth helicopter as an interim solution to meet the growing need in the community until the larger, advanced technology helicopters arrive within the next two to three years.
- 2005** STARS is recognized with a Neil J. Armstrong Memorial Award. The Armstrong Awards recognize individuals and organizations that have demonstrated excellence and a high level of achievement within the aviation and space industry of Western Canada.
- 2005** Dr. Greg Powell, founder and STARS President and CEO, is named one of Alberta's 100 Physicians of the Century.

THE FIRST MISSION

On December 1, 1985, Diana H. went into labour three months early with her twin babies. After she and her husband, Hans, rushed to the Lethbridge Regional Hospital, doctors discovered that the babies were entangled in the birth canal and were becoming more stressed with each contraction. An emergency cesarean section was necessary to bring Kelly and her brother Travis into the world.

Both babies were born in critical condition. STARS was dispatched on its first-ever mission to transport Kelly, the more critical of the two, to the Foothills Medical Centre. Travis was transported by airplane to the Foothills as well. After two months of care in the hospital, Kelly and Travis were finally able to go home.

Today both Kelly and Travis are pursuing post secondary studies. Kelly is studying office administration and hopes to work in a medical office one day. "STARS feels like part of my family," says Kelly. "They gave me a chance at life when others thought that I had no hopes of surviving," she adds.

FINANCIAL SUMMARY AND HIGHLIGHTS



20 years of Care in the Air

A SUCCESSFUL LANDING

I have been flying planes since I was 16 years old. During a flight to Bragg Creek, a flight I had done numerous times before, my engine failed ten minutes into my trip from Springbank Airport in Calgary.

As I quickly lost altitude, I tried every procedure in the book to get the engine going. My heart sank as I realized that I had to prepare for an emergency landing. I made my mayday call and looked for the safest spot to bring the aircraft down. As the surrounding area was mountainous terrain, I decided to try for a spot by the Elbow River.

I remember hitting the riverbed once and bouncing up. I fell briefly unconscious and when I awoke, the plane was upside down and I was hanging by my seatbelt. Soaking wet and cold from landing in the river, I

grabbed the survival kit and walked over to a log approximately 100 metres from the plane and waited for help to arrive.

Approximately an hour and a half passed before the first plane spotted me. STARS arrived and transported me to the Foothills Medical Centre in Calgary where I was treated for contusions to my rib cage, a badly sprained neck and a concussion. Though this was one of the scariest events to have happen in my life, I was back flying within a week.

Andrew B.

Calgary, Alberta

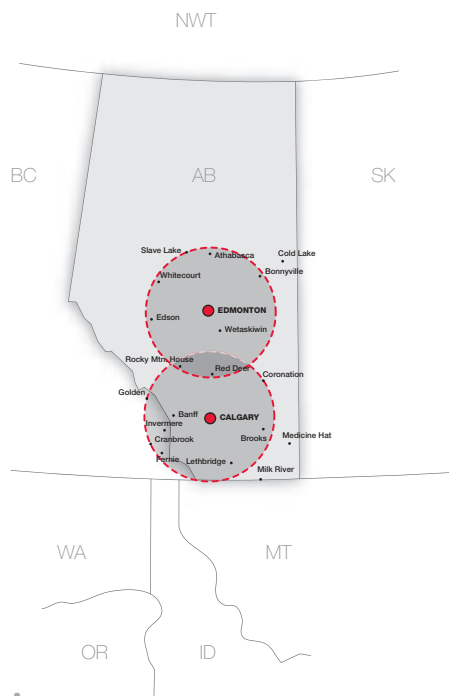
STARS Mission Crew:

Dr. Andy Anton, Jeff Calvert, Dr. Anna Carvalho, Mona Dale, Patricia Jeffrey, Ken King, Miles Mozel, Jo Physick, Carrie Vansickle.

Mission Summary	2005	2004	2003
HPS training days	104	100	95
Communities served	184	167	160
Number of missions	1,149	1,082	1,063
Hours flown	1,389	1,395	1,501
ELC temporary industry site registrations	2,200	1,900	1,400
Volunteer hours contributed	9,705	11,000	11,800

STARS Statistics	2005		2004		2003	
GROSS FUNDS RAISED	\$000	%	\$000	%	\$000	%
Investment and other	1,894	7%	607	3%	384	2%
Calendar	2,570	10%	2,614	11%	2,636	12%
Alberta Health and Wellness	3,872	14%	2,849	12%	2,484	11%
Donations and Fundraising	5,298	20%	4,947	22%	4,933	22%
Lottery	12,960	49%	11,862	52%	11,862	53%
TOTAL	26,594	100%	22,879	100%	22,299	100%
OPERATING EXPENDITURES						
GST and other	127	1%	246	1%	135	1%
Chain of Survival Fund	331	2%	474	3%	482	3%
STARS Centre for Education and Research	960	4%	629	3%	400	2%
Donations and Fundraising	1,532	7%	1,262	7%	1,391	7%
STARS Emergency Link Centre*	1,527	7%	1,146	6%	966	5%
Calendar Supplies and Administration	1,384	6%	1,352	7%	1,153	6%
Fundraising Administration	1,268	6%	1,432	7%	1,313	7%
Administration	2,616	12%	2,222	11%	1,646	9%
Lottery Prizes and Administration	5,146	24%	4,510	23%	4,549	24%
Air Medical	6,670	31%	6,326	32%	6,681	36%
TOTAL	21,561	100%	19,599	100%	18,716	100%
CAPITAL						
STARS Emergency Link Centre*	168	12%	79	1%	166	27%
Administration	162	12%	112	2%	110	18%
STARS Centre for Education and Research	262	19%	352	6%	57	9%
Air Medical	769	57%	5,351	91%	290	46%
TOTAL	1,361	100%	5,894	100%	623	100%
NET ASSETS						
Net Working Capital	(762)		(1,176)		989	
Investments - general	11,636		12,183		11,951	
VCC Funds	12,836		3,320		1,102	
Deposit on advanced technology helicopters	1,355		1,355		469	
Capital Assets	15,485		15,472		12,422	
Deferred Contributions	(9,519)		(3,808)		(1,040)	
TOTAL	31,031		27,346		25,893	

FOR MORE THAN 20 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 AIRBORNE 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

Crews

STARS crews are on call at each base 24 hours a day, seven days a week and can be in the air less than 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 referral emergency physician provides online medical supervision and control through every mission and accompanies the patient on the helicopter on approximately 30 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 emergency medical services. The pilots and engineers work full-time at our bases. The crews are supported by a sophisticated communication centre and communication specialists.

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.

Accreditation

Since 1998, STARS has held full accreditation as a critical provider from the Commission on Accreditation of Medical Transport Systems – the first international air medical program and the first Canadian program to be accredited.

Aviation Fleet

In 2005, STARS' fleet consisted of five helicopters. At any given time, two of the helicopters are the primary, in-service aircraft in Calgary and Edmonton.

Two more helicopters in the fleet 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 the repair of the primary helicopters.

The fifth helicopter in the fleet was acquired in early 2005 and has been refurbished for service.

PATIENT CARE AND TRANSPORT



Highlights

- In 2005, STARS Calgary and Edmonton bases flew a total of 1,149 missions in Alberta and southeastern British Columbia, with 574 missions from Calgary and 575 missions from Edmonton.
- Since 1985, STARS has flown a total of 13,402 missions to December 31, 2005.
- Safety is of highest priority for STARS. In 2005, STARS flew a total of 1,389 accident-free hours, bringing the total hours since 1985 until December 2005 to 19,211.
- In 2005, there were a number of times at each base where, while the primary helicopter was out on a mission, another critical situation arose and it was possible to call in additional crew and fly the back-up helicopter to assist with the second mission. It is expected that the back-up aircraft will continue to be called on more often to meet these types of needs.
- The completion of phase two of the Night Vision Goggle Program has enabled us to carry out missions in mountainous areas at night. STARS remains the only civilian air carrier in Canada using this technology.
- With STARS' increased capabilities through the use of night vision goggles and GPS approaches, we have seen a steady increase in the requests for participation in search and rescue operations.

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 20.
- We are exploring possibilities to strengthen disaster response in Alberta. This will involve partnerships and networking with other agencies involved in the area of disaster response preparedness.
- We are responding to requests regarding the possibility of expanding the STARS program into other areas of the province. We will investigate the potential for this growth and increased service and access for patients, especially in more remote areas.
- With an increasing number of medical missions where STARS is transporting patients from secondary intensive care units to major medical centres, we are working toward being as technologically and educationally prepared as possible to meet the increased need of these high acuity patients.
- The Crew Training Aviation Simulator has been enhanced with the development of an in-house GPS approach skills training component. The simulator will also play a vital role in Instrument Flight Systems and Cockpit Resource Management training for newly hired pilots, should there be base expansion in the future.

RECORD OF MISSIONS

	NUMBER OF MISSIONS			NUMBER OF MISSIONS			NUMBER OF MISSIONS			NUMBER OF MISSIONS	
	2002	5002 - 5861		2002	5002 - 5861		2002	5002 - 5861		2002	5002 - 5861
Abee		1	Carvel Corner		1	Fairview		4	Kapasiwin		1
Acme		7	Castor	2	24	Ferintosh		1	Kathryn	1	5
Airdrie	1	60	Cayley		2	Fernie, BC	18	101	Kavanaugh	1	2
Alberta Beach		23	Chain Lakes		10	Field, BC		1	Kelowna, BC		4
Alcomdale		2	Champion	1	1	Flatbush	1	4	Keoma	1	1
Alder Flats	1	3	Cheadle		1	Fort Assiniboine		3	Killiam/Sedgewick	8	48
Aldersyde	1	10	Chestermere	3	32	Fort MacLeod	3	62	Kimberley, BC		10
Alexander		1	Chetwynd, BC		1	Fort McMurray		48	Kingston, ON		1
Alexis Reserve	3	3	Chipewyan Lake		2	Fort Nelson, BC		4	Kneehill		2
Alix		2	Chip Lake		1	Fort Saskatchewan	10	102	Lac La Biche	2	42
Andrew	1	5	Chipman		2	Fort Smith, NWT		1	Lac St. Anne	5	11
Ardrossan	2	12	Chisholm		1	Fort St. John, BC		11	Lacombe	8	41
Arrowhead		1	Clareholm	11	114	Fort Vermillion		21	Lake Eden		2
Arrowwood	2	5	Clover Lawn		1	Fox Creek	1	7	Lake Isle		1
Athabasca	9	127	Cluny	1	20	Gainford	1	2	Lake Louise	2	3
Balzac	1	10	Clyde		4	Genessee Plant		1	Lamont	11	123
Banff	18	285	Coal Valley		2	Ghost Lake		20	Langdon	4	17
Baptiste Lake	1	1	Coaldale	1	7	Gibbons	5	42	Las Vegas, NV		1
Barons	2	3	Cochrane	14	153	Gleichen	9	114	Leaman		2
Barrhead	13	119	Cold Lake		72	Glendon		2	Leduc	8	128
Bashaw		6	Colinton	1	5	Glenevis	1	5	Legal		8
Bassano	9	72	Conklin		1	Golden, BC	10	86	Lethbridge	39	525
Beaumont	3	27	Conrich		2	Goodfish Lake		1	Libby, MT		1
Beaverlodge		3	Consort	1	22	Grande Cache		2	Lindbrook		1
Beiseker	2	32	Cooking Lake	5	34	Grande Prairie		45	Lloydminster		46
Bellis		2	Coronation	6	71	Granum		1	Lodgepole	4	7
Benalto	1	1	Cranbrook, BC	14	121	Grassland		3	Lomond		3
Bentley	1	1	Cremona	1	22	Gull Lake	1	1	London, ON	2	2
Big Valley		1	Creston, BC		2	Gunn		10	Long Isle		1
Black Diamond	19	115	Crossfield		23	Halfmoon Lake		7	Longview	3	59
Blackfalds	1	1	Crowsnest Pass		10	Halkirk	1	1	Looma	1	3
Blackie		4	Cynthia		2	Hamilton, ON		2	Lundbreck		1
Blairmore	10	103	Dalemead		1	Hanna	6	135	Macklin, SK		1
Bluffton		1	Darwell	2	9	Hardisty	4	29	Madden		3
Bon Accord	1	24	Dawson Creek, BC		3	Hastings Lake		1	Magrath		7
Bonnyville	8	104	Daysland	5	67	Hay Lakes	1	6	Ma-Me-O Beach		7
Bottrel		2	De Winton		12	Hay River, NWT		5	Manning		6
Bow Island		15	Delacour	1	3	Heronton		1	Mannville		19
Bowden		5	Delia		1	High Level		23	Markerville		1
Boyle	12	185	Devon	7	62	High Prairie		15	Mayerthorpe	7	74
Bragg Creek	8	52	Didsbury	8	91	High River	22	155	Medicine Hat		68
Brandon, MB		1	Donnelly		5	Highwood Pass		1	Mesa, AZ		1
Breton		20	Drayton Valley	27	259	Hilliard		2	Milk River		6
Brooks	33	336	Drumheller	20	278	Hinton/Jasper	1	64	Millarville	2	17
Bruderheim	3	8	Duffield	1	18	Hobbema	11	60	Millet	6	25
Buck Lake	1	4	Duhamel	1	1	Holborn		1	Milo		3
Burmis		3	Eckville		2	Holden	2	6	Ministik		1
Busby	1	3	Eden Valley		6	Hughenden		1	Mink Lake		1
Butte, MT		3	Edmonton & Area	18	205	Hussar		5	Monarch		30
Calahoo		1	Edson	14	123	Huxley		1	Morinville	5	54
Calgary & Area	44	416	Egremont		1	Indus		6	Morley	7	26
Calling Lake	1	5	Elbow Falls		13	Innisfail	16	104	Mossleigh		3
Calmar	4	42	Elk Island Park		6	Innisfree	1	2	Mulhurst	1	4
Camrose	22	232	Elk Point	5	62	Inuvik, NWT		3	Mulhurst Bay		2
Canal Flats	1	1	Elkford, BC	1	12	Invermere, BC	15	166	Mundare	1	6
Canmore	15	186	Elnora	1	12	Irricana	1	19	Nakiska	2	2
Carbon		2	Empress		1	Island Lake	1	1	Namao	1	8
Cardiff		1	Enoch	1	2	Jack Fish Lake	1	1	Nanton	3	31
Cardston	4	75	Entwhistle	3	11	Josephburg	1	9	Neerlandia	1	1
Caroline		3	Evansburg	4	9	Kalispell, MT		3	Nelson, BC		1
Carseland	1	23	Exshaw		8	Kamloops, BC		4	Nevis		1
Carstairs	2	28	Fairbanks, AK		1	Kananaskis		82	New Norway		1
Carvel	2	4	Fairmont, BC		3	Kansas City, KS		1	New Sarepta	3	22

NUMBER OF MISSIONS	2002 - 2005		NUMBER OF MISSIONS	2002 - 2005		NUMBER OF MISSIONS	2002 - 2005		NUMBER OF MISSIONS	2002 - 2005	
	2005	1985 - 2002		2005	1985 - 2002		2005	1985 - 2002		2005	1985 - 2002
Newbrook	1	5	Ribbon Creek	2		Stavely	2		Victoria, BC	1	
Nipawin, SK	1	1	Rich Valley	1		Stettler	11	81	Viking	5	58
Nisku	2	27	Riley	1		Stony Plain	17	114	Villeneuve	1	12
Niton Junction	1	1	Rimbey	5	51	Strathcona County		175	Vilna	2	18
Nojack	1	4	Riviere Qui Barre	2		Strathmore	28	246	Vimy		1
Okotoks	11	58	Rochester	2	4	Sturgeon		1	Vulcan	9	112
Olds	12	181	Rochy Mtn House	16	155	Sundre	17	256	Wabamun	5	46
Onoway	6	40	Rockyford		12	Sundance Beach		1	Wabasca		18
Oyen	2	32	Rolly View		3	Sunnybrook		3	Wainwright	9	63
Parkland		102	Rosebud		2	Swan Hills	1	30	Waiparous	1	14
Peace River		23	Rumsey		1	Sylvan Lake	2	9	Wandering River	1	2
Pendryl		1	Saddle Lake		1	Taber	7	80	Warburg	3	17
Penhold	1	1	Sandy Lake	2	4	Thorhild	2	10	Washington, DC		2
Penticton, BC		2	Sangudo		1	Thorsby	4	29	Waskatenau	2	10
Perryvale		1	Sarcee Reserve		2	Three Hills	9	207	Waterton	1	1
Picture Butte		1	Saskatoon, SK		3	Thunder Lake		1	Water Valley		19
Pigeon Lake		13	Seba Beach	2	10	Tofield	5	108	Wessex		1
Pincher Creek	8	226	Seebe		2	Tomahawk		1	West Cove		3
Pine Lake		6	Sherwood Park	16	66	Toronto, ON	1		Westlock	27	223
Ponoka	6	129	Slave Lake	2	28	Torrington	1		Wetaskiwin	13	293
Priddis		19	Small Lake	1	1	Trochu		8	Wheatland		4
Prince George, BC		5	Smithfield		1	Turner Valley	1	11	Whitecourt	5	67
Prince Rupert, BC		1	Smoky Lake	11	100	Two Hills	4	87	Whitehorse, YK		3
Provost		23	Sparwood, BC	4	59	Uncas		1	Wildwood	2	10
Radium, BC	1	2	Spedden	1	1	Valemont, BC		1	Willingdon		10
Radway	1	4	Springbank	1	7	Valleyview		8	Winfield	1	6
Raymond		9	Spruce Grove	6	81	Van Nuys, CA		1	Wrangall, AK		1
Red Deer	56	668	St. Albert	4	37	Vancouver, BC		7	Ya Ha Tinda		1
Redwater	11	133	St. Francis		1	Vega		4	Yellowknife, NWT		11
Redwood Meadows	1	3	St. Paul	15	170	Vegreville	5	134			
Reno, NV		1	Standard		5	Vermilion	15	168	TOTAL	1,149	13,402
Revelstoke, BC		1	Stand Off		1	Vernon, BC		4			

Note: Several rural missions have been recorded under the nearest large centre or city to where the mission took place.

COLLISION ON A BRIDGE

My sons Jonathan and David, my daughter Tyler and I were on our way to Jonathan's hockey game in Warner when we were involved in a major collision with another vehicle on the Chin Lake Bridge. As I helplessly watched our vehicles careen towards each other, all I could do was hope my children would be okay.

I woke up to Jonathan screaming. My whole body ached as I frantically called out to my children. While trying to keep them calm, I realized both of my arms were broken. I could do nothing but sit and wait.

A passing trucker was first on the scene. After sending for help, he took David and Tyler to his semi to keep them warm. Jonathan and I remained in the vehicle

until paramedics arrived. After they used the jaws-of-life to remove me from the vehicle, they rescued Jonathan.

I was transferred to Taber Hospital where STARS picked me up and flew me to Foothills Medical Centre. I had broken virtually every bone in my body and at the time, I did not realize just how "touch and go" I was. After going through 18 separate procedures, I was amazed to be alive.

Today, I am so grateful that I am here and can watch my three kids grow up.

Cyndi B.

Warner, Alberta



20 years of Care in the Air

STARS Mission Crew:

Dr. Andy Anton, Greg Curtis, Stacey Jorgensen, Nadine Klem, Ron Pasiieka, Merle Trudel, Bob Young.

WHEN SECONDS COUNT AND THE MISSION IS CRITICAL, TIMELY AND ACCURATE INFORMATION SHARING IS VITAL. STARS EMERGENCY LINK CENTRE®, AN ADVANCED 24-HOUR COMMUNICATIONS CENTRE, HELPS EMERGENCY SERVICE PROVIDERS MEET THIS NEED.

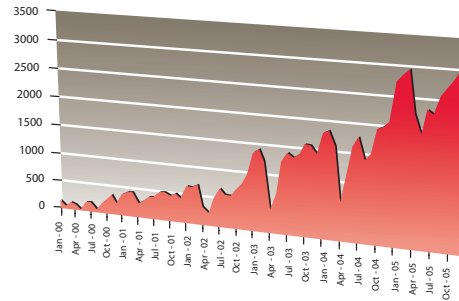


Site Registration Coverage Area

Site Registration Service

STARS Emergency Link Centre® was originally established at the request of the oil and gas industry to help facilitate emergency medical response to remote work sites. The centre 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 centre is a crucial element in STARS' rapid response times.

Industry Sites Registered



Referral and Advice

The STARS Emergency Link Centre 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 critical care medical advice and referral determines the most appropriate medical response in an efficient, timely manner when precious seconds can mean everything.

Technology allows us to provide this service beyond the borders of Alberta and we often assist with response in Western Canada and elsewhere.

Dispatch Services

If medical need indicates helicopter response, the STARS Emergency Link Centre 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 centre also provides emergency fire and ground ambulance dispatch services for Mountain View County, which includes Carstairs, Cremona, Didsbury, Olds and Sundre.

EMERGENCY MEDICAL COMMUNICATIONS



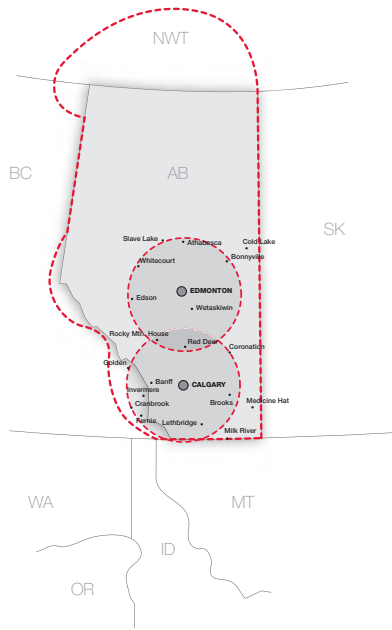
Highlights

- The STARS Emergency Link Centre continued to meet increasing demand for its site registration service. During the peak season, the centre provides registration services for approximately 4,000 sites daily.
- The centre has achieved a greater than 90% compliance with 911 call processing as assessed by the Advance Medical Priority Dispatch Quality Monitoring Program.
- The Southern Alberta Referral Coordination Centre (SARCC) was initiated in October 2005 by the Calgary Health Region with a partnership between the Calgary Health Region and STARS. SARCC provides a single point of contact for physicians and health care providers with urgent care patients to ensure appropriate and timely access to referral, admission and transport to care within the Calgary Health Region.

Strategic Directions

- The STARS Emergency Link Centre will continue to deliver services complementary to the air medical dispatch function in support of the Chain of Survival.
- The site registration service will continue to be enhanced over the coming two years, as a result of \$1 million in funding provided in 2004 through the Canadian Association of Petroleum Producers (CAPP)/Small Explorers and Producers Association of Canada (SEPAC) Broad Industry Initiatives Program. A new radio console and Geographic Information Systems (GIS) software will greatly expand our mapping information to include industry roads.
- In early 2006, the centre implemented a fee for service program for site registrations. Evaluation of cost recovery opportunities for the STARS Emergency Link Centre in the future will continue.

THE STARS CENTRE FOR EDUCATION AND RESEARCH IS FOCUSED ON DELIVERING MOBILE, TAILORED TRAINING USING INNOVATIVE HUMAN PATIENT SIMULATORS FOR BOTH OUR OWN CREWS AND FOR OUR PARTNERS IN THE CHAIN OF SURVIVAL. IN ADDITION, WE WORK DILIGENTLY TO EVALUATE OUR PROGRAM EFFECTIVENESS AND TO IDENTIFY OPPORTUNITIES TO ENHANCE PATIENT CARE AND TRANSPORT THROUGH PARTNERSHIPS IN RESEARCH.



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, STARS crews and personnel through joint projects with the health regions 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 simulators are installed in two large motorhomes that travel to health care centres, eliminating the barrier of distance from teaching centres and allowing team members to train together.



Operational 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 Operational Outreach team educational session provides a forum for the exchange of information between STARS and the organizations we serve. Topics covered at these sessions include patient transport preparation, access to air transport resources, and landing zone safety and preparation.

Research

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

- A clinical best practices program that draws from the experience of STARS’ more than 13,000 accident-free missions is ongoing. The use of simulation models working together, one from aviation and one from medicine, provides a significant opportunity for improvement in teaching patient safety and reducing medical error rates.

HPS Supporters

Founding Sponsors:
Lions Club Multiple District 37
Lockerbie & Hole

Program Partners:
Devon Canada Corporation
ExxonMobil Canada
FortisAlberta
RBC Foundation

Program Contributors:
Medical Education
Technologies Inc. (METI)
SignCraft Digital (1978) Inc.
Designer Coachworks Ltd.

- The Early Automated Dispatch Project looks at a protocol for the automatic dispatch of the helicopter based on the initial call into a 911 centre for patients described as having severe illness or injury. The project has received full scientific and ethical approval. Project partners include Foothills Regional Emergency Medical Services, the Calgary Health Region and the University of Calgary.
- STARS is participating in the multi-centre Nabish IIR, a prospective randomized study of pre-hospital application of body temperature cooling for patients with isolated severe head injury. If randomized to the pre-hospital treatment arm, the patient is cooled by STARS, examined and triaged at the Foothills Medical Centre and then randomized a second time to further cooling in the ICU for 48 hours. A pilot study, backed with ethical approval from the National Institute of Health (NIH) and the University of Calgary was previously completed.
- STARS has been working with the Rural Physicians Action Plan (RPAP) over the past year and a half in the delivery of the General Emergency Medicine Skills Program to Alberta teams of rural physicians, nurses, paramedics and emergency medical technicians to enhance their continuing education program. Since inception, eight training sessions were held in seven communities, assisting 17 physicians 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 2005, the Outreach Team delivered 79 training days for 36 communities in Alberta and British Columbia.
- Dr. Rob Hall, emergency physician, coordinated a study measuring the effectiveness of the Human Patient Simulator as an emergency medical training tool against other more traditional methods. The study has been published in the Academic Emergency Medicine Journal.

Community Education Program Consulting

STARS works closely with partners in the community to assist with their program growth and development through the sharing of knowledge and experience.

For example, STARS assists with the introduction of simulation technology into post secondary medical programs through the review and validation of curriculum, training the instructors and providing direction for administrative aspects of the programs.

STARS also works with a number of emergency medical service organizations to share best practices in education, medical control guidelines, communications, medical direction and provision of emergency services.

Highlights

- Formal establishment of the STARS Centre for Research and Education was accomplished through the Vision Critical Campaign (see page 20 for more information).
- The STARS Human Patient Simulator Program continued to travel and train rural and urban medical providers. In 2005, the HPS Program visited 33 communities and provided 104 days of training for more than 924 individuals.
- Due to the continued demand for HPS training, a second motorhome was added to the program. STARS now has motorhomes based out of both Edmonton and Calgary.
- Continued development of the Clinical Best Practices Program to enhance efforts toward medical error reduction within the health care community. The long-term goal is the establishment of a full-time program with dedicated staff, research and administrative support cost coverage.
- The Medical Education Technologies Inc. partnership with STARS has entered a second year, with expansion into eastern Canada. This offers an opportunity for STARS to further expand our role in the simulation community.
- Investigation will continue into opportunities for the STARS Centre for Education and Research to provide a full spectrum of aviation and medical training, education and seminars for our emergency service partners, potentially on a cost recovery basis.

Strategic Directions

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, EMERGENCY MEDICAL COMMUNICATIONS, AND EDUCATIONAL PROGRAMS AND RESEARCH PROJECTS.

Fundraising

Funds raised by the Foundation complement the funding provided by the Calgary Health Region and Capital Health, in partnership with Alberta Health and Wellness.

The annual STARS Lottery continues to be the major source of funding for the organization. Other significant funding sources include the Calendar Campaign, Direct Mail Campaign, corporate giving, individual major gifts and planned giving. Third party events, organized and sponsored by community groups, continue to generate a reliable source of funding as do annual major gala events in both Calgary and Edmonton. 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 2003, STARS launched its Vision Critical Campaign, a targeted effort to raise \$25 million for two advanced technology helicopters and the establishment of the STARS Centre for Education and Research. Fundraising continues through 2006 as there are still outstanding donation requests with a number of companies and there are some increased costs associated with the advanced technology helicopters due to delivery times, currency fluctuations and pending pricing on some components. For more information, please refer to page 20 of this report.

The mission of saving lives would not be possible without significant ongoing support from both personal, community and corporate donations.

Stewardship and Recognition

STARS is extremely grateful for the support it receives from individuals, communities, service clubs and businesses and there is no doubt we would not be able to provide the service we do without this support.

Please refer to pages 25 to 34 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. Additional information, including any program changes, is available on our website, www.stars.ca.



FUNDRAISING AND COMMUNITY



Highlights

- In 2005, the Foundation raised a net total of \$12.5 million to support STARS' lifesaving mission.
- The 12th annual STARS Lottery sold out before the early bird draw date, raising \$7.8 million in net proceeds in support of STARS' annual operating funding requirements.
- We completed our most successful Direct Mail Campaign ever, raising \$1 million in net proceeds.
- More than 107,000 calendars were sold raising a net of \$1.2 million.
- The Vision Critical Campaign raised over \$7 million in gifts and pledges towards our goal of \$25 million.
- Our Calgary and Edmonton galas raised a record \$410,000 in net proceeds in support of our lifesaving mission.
- The Chain of Survival Fund distributed \$303,603 to 73 emergency service providers to purchase medical equipment and assist with training requirements. Since it began in 1999, more than 500 organizations have shared in excess of \$3 million in funding.
- Our team of 450 volunteers provided more than 9,700 hours of dedicated time in support of the organization. Their roles included directorships on various boards and committees, as well as providing invaluable assistance at public presentations and special events.

Strategic Directions

STARS will meet the future financial demands primarily through enhanced fundraising strategies which include:

- Increased emphasis on major project funding and major sponsorship funding.
- Expansion of endowment and planned giving initiatives.
- Expansion of commodity-based programs such as the lottery and calendar into all geographically-new areas of service.
- Incorporation of cost recovery and other revenue initiatives to offset costs of communication and education programs.
- Offer superior levels of donor stewardship, ensuring donors are well recognized and know their support is making a meaningful difference.
- Maintain industry appropriate administrative costs for all fundraising initiatives.

VISION CRITICAL – 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.

In 2003, STARS embarked on a campaign to raise the funds 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 also focused on the establishment of a centre dedicated to providing educational opportunities and furthering research endeavours.

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

A Capital Campaign for STARS®



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

\$24 MILLION WILL PURCHASE TWO ADVANCED TECHNOLOGY HELICOPTERS PROVIDING:

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

\$1 MILLION TO ESTABLISH THE STARS CENTRE FOR EDUCATION AND RESEARCH 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, 2005, the Vision Critical Campaign had raised more than \$24 million in cash and pledges toward its goal. Fundraising continues through 2006.

Please refer to pages 24 to 35 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.

COMMUNITY SUPPORT

External events raising in excess of \$1,000 each in 2005

2005 Canadian Livestock Men's Golf Classic	Elk Point Emergency Services Golf Tournament	Royal Canadian Legion #104 50/50 Event
4-H Arrowwood Club	Feeder Association of Alberta	Royal Canadian Legion #105
4-H Elk Point Multi Club	Fifth Avenue Place Breakfast	Royal Canadian Legion #215
4-H Flagstaff Area Beef Clubs	Firewater Friday, Peters & Co. Limited	Royal Canadian Legion #223 Ladies Auxiliary Dinner
4-H Greenshields Beef Club	First Truck Centre Golf Tournament	Royal Canadian Legion #4 Family Fun Days
4-H Steer for STARS Auction	Forest Lawn Auto Parts Cars for STARS	Rumsey Trail Ride
4-H Wheatland County (West) Show & Sale	Fort Macleod Volleyball Tournament	Schneider Electric Golf Tournament
A. A. I. A. Northern Chapter	Fort Saskatchewan Friends of STARS	SE Alberta Coal Miners Golf Tournament
Agricore Hail Insurance Fundraiser	Sobey's Sunshine Carnival	Sedgewick Barbeque
Alberta Centennial Birthday Event, Village of Milo	Forte Resources Inc. Golf Tournament	Sedgewick Lion's Club Event
Alberta Moose Association	Fountain of Hope Slo-Pitch Tournament, B of M	Shoot For The STARS, Carstairs & District Gun Club
Alberta Oilfield Golf Classic	Fraternal Order of Eagles #2100	Siksika Nation Tribal Administration Bingo
All for STARS Group	G.L.M. Tanks & Equipment Ltd. Golf Tournament	Sobey's Lethbridge Sunshine Carnival
Aluma Systems Inc. Charity Golf Tournament	Gasoline Alley Harley Davidson Events	Sobey's McKenzie Towne Breakfast
ATB Ponoka #886	Gasoline Alley Harley Davidson Golf Tournament	Sobey's Westlock Sunshine Carnival
ATB Rimbey #717	Gentry's Annual Duffer's Classic	Southern Alberta Ride for STARS
ATB Stettler #747	Glennifer Lake & Carefree Resorts Golf Challenge	Spray Lake Sawmills
ATB Wetaskiwin #827	Granum Drop-In Centre	Spruce Grove - A Gala Evening
ATB/STARS Event	Harvest Energy Trust Golf Tournament	Square Dance Club
Banff Accommodation Reservations Ltd. Golf Tournament	IBEW Park for STARS	Stags Golf Tournament
Banff Springs Golf Club Men's Division Bar None Dance	Innisfail Rotary Club Golf Tournament	STARS - Lions Golf Classic
Beaverhill Rural Crime Watch Association Auction	Investors Group Seminar - Drumheller	STARS Gala
Bentley & District Farmers Market	Irma Agricultural Society Ranchers Rodeo	Stream-Flo Industries Ltd. Golf Tournament
Blue Grass Ltd. Pumpkin Festival	J & L Supply & R.B.I. Canada 2000 Golf Tournament	Sundre Renegades Golf Tournament
Bragg Creek Snowbirds	Knights of Columbus Council #95	Sutton Golf Tournament
Bragg Creek Steak Pit, Frank Fowler Memorial Dinner	Kyle Calder Celebrity Golf Challenge	Sutton Polar Bear Dip
Brazeau Bowbender Archery Club	Lethbridge City	Taber Live Auction
Calgary Regional Trail Riders	Lions Club of Bawlf & District	TD Canada Trust
Calgary Snowmobile Rally	Madden Lions Club	The Last Steer
Campsie Community Hall	Maia's Walk-a-thon	Torrington Lions Club Dinner
Camrose Dine & Dance	Millarville Ride for STARS	Trinidad Drilling Ltd. Golf Tournament
Camrose Jay Walkers	Mitcon Inc. Bulls & Bears Golf Tournament	Two Eyed Jack Fall Classic
Canadian Association of Petroleum Land Administration Golf Tournament	MJS Mechanical Ltd.	Vauxhall Ethnic Dinner
Canadian Bull Congress	Morrin School Initiation	Veteran & District Lions Club
CAPLA Golf Tournament	Mountain Shine Club #44 Golf Tournament	W. R. Myers Graduation Committee
Casino ABS Golf Tournament	Mueller Bonspiel	Wal-Mart Canada Corp. Leduc BBQ
Central AB Oilmen's Golf Tournament	Newbrook Northern Lites	Warburg Benefit for STARS
Chinook Lions Club	Next-To-New, Rocky Mountain House	Weatherford Canada Partnership Golf Tournament
Cody Snyder's, Tristone Capital Bull Bustin'	North Hill Inn Golf Tournament	Westbrook 4-H Multi Club Cowboy Poetry Night
Concentra Financial - CUIS Alberta Classic	Northern Stars of ISRA	Westerner Park Spring Craft Show
Cooke's Miniature Donkey Auction	Old Strathcona Chapter - Harley Owners Group	Westlock Community Thrift Shop
Crossfield Royal Purple	Old Tyme Music & Dance Jamboree	Westlock Lions Club Golf Tournament
Dave Sieben Memorial Hammerbash	Olds College Land Acquisition Club Auction	Westlock Terminals (NGC) Ltd. Dinner
Double B's Social Club	Order of the Royal Purple #7	Whispering Pines Golf & Country Club Resort Golf Event
Double T Autobody Ltd. BBQ	Petroleum Services Association of Canada Starlight Starbright Gala	Wild Rose Motocross Association
Drumheller Co-op Ltd. Dinner	Quinn Contracting Ltd.	Women of the Moose
E Construction Ltd. Staff Golf Tournament	Radway Dinner Auction	
Edmonton Oilmen's Hockey Tournament	Red Deer Golf and Country Club Golf Tournament	
Edson Chamber of Commerce Trade Show	Rotary Club of Olds Golf Tournament	
Edward Michell Art Sale	Royal & SunAlliance Golf Classic	

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.

Trauma and critical medical conditions such as heart attack and stroke are time dependent. We share the common goal of ensuring appropriate medical care is provided in the timeliest way 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. These air ambulances complement an

effective ground ambulance service. 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 funding of the STARS Program to the Calgary Health Region and Capital Health. Block funding is provided to STARS through the two health regions on a monthly basis, providing 40 to 45 per cent of STARS' direct mission operating costs.

STARS' air medical operations are dependent on funds raised by the 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, special events and campaigns, and the corporate community.

Corporate Community

Strategic alliances between STARS and the corporate 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 in the drive 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 among 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.

HELPING MAKE SOMEONE'S WORST DAY BETTER

I had just finished my EMT school portion and was coming back from an EMT ride-along in Wetaskiwin. I was on my way to my grandpa's birthday party in Villeneuve when I came around a corner and was in a collision with a motorhome.

Although I was wearing a seatbelt, upon impact I put a hole through the windshield. I tried getting out of the car but was stuck. A woman pried the door open and the local paramedics were called. My uncle Victor, who was a few cars behind me, notified my parents who were at my grandpa's.

Once I was on the STARS helicopter, I recall thinking, "This is going to be my first helicopter ride". In fact, on our way to the University of Alberta Hospital, I wanted to

ask if they could lift up the spine board so I could see out the window, but I thought it might be inappropriate.

The EMS and STARS crews were tremendously kind and taught me how important patient care is and that a job in EMS is really to make someone's worst day better. This whole experience will make me a better EMT. I know STARS will continue to do that for others.

Jimmy S.

St. Albert, Alberta



20 years of Care in the Air

STARS Mission Crew:

Dean Ferguson, Michael Fodor, Rob Sharman, Dave Spence, Grant Wudel, Dr. Roger Yao, Scott Young.

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 IN THE PERIOD JANUARY 1, 2005 TO DECEMBER 31, 2005 AND WHOSE CUMULATIVE DONATIONS TO STARS EXCEED \$500.

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 1,290 GIFTS RECEIVED BY STARS FROM DONORS WHO PREFER TO REMAIN ANONYMOUS.

#1023539 Alberta Ltd.	Alberta 4-H	Mr. J.C. Anderson	Mr. Kenneth J. and
#1046349 Alberta Ltd.	Alberta Association of Insurance Adjusters	Mr. John and Mrs. Bernice Anderson	Mrs. Marion G. Atkinson
#225358 Alberta Ltd.	Alberta Blue Cross	Mr. Walter F. Anderson	Atronic
#243796 Alberta Ltd.	*Alberta Building Trades Council	Mrs. Mildred Anderson-Flemming	Mr. Wiley and Mrs. Eva Auch
*#255562 Alberta Ltd.	Charitable Foundation	Dr. Roy Andrassy	*Audio Innovations
*#374086 Alberta Ltd.	Alberta College of Paramedics	Dr. George and Mrs. Evelyn Andrew	Ms. Melita Auten
#600441 Alberta Ltd.	*Alberta Gold Energy & Rentals	Mr. Lewis O. Andrew	Mr. John W. and Mrs. Olga Avery
#9 Highway Reunion	Alberta Moose Association	Miss Norma E. Andrew	Mr. Allen and Mrs. Adolfin Avramenko
#983774 Alberta Ltd.	*Alberta Motor Transport Association	Mr. R. William Andrew	Honourable Peter and Mrs. Janice Ayotte
1st Technicall Systems Inc.	Alberta Paint Horse Club	Mr. Alf and Mrs. Barb Andrews	*B & R Eckel's Transport Ltd.
*67th Street Liquor Store	Alberta Pioneers Of Hanna and District	Mr. Robert R. and	Mrs. Catharina Baas
783-(Calgary) Wing RCAFA	Alberta Solicitor General	Mrs. Elizabeth Andrews	Ms. Patricia J. Babet
7-Eleven Canada	Correctional Services	Mr. E.D. and Mrs. S. Andronyk	Mr. Mel and Mrs. Joan Babitzke
A & W Restaurant	Alberta Weather Modification Co-op Ltd.	*Andy's Oilfield Hauling (1987) Ltd.	Ms. Geraldine Babilitz
A D Williams Engineering Inc.	Alberta Wild Rose W I T	Mr. Dennis W. and Mrs. Gloria C. Anhel	Ms. Joan Bachor
A Gala Evening	Ms. Donna J. Alberts	Mr. Anthony and Mrs. Minerva Anselmo	Mr. Russell M. Bacon and Mrs. Elise
*A J L Farms Ltd.	Mr. Edwin and Mrs. Darlene Albrecht	Mr. Dave Appleby	E. Bourcier-Bacon
A.A.I.A Northern Chapter	Al-Brite Manufacturing Jewellers Ltd.	Mr. Dennis J. and Mrs. Donna Appleton	*Badger Daylighting LP
A.D. Williams Engineering	*Alix Lions Club	Ms. Audrey J. Appleyard	Badry Land Spreading Services Ltd.
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MANAGEMENT DISCUSSION AND ANALYSIS

Certain statements in this section relating to the period after December 31, 2005, are forward-looking statements subject to risks and uncertainties. These statements are based on certain factors and assumptions including foreign exchange rates and results of operations. While the Organization considers these factors and assumptions to be reasonable based on information currently available, they may prove to be incorrect.

Overview

STARS had a very successful 2005 year. The air medical service, operating from the Calgary and Edmonton bases, flew a total of 1,149 missions. STARS Emergency Link Centre continued to expand in volume of calls and had a daily average of over 2,200 temporary industry sites registered in 2005. The STARS Centre for Education and Research conducted a total of 87 days of medical training. The Foundation's fundraising revenue was \$22.2 million. The combined excess of income over expenditures for the year was \$3.7 million.

In preparing the 2005 financial statements, STARS opted to cease reporting separately on the Vision Critical Campaign (VCC). The change was made in order to better match the revenue from the contributions to the campaign with the expenses incurred as a result of the assets purchased using the VCC contributions. The change is in accordance with Canadian generally accepted accounting principles and results in recording of externally restricted contributions as deferred contributions. Internally restricted contributions are recorded in the Advanced Technology Helicopter Fund. This change has been applied on a retroactive basis. The deferred contributions are amortized into the operating income of the Organization, commencing with the acquisition of capital assets for which the funds were externally restricted, over the economic life of the related capital assets.

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.

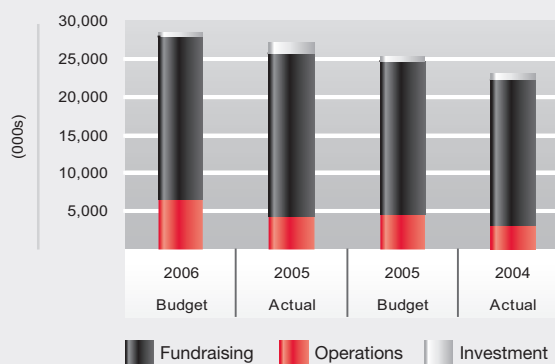
Vision Critical Campaign

The Vision Critical Campaign was initiated in 2003 with the goal of raising \$25 million over a five year period to fund advanced technology helicopters and the expansion of the education program. As of December 31, 2005, more than \$24 million of donation commitments have been made and \$15.0 million of donations had been received, including \$5 million in funding by STARS from its Helicopter and Equipment Replacement Fund. STARS has applied VCC funds to the \$1.3 million deposits on the advanced technology helicopters and the \$0.3 million purchase of a second mobile HPS unit for the education program. The balance of the funds are invested in low-risk investments.

A summary of cash receipts and expenditures is as follows:

(000s)	2005	2004	2003
Opening balance	\$4,222	1,102	\$0
Donations received	6,006	3,429	1,508
STARS' contribution	5,000	—	—
Interest earnings	156	21	—
Less direct expenses	(372)	(330)	(406)
Total	\$15,012	\$4,222	\$1,102

Income



The 2005 income exceeded 2004 by \$3.7 million because of the following:

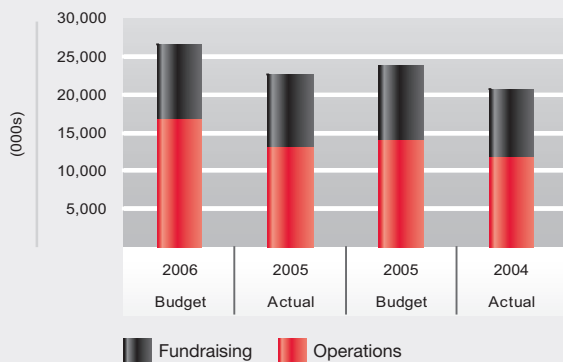
- Income received in 2005 from the Affiliation Agreements with the Calgary Health Region and Capital Health exceeded the amount received from the health regions and Alberta Health and Wellness in 2004 by \$1.1 million;
- 2005 fundraising income exceeded 2004 by \$1.4 million as a result of lottery sales increasing by \$1.1 million and donations and fundraising increasing by \$0.3 million;
- Other income increased by \$0.3 million as a result of increased cost recoveries;
- Investment income increased in 2005 by \$0.9 million when a gain on mutual fund investments was realized upon the transfer of unexpended lottery funds from the mutual funds to investments in treasury bills. This transfer was made to comply with the Alberta Gaming and Liquor Commission rules that require that unexpended lottery funds be invested in government guaranteed investments.

The 2005 income was in excess of budget by \$1.4 million mainly as a result of investment income realized upon the transfer of \$4.5 million from mutual fund investments into treasury bills.

The income for 2006 is expected to exceed the 2005 results by \$1.5 million because of the following changes:

- Income from operations is expected to increase by \$2.0 million, resulting from \$1.5 million increase in site registration fee for service and \$0.5 million increase in cost recoveries from the education and research area;
- Major gifts in the fundraising area are expected to increase by \$0.4 million;
- Investment income is expected to decline by \$0.9 million because it is not expected any funds transfers will be required in 2006 that will result in a realization of gains on the mutual fund investments.

Expenses



The 2005 expenses increased by \$1.9 million compared to 2004 as a result of:

- Operation expenses increases of \$1.3 million in the following areas:
 - Aviation expenses increased by \$0.4 million as a result of fuel cost increases, annual salary increases and interest on the loan for the purchase of the fifth helicopter;
 - STARS Emergency Link Centre expenses increased by \$0.4 million because of the increased volume of site registrations;
 - Education and research costs increased by \$0.3 million because of the operation of the second mobile training unit and increased cost recovery activity;
 - Administration costs increases of \$0.3 million came from additional costs for Information Systems and two new administrative positions;
 - The 2004 GST costs were \$0.1 million higher than 2005 because of the purchase of the fifth helicopter in 2004;

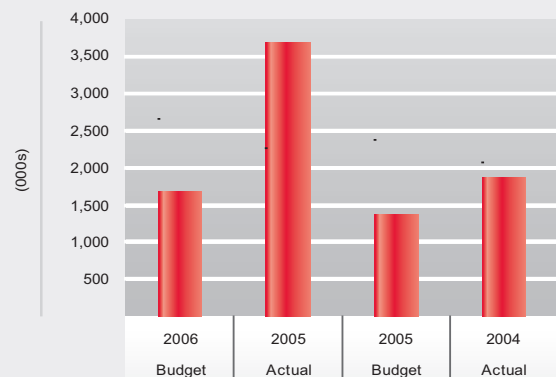
- Fundraising costs increased by \$0.6 million because of the increased cost of prizes for the lottery.

The 2005 actual expenses were less than the 2005 budget because operation expenses were \$0.8 million less than budget as a result of scheduled helicopter maintenance that was not required in 2005 and will be done in 2006.

The 2006 costs are expected to exceed 2005 by \$3.6 million in the following areas:

- Maintenance costs of the aircraft by \$1.6 million because of \$0.8 million of maintenance deferred from 2005 and another \$0.8 million required because of the hours of helicopter operation;
- Additional aviation operating costs of \$0.7 million for annual salary increases, training and fuel costs;
- Medical service cost increase of \$0.3 million for annual salary increases and uniform replacement;
- STARS Emergency Link Centre cost increase of \$0.4 million for additional staff, salary increases to remain competitive and rental of new space;
- Administrative cost increases of \$0.4 million for a controller position as well as additional costs in the Information Systems and the External Affairs and Communication areas;
- Amortization of capital assets is greater by \$0.2 million because of the increased value of capital equipment.

Excess of Income Over Expenditures



The strong financial results in 2004 and 2005 as well as the results budgeted for 2006 continue to enhance STARS' strong financial position. The Organization is financially well positioned for the introduction of the advanced technology aircraft into its operation and the expansion to additional bases of operations to better serve health needs.

Capital Assets

Capital expenditures in 2005 totaled \$1.4 million, mainly for helicopter upgrades.

Liquidity and Capital Resources

During 2005, STARS raised \$26.6 million to finance its total cash expenditures of \$21.6 million, yielding \$5.0 million of available cash flow which was applied to bank debt, capital expenditures and working capital. To finance short-term operations, the majority of STARS' annual fundraising occurs early in the calendar year through the lottery. The Legacy, Helicopter and Equipment Replacement funds total \$11.6 million and are available to meet future capital and expansion needs and to cushion unexpected changes in the fundraising programs. The operating budget for 2006 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:

Medical/Legal – STARS' main role is the emergency care and transportation of critically ill patients. This exposes the Organization to claims of errors or omissions in the care of these patients. To mitigate this risk, STARS invests heavily in the training of its air medical crew personnel to reduce the likelihood of an error occurring. STARS also carries insurance to reduce its financial exposure if an incident should occur.

Reputation – A majority of STARS' annual operational funding is received from the general public, corporations and health regions. The Organization must maintain its reputation for providing safe, timely and efficient pre-hospital care. STARS is committed to a strong safety culture in all aspects of its operations.

Strategic Planning – The need for STARS' services continues to grow and the Organization is responding to these needs by purchasing advanced technology aircraft and expanding to new base locations. Both of these initiatives will cause significant changes in the way the Organization operates and will require close involvement and oversight by the board of directors and the senior executive in order to ensure success. The Clinical, Strategic and Operational Plan for the years 2006-2010, which includes the above changes, was prepared by management and has been received by the boards of directors. Management and the boards will be closely monitoring these changes to ensure they are successfully made.

Aviation Safety – Helicopter Air Ambulance operations are subject to a number of risks related to weather and accessing some of the locations where patients need assistance. STARS is regularly audited by Transport Canada and is in compliance with its rules and regulations. STARS is implementing the Safety Management System requirements of Transport Canada to reduce human error and mechanical problems and this implementation will be complete well in advance of the required date. STARS has not had a helicopter accident in its 20 years of operation.

Emergency Preparedness – STARS must be able to operate when an emergency occurs since it is at this time that the Organization's services are needed the most. STARS has prepared an emergency plan for the relocation of the STARS Emergency Link Centre in the event of an emergency and is also developing a plan for the continued operation of its information technology area. STARS will also play a role in emergency preparedness and disaster response and is working with community and government partners in planning.

Protection of Personal Information – STARS is committed to protecting the privacy of the personal and health information that members, donors, patients, volunteers, employees and stakeholders share with us. We value and respect the privacy and sensitivity of this information and endeavour to be transparent and accountable in how we manage and treat the personal information we hold. STARS has policies and procedures along with appropriate safeguards in place to ensure personal and health information is held appropriately and responsibly in achieving the purpose for which it was shared and collected.

Outlook

STARS began 2006 with a sold-out lottery and very strong response to its fundraising galas. The 2006 budget was built on an assumption of consistent returns from existing fundraising programs.

The advanced 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.





Statement of Governance Practices

The STARS Boards of Directors and management are committed to the principles of strong governance and apply high standards of organizational governance, reflecting best practices in the voluntary, non-profit and charitable 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 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 (the "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). The 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. The newly formed 1188355 Alberta Ltd. is also a wholly owned subsidiary of STARS Society and is a taxable Alberta Corporation which carries out human patient simulation mannequin maintenance and system implementation. Collectively, this group is known as STARS.

Boards of Directors – Volunteer Governance

As charitable and non-profit entities, STARS Society, the Foundation and STARS Canada have no shareholders and are each governed by volunteer boards of directors. STARS Aviation and 1188355 Alberta Ltd. are 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 and Standing Board Committees 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. A Communication Policy was board approved and implemented in 2005. 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, takes appropriate remedial and preventative actions as required, and supports wellness initiatives.

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 17 Directors as of December 31, 2005 and the Board of the Foundation had 10 Directors. As of December 31, 2005, the membership of the Foundation Board included an overlap of five 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 and 1188355 Alberta Ltd. each have a sole Director and each are 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 Foundation have five combined Standing Committees that assist the Boards in fulfilling their mandate.

The Board annually reviews and appoints members to the combined Standing Committees with mandates as outlined in the Board-approved Terms of Reference for the Committees. 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. Committee membership is reviewed annually.

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 to the Boards for recommendation to the members 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 Boards on investment policy and overall strategy.

Safety and Risk Management Committee

The Safety and Risk Management Committee assists the Boards in carrying out responsibilities by monitoring and discussing principal risks identified by management and faced by the Organizations. The Committee annually reviews insurance coverage as recommended by management.

Human Resources and Compensation Committee

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

Executive Compensation

The Human Resources and Compensation Committee annually reviews senior management compensation. 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 Boards of Directors for approval.

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, 2005 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, 2005 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
March 31, 2006


Chartered Accountants

MANAGEMENT'S REPORT

The accompanying combined financial statements of STARS as at December 31, 2005 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 2005.

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 & Chief Executive Officer
May 10, 2006



Rand B. Smale CA
Vice-President, Finance & Chief Financial Officer

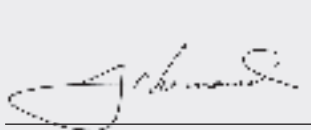
COMBINED BALANCE SHEET

(thousands of dollars)

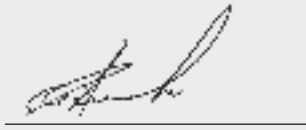
As at December 31,	2005	2004
Assets		(Restated Note 3)
Current		
Cash and cash equivalents	\$2,475	\$1,472
Receivables	295	575
Deferred expenses (Note 4)	346	754
Prepaid expenses	128	153
Helicopter parts and stores inventory	886	625
	4,130	3,579
Investments (Note 6)	24,472	15,503
Deposit on advanced technology helicopters (Note 8)	1,355	1,355
Capital assets (Note 7)	15,485	15,472
	41,312	32,330
	\$45,442	\$35,909
Liabilities and Fund Balances		
Current		
Payables and accruals	\$883	\$987
Deferred revenue (Note 4)	457	216
Deferred contributions (Note 5)	52	52
Bank debt (Note 9)	3,500	3,500
	4,892	4,755
Deferred contributions (Note 5)	9,519	3,808
	14,411	8,563
Fund balances		
Operating Fund	1,921	1,921
Legacy Fund	5,603	5,103
Helicopter and Equipment Replacement Fund	5,949	3,172
Advanced Technology Helicopter Fund	5,636	5,362
Chain of Survival Fund	128	59
Investment in Capital Assets	11,774	11,709
Total Unrestricted	31,011	27,326
Endowment Fund	20	20
	31,031	27,346
	\$45,442	\$35,909

Commitments and contingencies (Notes 11, 15 and 17)

On behalf of the Board



R.J. (Bob) Normand
Director



Art Hironaka
Director

See accompanying notes to the combined financial statements.

COMBINED STATEMENT OF OPERATIONS AND FUNDRAISING

(thousands of dollars)

For the year ended December 31,	2005	2004
OPERATIONS		(Restated Note 3 and Note 18)
Operating income		
Alberta Health	\$3,872	\$2,849
Other	556	152
	4,428	3,001
Operating expenditures		
Aviation	4,625	4,191
Medical service	2,045	2,135
STARS Emergency Link Centre	1,527	1,146
STARS Centre for Education and Research	960	629
Administration	2,616	2,222
Amortization	1,333	1,407
Goods and services tax	97	203
	13,203	11,933
Deficiency of income over expenditures from operations	\$(8,775)	\$(8,932)
FUNDRAISING		
Fundraising income		
Fundraising	\$2,589	\$1,701
Donations	2,709	3,246
Lottery	12,960	11,862
Calendar	2,570	2,614
	20,828	19,423
Interest and investment income	1,338	455
	22,166	19,878
Fundraising expenditures		
Administration	1,268	1,432
Fundraising	1,243	984
Donations	289	278
Lottery	5,146	4,510
Calendar	1,384	1,352
	9,330	8,556
Other fundraising expenditures		
Amortization	15	10
Goods and services tax	30	43
Chain of Survival funding	331	474
	376	527
Excess of income over expenditures from fundraising	\$12,460	\$10,795
Combined excess of income over expenditures	\$3,685	\$1,863

See accompanying notes to the combined financial statements.

COMBINED STATEMENT OF CHANGES IN FUND BALANCES

(thousands of dollars)

For the year ended December 31,	Operating Fund	Legacy Fund	Helicopter and Equipment Replacement Fund	Advanced Technology Helicopter Fund	Chain of Survival Fund	Net Investment in Capital Assets	Total General	Endowment
2005								
Balance, beginning of year	\$1,921	\$5,103	\$3,172	\$5,362	\$59	\$11,709	\$27,326	\$20
Combined excess of income over expenditures	5,312	–	–	–	(331)	(1,296)	3,685	–
Inter-fund transfers	(5,312)	500	4,138	274	400	–	–	–
Purchase of capital assets net of long-term debt	–	–	(1,361)	–	–	1,361	–	–
Balance, end of year	<u>\$1,921</u>	<u>\$5,603</u>	<u>\$5,949</u>	<u>\$5,636</u>	<u>\$128</u>	<u>\$11,774</u>	<u>\$31,011</u>	<u>\$20</u>
2004								
(Restated Note 3)								
Balance, beginning of year	\$1,921	\$4,603	\$7,224	\$60	\$33	\$11,622	\$25,463	\$20
Combined excess of income over expenditures	3,754	–	–	–	(474)	(1,417)	1,863	–
Inter-fund transfers	(4,017)	500	(2,285)	5,302	500	–	–	–
Purchase of capital assets net of long-term debt	–	–	(967)	–	–	967	–	–
Deferred contributions	263	–	–	–	–	(263)	–	–
Repayment of debt	–	–	(800)	–	–	800	–	–
Balance, end of year	<u>\$1,921</u>	<u>\$5,103</u>	<u>\$3,172</u>	<u>\$5,362</u>	<u>\$59</u>	<u>\$11,709</u>	<u>\$27,326</u>	<u>\$20</u>

See accompanying notes to the combined financial statements.

COMBINED STATEMENT OF CASH FLOWS

(thousands of dollars)

For the year ended December 31,	2005	2004
Increase (decrease) in cash and cash equivalents		(Restated Note 3)
Operations		
Combined excess of income over expenditures	\$3,685	\$1,863
Items not requiring cash outlay:		
Amortization	1,348	1,417
Changes in non-cash operating working capital (Note 12)	589	7
	5,622	3,287
Financing		
Bank loan for helicopter acquisition	–	3,500
Repayment of prior bank debt	–	(800)
Deferred contributions	5,711	2,819
	5,711	5,519
Investing		
Increase in investments	(8,969)	(2,450)
Deposits on advanced technology helicopters	–	(1,355)
Purchase of capital assets	(1,361)	(4,467)
Deferred expenditures	–	59
	(10,330)	(8,213)
Net increase in cash balances	1,003	593
Cash and cash equivalents, beginning of year	1,472	879
Cash and cash equivalents, end of year	\$2,475	\$1,472

See accompanying notes to the combined financial statements.

NOTES TO THE COMBINED FINANCIAL STATEMENTS

(thousands of dollars)

December 31, 2005

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1. General

These combined financial statements represent the financial position and the combined operations as at, and for the year ended, December 31, 2005 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 Service” 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.

STARS works collaboratively with emergency services, the community, government, and health regions to support and carry out its vision of saving lives through partnership, innovation and leadership. STARS provides an emergency medical transport system to critically ill and injured patients, with emergency medical communications, education and research, and fundraising and community partnerships also being significant pillars of the STARS program. The Foundation is primarily responsible for the fundraising activities carried out in support of STARS’ services and activities.

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 Advanced Technology Helicopter Fund is made up of the \$5 million commitment to the Vision Critical Campaign (VCC) by STARS as well as the net of undesignated donations previously allocated to the VCC, interest earned on VCC contributions and VCC campaign expenses. 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 10 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.

Unrestricted funds and net investment 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 short and long term liabilities.

2. Summary of significant accounting policies

a) Revenue recognition

STARS follows the restricted fund method of accounting for contributions where activity in established 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.

NOTES TO THE COMBINED FINANCIAL STATEMENTS CONT'D

(thousands of dollars)

December 31, 2005

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a) Revenue recognition (continued)

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 income in the designated capital fund in the period received. If no fund is established or reported, restricted contributions are recorded in the general fund and are deferred and recognized as income in the same manner as the expenses are recognized (Note 3).

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

b) Fund transfers

Annually, the 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 of the remaining combined excess of income over expenditures is allocated to the Helicopter and Equipment Replacement Fund; the next \$500 of combined excess of income 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.

Income and expenses associated with the Vision Critical Campaign are allocated to the Advanced Technology Helicopter 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. The value of donations in kind recorded in 2005 were \$232 (2004 - \$234)

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, payables and accruals, 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. 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. Change in Accounting Policy

The Organization has opted, in accordance with Canadian generally accepted principles, to cease reporting separately on the Vision Critical Campaign Fund. This change has been applied on a retroactive basis. Contributions received for the Vision Critical Campaign are reported in the general fund and accordingly, are deferred. The deferred contributions are amortized into the operating income of the Organization, commencing with the acquisition of the capital assets for which the funds were externally restricted, over the economic life of the related capital assets. The result of this accounting change on the 2004 financial statements is as follows:

	As previously reported	Adjustment	As restated
Deferred contributions - current portion	\$-	\$52	\$52
Deferred contributions - long term	-	3,808	3,808
Advanced Technology Helicopter Fund	-	5,362	5,362
Vision Critical Campaign Fund	9,222	(9,222)	-
Combined excess of income over expenditures	1,561	302	1,863

The Advanced Technology Helicopter Fund is a newly established fund that has been reported on a retroactive basis.

4. Deferred revenue and expenses

	2005	2004
Deferred Chain of Survival expenses	\$-	\$79
Deferred lottery expenses	319	647
Deferred fundraising gala expenses	27	28
	346	754
Deferred fundraising gala revenue	\$(314)	\$(175)
Deferred program grants	(143)	(41)
	\$(457)	\$(216)

NOTES TO THE COMBINED FINANCIAL STATEMENTS CONT'D

(thousands of dollars)

December 31, 2005

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5. Deferred contributions related to capital assets

	VCC	BII	2005 Total	2004
Balance, beginning of year	\$3,860	\$-	\$3,860	\$1,040
Deferred contributions received	5,513	250	5,763	2,820
Less amortization	(52)	-	(52)	-
	9,321	250	9,571	3,860
Less current portion	(52)	-	(52)	(52)
Balance, end of year	\$9,269	\$250	\$9,519	\$3,808

The Vision Critical Campaign (“VCC”) raised funds to purchase advanced technology helicopters and to establish the STARS Centre for Education and Research. The Business Industry Initiative (“BII”) funding is designated for the purchase of equipment for the STARS Emergency Link Centre.

6. Investments

Investments are recorded at cost and are comprised as follows:

	2005	2004
Equity, bond and money market funds	\$6,040	\$10,152
Cash and cash equivalents	18,405	5,324
Donations in kind held for resale	27	27
Total Investments, at cost	\$24,472	\$15,503
Total Investments, at market value	\$25,678	\$16,604

The majority of unrestricted investments are professionally managed under pooled portfolio management service agreements. Cash and cash equivalents are held in interest bearing accounts. 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. 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 equity, bond and money market investments at December 31, 2005 was \$7,316 (2004 - \$11,252). Market value of cash and cash equivalents and the donations in kind approximate book value.

The funds raised through the Vision Critical Campaign (“VCC”) are designated for the purchase of advanced technology helicopters and the establishment of a STARS Centre for Education and Research. The investment strategy for VCC funds is short term, low-risk, liquid investments. The amount of investments related to the VCC campaign at December 31, 2005 were \$12,836 (2004 - \$3,320).

7. Capital assets

	2005			2004
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Helicopters	\$18,295	\$4,402	\$13,893	\$13,951
Night vision goggles	633	251	382	369
Medical equipment	695	655	40	29
Office equipment	1,319	1,121	198	308
Aircraft equipment	371	276	95	73
Computer equipment and software	1,237	1,057	180	159
Leasehold improvements	598	553	45	82
Human patient simulator	930	732	198	226
HPS – mobile units	527	226	301	275
STARS Emergency Link Centre – BII Capital	153	–	153	–
	\$24,758	\$9,273	\$15,485	\$15,472

Helicopters include \$4,580 (2004 - \$3,990) relating to one helicopter which was not yet in service and not subject to amortization.

8. Deposit on advanced technology helicopters

STARS has paid \$1,355 on two refundable options in the production queue with Agusta Westland 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.

9. Bank debt

In December 2004, the Organization acquired a fifth BK117 helicopter at the purchase cost of \$3,990 of which \$3,500 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. Subsequent to year end, this loan was repaid.

STARS has a line of credit of up to \$100, due on demand and bearing interest at prime plus one per cent.

NOTES TO THE COMBINED FINANCIAL STATEMENTS CONT'D

(thousands of dollars)

December 31, 2005

10. Income Taxes

Aviation has tax values in excess of book values for capital assets and non-operating losses in the amount of approximately \$680. The tax benefit of \$110 has been offset by a corresponding valuation allowance.

11. 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	Calgary Base	Equipment
2006	\$389	\$10
2007	418	–
2008	418	–
2009	428	–
2010	428	–

12. Supplemental cash flow information

Change in non-cash operating working capital:

Receivables
 Deferred expenses
 Prepays
 Inventories
 Payables and accruals
 Deferred revenue

2005	2004
\$280	\$(116)
408	(283)
25	(4)
(261)	13
(104)	339
241	58
\$589	\$7

In 2005, STARS paid interest of \$153 (2004 - \$23) relating to bank debt.

13. Related party transactions

STARS did not pay any professional fees in 2005 (2004 - \$12) for services provided by a company whose senior client partner is a director of the Organization.

14. Economic dependence

Approximately 14.6% of revenues for the year ended December 31, 2005 were derived from affiliation agreements with the Calgary Health Region and Capital Health (2004 – 12.5%). Effective October 1, 2004 the Organization entered into a three-year affiliation agreement with each of the Calgary Health Region and Capital Health for the provision of rotary wing air ambulance services under specified terms.

15. 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.

16. 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 \$ 13,632 (2004 - \$10,381). In addition, \$13,270 of gross proceeds were realized from lottery sales and other gaming activities governed by the Alberta Gaming and Liquor Act (2004 - \$11,862). All expenses incurred for the purposes of soliciting contributions under the Charitable Fundraising Act were \$4,178 (2004 - \$4,107). Of these expenditures \$1,939 (2004 - \$2,196) were paid as remuneration to employees whose principal duties involve fundraising. Also included in expenditures for soliciting contributions were \$633 (2004 - \$620) 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.

17. Commitments

Effective October 1, 2004, the Organization entered into an Affiliation Agreement with each of the Calgary Health Region and Capital Health. 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.

18. Comparative figures

Certain other items in the comparative combined financial statements have been reclassified to conform to the presentation of these 2005 combined financial statements.

The significant re-classifications of the 2004 combined financial statements were as follows:

Statements of Operations and Fundraising

- i) Air-medical direct expenses of \$6,596 have been reclassified to aviation (\$4,272) and medical service (\$2,324) operating expenditures.
- ii) Fundraising funds raised of \$2,637 have been reclassified to donations fundraising income.
- iii) Funds raised and direct expenses of restricted funds were reclassified to fundraising as follows:
 - a. Funds raised of \$609 to donations.
 - b. Investment income of \$23.
 - c. Direct expenses of \$330 to donations expenditures.
- iv) Fundraising expenses of \$278 have been reclassified to donations expenditures.
- v) Aviation expenses of \$81, medical service expense of \$189 and Fundraising Administration of \$60 have been reclassified to operating administration.

PEOPLE OF STARS

Volunteers

Andrew Abbott	Joyce Chorley	Jim Frederick	Gordon Kerr	Kara Metzger	Gerard Protti
Martin Abbott	Thomas Chorley	Douglas Freel	Kim Kibblewhite	Tom Miklos	Rod Pumphrey
Jennifer Alcock	Tim Chorney	Debbie French	Robert Kibblewhite	Helen Milan	Donna Rach
Patricia Alexander	Britt Christoffersson	Jack French	Mary Kindrachuk	Sandi Miller	Sharon Radke
Chris Allan	Mary Clinton	Mark Frost	Joan King	Leslie Mills	Alan Rae
Scott Allan	Anne Cloutier	Robin Frost	Ernie Korchinsky	Phil Milroy	Merleen Rafters
Courtney Allen	Murray Cobbe	Michael Fusco	Patti Kramer	Brenda Minue	John Ramsey
David Allen	Paul Colborne	Mary Anna Gamracy	Jim Krueger	Tim Minue	Baljit Randhawa
Joyce Allen	Colleen Coleman-Adams	Vince Gamracy	Dennis Kushnerek	Ron Moisey	Katie Reasoner
Art Anastasi	Lorna Collicutt	Peter Gant	Bert Kutos	Lois Molander	Margaret Reeves
Genny Anderson	Steven Collicutt	Noel Gibney	Christine LaForge	Terry Moore	Vicky Resta
Lew Andrew	Joan Connor	Pauline Gimson	Anne Lalande	John Moquin	Claudia Rettman
Ollie Arthur	Terry Cooper	Fred Gorman	Fauzia Lalani	Stan Moskal	Steve Reynish
Tim Aucoin	Salvatore Corea	Doug Goss	Craig Lamb	Jeff Moulton	Lorna Richmond
Wendy Aucoin	Dwayne Cox	Maureen Goughnour	John Lamb	Murray Mullen	Clay Riddell
Sandra Axelson	Les Cox	Stan Grad	Shelly Lamb	Bruno Muller	Natalie Rocheleau
Erin Bailly	Les Cox	Michael Graham	June Lambkin	Jillian Murphy	Lori Rogers
Beverley Ballentine	Susan Cox	Rod Graham	Alex Lang	Ino Mussio	Eleanor Rondeau
Ken Barnett	Tina Crossfiled	Karen Graumann	Melanie Lalpalme	Joan Myers	Ron Rowbotham
Pauline Barrows	Carol Curtis	Douglas Gray	Karen Laprairie	Lorraine Myers	Rod Rude
Megan Barry	Mike Curtis	Leanne Grosky	James Larlham	Eva Myson	Jeremy Rudrud
Patrick Barry	Rosanne Czar	Marjorie Gudmundson	Katie Larlham	Peter Myson	Valerie Sandall
Sandra Barry	Christopher Czypull	Sherry Halvorson	Madonna Larlham	Steve Nagy	Joan Saunders
Jason Barth	Ron Daley	Bill Hamilton	Mona LaValley	Gordon Neil	Tanya Schaffer
Darlene Bates	Cal Dallas	Bob Hamilton	Bernice Lee	Kerilee Nelson	Allan Schenck
Gerry Beauchamp	Jill Dalzell	Maria Hamilton	Lyla Lee	Marie Nelson	Sharon Schenck
Vicki Beauchamp	Patrick Daniel	Denise Hansen	Andree Lemire	Glen Newton	Elaine Scott
Ann Becker	Rose Davey	Heather Hansen	Colette Lemire	Gordona Newton	Gord Scott
Sarah Becker	Michael Dawe	John Harms	Alice Lewis	Murray Nicol	Jo-Anne Scott
Gloria Beierle	Arlene Demars	Heidi Harris	Bill Lingard	Sybil Nicol	Wayne Scott
Larry Benke	Herb Der	Mike Hart	Ann Lohka	Nina Nikitiuk	Randy Sedore
Mel Benson	Roger deWeerd	Bonnie Harter	Nicole Lorrain	Bob Normand	Amanda Seguin
Deanna Bezjack	Erisa Didkowsky-Penner	Barry Harvey	Alison Love	Bill Olafson	Brian Serben
Jamey Bezjack	Kathy Ditchburn	Natalie Hawryliw	Linda Low	John Oldring	Heather Shatford
Jackie Bigelow	Kerry Ditchburn	Alicia Hay	Jody Lupyczuk	Clint Olds	Karen Shilson
Chris Bilocerkowec	Sandra Dobrowolski	Beat Hegnauer	Ryan MacArthur	Frances Olson	Mike Shilson
Evan Birch	Steven Dollansky	Therese Hegnauer	Bruce MacKenzie	Mary Ormstrup	Lera Shirley
Sherri Birkbeck	Irene Domeij	Karen Hiebert	Geoff Mackey	Ann Paches	Milton Shirley
Lyle Birnie	Jack Donald	Vicky Hildebrandt	Bob MacLean	Helen Paddon	Randy Shirley
Richard Blacker	Joan Donald	Art Hironaka	Jason MacLeod	John Paddon	Gordon Smillie
Nolan Blades	John Donald	J. D. Hole	Pamela MacLeod	Wayne Paiement	Esther Smith
Caron Blakely	Andrew Downie	Michael Honey	Joan Males	Douglas Palinkas	Jim Smith
Hank Blakely	Ilona Drost	Chris Hopfner	Dave Malone	Daphne Panton	Ross Smith
Hugh Bolton	Marion Dube	Kelly-Lynn Horn	Ken Mandrusiak	John Panton	Lillian Sokil
Eric Bonderud	Robert Duce	Phyllis Horne	Kevan Manering	Craig Parkinson	Marge Sontag
Gisele Bourgeois	Valerie Duce	David Hoskyn	Lauretta Manering	Dianne Parkinson	Colin Steadman
Keith Branter	Darby Dunn	Aneesa Howell	Andrew March	Rozalyn Parsons	Brenda Steenson
Mathew Brister	Leeann Dunn	Bill Hull	Nancy March	Skye Paterson	Carrie Steffan
Deena Brown	Terry Dunn	Katherine Irwin	Cindy Marshall	Pat Patterson	Sheila Stephen
George Brown	Barbara Elliott	Laurel Jackson	Douglas Martin	Julie Pedersen	Brittany Stephenson
Robert Brown	Deborah Engman	Marilyn Jennings	Gregory Maurer	Bruce Pennock	Eleanor Stevenson
Beverly Brunner	Donald Engman	Dave Jensen	Kathy Mayerson	Lil Perra	Craig Stewart
Frank Brunner	Donald Engman	Simone Jensen	Al McAuley	Candace Perry	John Stewart
John Brussa	Gail Ennis	Elaine Joel	Joanne McAuley	Maureen Persaud	Scott Stewart
Allan Buchignani	Bob Fahey	Carolyn Johnson	Maureen McCarthy	Rob Peters	Tracey Stewart
Rebecca Bulmer	Moe Fahey	Ken Johnston	Brent McConnell	Shirley Petovello	Sandra Stobart
Chad Campbell	Christina Fedorak	Kyla Jones	Louise McConnell	Brian Phillips	William Stobart
Michelle Canales	Anika Fedorchuk	Janet Judge	Janell McFarlane	George Pilbeam	Dale Stuckey
Leanne Carter	Brady Felker	Allan Kananen	Marc McGee	Kelly Pomares	Diane Stuckey
Cathlynn-Mae Casiano	Holly Fellhauer	Eugene Karabonik	Devon McLellan	Bennie Porter	Craig Styles
Edward Chamberlain	Mike Fellhauer	Lilly Karabonik	Jim McMeekin	Matthew Priddy	Robert Sunquist
Stephen Charchuk	Joan Ferner	Don Kary	Keith McMullen	Lyla Prokopishin	Lynne Swanson
Dawn Charest	Tim Fitchett	Sandra Kary	Jim McPherson	Raelene Prokopishin	Michael Taje
Amanda Chenuz	Lorraine Fitzgerald	Doug Kelly	Mark Mennie	Stanley Prokopishin	Carol Talavera
	Paul Fitzgerald	Mona Kelly	Brian Metzger	Barb Prospero	Stan Talbot
	Rebecca Fordham		Debbie Metzger	Joe Prospero	Wanda Temple

Karen Thibault
Ken Thibault
Doris Thompson
Kathy Thompson
Finn Thorildsen
Karen Timmermans
Malcolm Tinsley
Mike Trattner
Kent Truss
Lorna Truss
Wesley Twiss
Lovady Ukrainetz
Janet Umphrey
Jack Unsworth
John Van Brunt
Cory Varzari
Sherry Vickers
Stanley Vickers
Wendy Wadden
Kristin Wall
Ralph Ward
Peter Weimar
Terry Weimar
Graham Weir
Ben Weiss
Dawn Weiss
Lorraine Weller
John Whitesell
Darcy Will
Peter Williams
Brenda Wilson
Sherri Wilson
Lisa Wolf
Mike Wolskyj
Shannon Wolskyj
Rose Wolton
Carla Wozny
Christie Wright
Stephen Wuori
Brent Yaschuk
Stephennie Yaschuk
Janice Yeske
Murray Yeske
Barbara Young
James Young
Judy Young
Lyle Young
Trevor Young
Christine Zurburg

Personnel Physicians

Arun Abbi²
Rob Abernethy
Andy Anton
Neil Barclay²
Chris Bauer
Ed Berdusco
Randall Berlin²
Stan Bernbaum
Mike Betzner²
Herman Borkent
Teddy Braun
Eddie Chang
Jon Davidow
Sandy Dong

Kathryn Dong
Barry Ellis
Kevin Foster
Mardelle Gamble
Peter Gant²
Gavin Greenfield
Moritz Haager
Dave Hadley
Chris Hall
Rob Hall
Praveen Jain
Ken Lam²
Rick Lee²
Cam MacGougan²
Mark MacKenzie²
Kirstie McLelland
Gord McNeil²
Andre Michalchuk
Leigh Morris
Rick Morris
May Mrochuk
Dennis Nesdoly
Rhonda Ness
Joanne Norum
Adam Oster²
Sudhir Pandya
Ross Purser
Saul Pytko²
Erica Rabin
Curtis Rabuka
Tom Rich
Ian Rigby²
Adrienne Rothney
Wayne Sefcik
Bill Sevcik
Lance Shepherd
Raj Sherman
Sunil Sookram
Andrew Stagg
Phil Ukrainetz²
Ian Walker
Rob Woods²
Roger Yao²
Malcolm Young

Air Medical Operations

Joe Acker
Barb Atkinson
Jeff Austin²
Brenda Barr²
Kathy Bartlett²
Greg Barton²
Cam Bell²
Rick Chorley
Lori Coutts
Teresa Craig
Lucille de Beaudrap²
Roger Deweerd
John Doyle
Dean Duchscher
Michael Fodor
Hilary Foltinek
Peter Godor
Mike Gradidge
Alana Hansen

Dave Harris
Chad Hegge²
Peter Hlushak
Jo-Ann Hnatiuk²
Carolyn Hogan
Brad Huising
Patricia Jeffery
Tania Johnston
Stacey Jorgensen
Dennis Kalynchuk²
Sarah Keeler
Howie Koch²
Tracey Komant
Ann Lohka
Maggie Mallet
Jim Matheson
Heather McLelland
Scott McTaggart²
Debbie Mears
Shauna Mitchell
John Muspratt
Selina-Anne Muzyka
Burge Parsons²
Ron Pasioka
Andrea Patterson
Rick Pavan
Cliff Reeves
Cary Roberts
Paula Rose-Sharman
Lee Sagert
Jane Sefcik
Michelle Sexsmith
Rob Sharman
Ali Smith
Bill Smith
Sheila Stang²
Lance Stephenson
Jocelyn Stumm-
Odney
Cindy Trueman
Carolyn Vacey
Sandra Young²
Daniel Zacharuk

Administration

Yadira Ayerdis
Erin Bailly
Chris Bonish
Arnold Brown
Carol Campbell
Cynthia Chang
Natalie Coxford
Gord Elliott
Lori Ehrman
Rebecca Fordham
Cynthia Gleave
Lisa Graham
Melitina Gutierrez
Dinorah Gutierrez-
Brodie
Norm Haldeman
Sarb Heer
Sandy Howden
Mark Imach
Angela Kelter
Claudia Kowal

Brenda Kutos
Christine McLellan
Tracy Niven
Greg Ohrn
Matthew Pittet
Greg Powell
Linda Powell
Ron Prokosch
Keith Rach
Carl Raimondi
Sabrina Redl
Andre Reinders
Dale Renz
Rand Smale
Joni Swaile
Lindsay Trudgian
Greg Ursel
Aleina Whytock

Aviation

JN Armstrong
Al Baldwin
Mark Bertie
Jeff Calvert
Greg Cars
Steve Curilla²
Greg Curtis
Ben Dixon
Fraser Gamble
Jon Gogan
Darren Hartley
Phil Haworth
Al Hills
Butch Hogan
Gord Jeffery
Ron Kerr
DJ LaFrance
Ryan Libech
Ken Mansell
Clint Marble
Miles Mozel
Roy Phillips
Andre Rioux
Ken Ryniak
Lynn Talbot
Bob Toews
Grant Wudel²
Bob Young
Scott Young

STARS Centre for Education & Research

Deb Bowers¹
Linda Chmielewski
Corinne Edwards¹
Ewen Holmes
Mike Lamacchia¹
Alexis Mageau¹
Bob Odney¹
Scott Sheldrake
Bonnie Sproule¹
Frank Turner
Bernie Walker¹

Foundation

Rae Assailly
Jayne Bawden
Joan Black
Wilma Castillo
Karen Dackiw
Jackie Dawson
Sheri Delf
Rae Fehr
Elaine Fitzgerald
Cassandra Francis
Wanda Freeborn
Karen Frost
Kathy Greenwood
Debbie-Lyne Guerin
Mike House
Pam Ison Reilander
Anne Jones
Carol Keen
Nancy Klassen
Bernice Lee
Phil Levson
Nancy March
Kirstin McGilvray
John McKinnon
Andrea McLellan
Lorna McNeill
Miriam Moisan
Carol Morris
Vicki Morrison
Sobia Naseem
Elizabeth Peterson
Kim Shaw
Liana Smith
Michelle Stafford
Chris Strawson
Eleanor Stevenson
Rose Terzariol

STARS Emergency Link Centre

Evan Birch
Debby Bullock
Tracy Cain
Amanda Chenuz
Dave Couch
Claire Crawford
Tina Crossfield
Mona Dale
Ninu Dhillon
Jenny Felsmann
Dean Ferguson
Carrie Fessler
Norma Frocklage
Walter Gale
Sherry Grant
Kevin Hatch
Colin Hill
Neil Hnatiuk
Paul Jackson
Harminder Kaler
Ken King¹
Nadine Klem
Dan Knapp

Kim Kueber
Renee Lamoureux
Lori Lovsin
Jeff Moulton
Jody Olness
Julie O'Reilly
Curtis Oviatt
Doug Palinkas
Angela Petratur
Jo Physick
Patricia Rasmussen
Terri Sartori
Brooke Silenzi
Dave Spence
Colin Steadman
Brittney Stephenson
Paula Toseland
Carrie Vansickle
Karen Walker

Legend:

- 1 Member of
Medical
Operations
- 2 Member of
Education Team

BOARD OF DIRECTORS



Stephen J. Wuori
Executive Vice President
Chief Financial Officer &
Corporate Development
Enbridge Inc.
Calgary, Alberta
Chairman, Director, Society



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



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



Martin G. Abbott (3) (8)
Managing Director
Tom Capital Associates Inc.
Calgary, Alberta
Director, Foundation



Mel E. Benson (3)
President
Mel E. Benson Management
Services Inc.
Calgary, Alberta
Director, Society



Hugh Bolton (1) (7)
Chair
EPCOR Utilities Inc.
Edmonton, Alberta
Director, Society



Allan R. Buchignani (3)
President
& Chief Operating Officer
Enmax Power Corporation
Calgary, Alberta
Director, Society



Peter Gant, MD FRCP (3)
Emergency Physician
Calgary Health Region
Clinical Professor, Faculty of Medicine
University of Calgary
Calgary, Alberta
Director, Society



R.T. Noel Gibney, MB, FRCP(C) (3)
Regional Program Clinical Director
Capital Health, Critical Care
Professor, Faculty of Medicine
& Dentistry
University of Alberta
Edmonton, Alberta
Director, Society



John P. Harms (2)
General Manager
Westerner Park
Red Deer, Alberta
Director, Society
Director, Foundation



Art Hironaka, FCA (1) (5)
Chartered Accountant
Calgary, Alberta
Director, Foundation



J.D. Hole (4)
Chairman
Lockerbie & Hole Inc.
Edmonton, Alberta
Director, Society
Director, Foundation



Fauzia Lalani (2) (9)
Vice President
National Service Fulfillment
TELUS
Calgary, Alberta
Director, Foundation



Alison Love (2) (4)
Vice President
& Corporate Secretary
Enbridge Inc.
Calgary, Alberta
Director, Foundation



Robert J. MacLean (3) (8)
President
RJM Corporation
Edmonton, Alberta
Director, Foundation



Douglas R. Martin (1) (5)
President
Charles Avenue Capital Corporation
Calgary, Alberta
Director, Society



Terry Moore (1) (6) (8)
President
King's Transfer Van Lines
Calgary, Alberta
Director, Society
Director, Foundation



Murray Mullen (3)
Chairman
& Co-Chief Executive Officer
Mullen Group Income Fund
Aldersyde, Alberta
Director, Society



R. J. (Bob) Normand (1) (2)
President
& Chief Executive Officer
ATB Financial
Edmonton, Alberta
Director, Society



Frances Olson (2) (4) (10)
Vice-President
Olson Management Ltd.
Edmonton, Alberta
Director, Foundation



Gerard J. Protti (2) (4)
Executive Vice-President
Corporate Relations
EnCana Corporation
Calgary, Alberta
Director, Foundation



John Ramsey (5) (7)
Vice President
Weber Motors
Edmonton, Alberta
Director, Society



Steve Reynish (4)
Senior Vice President
Mining Operations
Western Oil Sands
Calgary, Alberta
Director, Society
Director, Foundation



Gordon Smillie (1) (5)
President
Smillie Ranches Ltd.
Bassano, Alberta
Director, Society



Wesley Twiss (1) (5)
Corporate Director
Calgary, Alberta
Director, Foundation



Janet Umphrey (2)
Senior Vice President Operations
Professional Practice
& Chief Nursing Officer
Calgary Health Region
Calgary, Alberta
Director, Society

Committee Membership:

(1) Finance & Audit Committee:

Committee Chair: R. J. (Bob) Normand
Members: Hugh Bolton
Art Hironaka
Douglas Martin
Terry Moore (6, 8)
Gordon Smillie
Wesley Twiss
Dr. Gregory Powell, ex-officio
Michael Honey, ex-officio
Stephen Wuori, ex-officio

(2) Human Resources and Compensation Committee:

Committee Chair: Janet Umphrey
Members: John Harms
Fauzia Lalani
Alison Love
R. J. (Bob) Normand
Frances Olson (10)
Gerard J. Protti
Dr. Gregory Powell, ex-officio
Michael Honey, ex-officio
Stephen Wuori, ex-officio

(3) Safety & Risk Management Committee:

Committee Chair: Mel E. Benson
Members: Martin G. Abbott (8)
Allan Buchignani
Dr. Peter Gant
Dr. Noel Gibney
Robert J. MacLean (8)
Murray Mullen
Dr. Gregory Powell, ex-officio
Michael Honey, ex-officio
Stephen Wuori, ex-officio

(4) Governance & Nominating Committee:

Committee Chair: Alison Love
Members: J.D. Hole
Frances Olson (10)
Gerard J. Protti
Steve Reynish
Dr. Gregory Powell, ex-officio
Michael Honey, ex-officio
Stephen Wuori, ex-officio

(5) Investment Committee:

Committee Chair: Wesley Twiss
Members: Art Hironaka
Douglas Martin
John Ramsey
Gordon Smillie
Michael Trattner, Uof C
Graham Weir, Consultant
Dr. Gregory Powell, ex-officio
Michael Honey, ex-officio
Stephen Wuori, ex-officio

(6) Retirements from Society - 2005

Terry Moore

(7) Newly elected to Society – June 15, 2005

Hugh Bolton, John Ramsey

(8) Retirements from Foundation – 2005

Martin Abbott, Robert J. MacLean, Terry Moore

(9) Newly elected to Foundation – June 15, 2005

Fauzia Lalani

(10) Resigned from Foundation – December 8, 2005

Frances Olson

Honourary Members

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

Note: Director committee appointments terminate with director retirements or resignations.

STARS CREDO

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

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

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

We are responsible to the community of generous individuals and corporate supporters and to the

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

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

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



ORGANIZATIONAL INFORMATION

STARS Executive Team

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

Joe Acker, AHT EMT-P
General Base Manager, Edmonton Base
(Until February 2006)

Fraser Gamble, B.Ed MA ATPL-H
Director, Aviation

Kenneth C. L. King, B.Comm.
Director, STARS Emergency Link Centre

Mike R. Lamacchia, EMT-P
Director, STARS Centre for Education and Research

Phil Levson, MSW
Vice President, STARS Foundation

Dennis Nesdoly, MD FRCPC
Director, Clinical Operations

Linda J. Powell, B.Sc.PT, ICD.D
Director, Governance & External Affairs

Rand Smale, B.Comm. C.A.
Vice President, Finance & Chief Financial Officer

Offices

Head Office

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Calgary Base

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Edmonton Base

Building 16, 29 Airport Road
Edmonton, Alberta T5G 0W6
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Auditors

Grant Thornton LLP
Calgary, Alberta

Legal Counsel

Bennett Jones LLP
Calgary, Alberta

Bankers

Bank of Montreal
Calgary, Alberta

Royal Bank of Canada
Calgary, Alberta

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Privacy

STARS takes the issue of privacy very seriously. We are committed to maintaining the accuracy, confidentiality and security of the personal and health information under our custody, control or management. We have policies and procedures in place to guide us in compliance to legislative requirements and privacy legislation. Our External Privacy Policy is available at www.stars.ca or by contacting our Privacy Officer. If you have any questions about our privacy policy or practices, please contact:

Privacy Officer

STARS
1441 Aviation Park NE, Box 570
Calgary, AB T2E 8M7

Telephone: 403.295.1811, Fax: 403.295.2426, email: privacy@stars.ca

Accountability and Compliance Hotline 1.866.380.5387

STARS endeavours to maintain the highest standards of accountability and transparency in all activities in ensuring appropriate governance and management of the Organization. STARS has implemented a confidential Accountability and Compliance Hotline to handle concerns regarding STARS accounting, internal controls, human resources, privacy and the integrity of management.

Additional information about the Accountability and Compliance Hotline and methods to forward your concerns can be found on our website; visit www.stars.ca and click on Governance.

STARS Code of Conduct

STARS is privileged to have a knowledgeable, passionate and committed group of individuals working within several diverse areas within the Organization. Our formal Code of Conduct sets out the foundation from which we all operate by briefly outlining the culture, values and beliefs shared by those who help STARS meet its lifesaving mission. We embrace the highest moral and ethical standards and respect for diversity and operate with integrity and fiscal prudence.

For more information about the STARS Code of Conduct, visit www.stars.ca and click on Governance.

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Alberta Shock Trauma Air Rescue Society
Charity Business Number: 88636 7598 RR0001

Alberta Shock Trauma Air Rescue Service Foundation
Charity Business Number: 89509 4761 RR0001

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