

**STARS®**

2006 REPORT TO THE COMMUNITY

When I got up and headed  
to work that morning, the  
thought never crossed my  
mind that this day  
would change

*my life forever...*



## THE FOUR PILLARS OF STARS

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### PATIENT CARE AND TRANSPORT

Caring for the patient – Highly skilled medical providers and aviation personnel using state-of-the-art medical equipment and helicopters provide for the care and transport of critically ill and injured patients.



### 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* provides continuing education and professional development opportunities for both our crews and our partners in community emergency services, as well as research endeavours to enhance emergency medical response.



### FUNDRAISING AND COMMUNITY PARTNERSHIPS

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

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## STARS VISION

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Saving lives through partnership, innovation and leadership

## STARS MISSION STATEMENT

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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.



# THE STORY OF PATIENT CARE AND TRANSPORT

## ROLLOVER CAUSES A CLOSE CALL

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Just south of Thorsby, Carl had rolled his five-tonne tanker truck and lay motionless on the ground. A stranger lent a helping hand to Carl, yelling to her husband to call 911. She heard a crash and found Carl near the driveway of her rural home, in need of medical assistance.

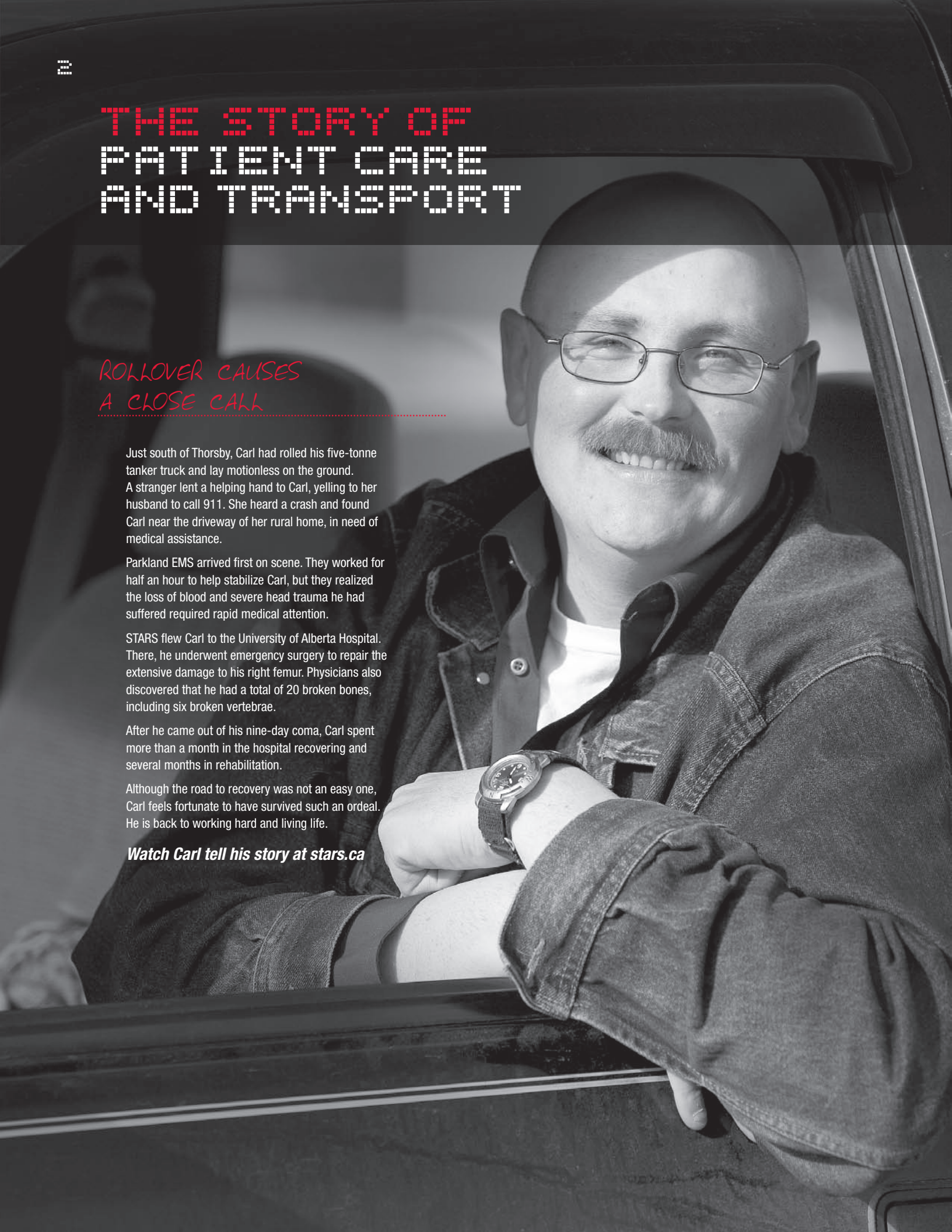
Parkland EMS arrived first on scene. They worked for half an hour to help stabilize Carl, but they realized the loss of blood and severe head trauma he had suffered required rapid medical attention.

STARS flew Carl to the University of Alberta Hospital. There, he underwent emergency surgery to repair the extensive damage to his right femur. Physicians also discovered that he had a total of 20 broken bones, including six broken vertebrae.

After he came out of his nine-day coma, Carl spent more than a month in the hospital recovering and several months in rehabilitation.

Although the road to recovery was not an easy one, Carl feels fortunate to have survived such an ordeal. He is back to working hard and living life.

***Watch Carl tell his story at [stars.ca](http://stars.ca)***



THE CRYSTAL COVERING THE FACE OF THE WATCH CARL WEARS IS CRACKED AND BROKEN AS A RESULT OF HIS VEHICLE COLLISION. "I WON'T BE FIXING IT," EXPLAINS CARL. "IT REMINDS ME EVERYDAY OF HOW LUCKY I AM TO BE HERE."



# THE STORY OF EMERGENCY MEDICAL COMMUNICATIONS

## AIDED IN ISOLATION

John loves his job as a Fish and Wildlife Officer with Alberta Sustainable Resource Development. He was participating in a strategic deer cull to limit the spread of chronic wasting disease in the Empress area when he found himself in need of help.

He and nine others had paired off to cover the designated area on quads. Travelling up a steep hill, he hit a bump and was stuck. As he worked to free the machine, it rolled backwards down the hill. John was thrown off the back. He tried to roll out of the way, but the rifle slung on his back made it impossible.

The quad landed squarely on John's chest. He immediately called his partner for help. His partner called the STARS Emergency Link Centre and the rest of the officers in the area. One of the field staff was an EMT who helped to stabilize John while others gave up their coats to keep him warm.

Oyen EMS was called to respond to the site, but the ambulance couldn't get into the remote area. Although the area was out of STARS helicopter's usual flight range, the STARS Emergency Link Centre coordinated a refueling in Oyen and then the helicopter and crew went to help the patient.

Fortunately, the site location was registered with the STARS Emergency Link Centre so the helicopter could easily locate and fly directly to John. He was taken to Foothills Medical Centre in Calgary.

John broke five ribs, cracked three vertebrae and damaged his spleen. He spent six days in hospital and it took almost three weeks for him to recuperate.

John says thanks to STARS and the Chain of Survival, he has fully recovered.



THE BEAUTY AND MAJESTY OF ALBERTA'S NATURAL AREAS HAVE ALWAYS HELD A SPECIAL PLACE IN JOHN'S HEART. SAYS JOHN, "I CAN'T IMAGINE NOT BEING ABLE TO DO MY JOB IN THE OUTDOORS, SO I AM VERY GRATEFUL FOR THE RECOVERY I'VE MADE."



# THE STORY OF EDUCATION AND RESEARCH

## BACKROAD TRAGEDY ALMOST CLAIMS A LIFE

Four-year-old Cheyanna and her family were on vacation near Pincher Creek. They decided to explore the forest off-road in their Jeep. All five enjoying the ride, they turned on to a path when a tree came through the windshield.

The tree trunk came through 18-year-old Jesse's seat, thankfully missing him. However, when Wendy (Cheyanna and Jesse's mother) checked on the other children, she saw Cheyanna was bleeding profusely from her neck from a branch that came through the side window.

In the forest with few resources, the family did what they could to stop the bleeding. Cheyanna's brother, Dustin, had been following the Jeep on a quad and went to get help. He found some workers with a cell phone and called 911.

"She was dying before our eyes," says Wendy. Other passers-by had chanced upon the family and gone for help. A forestry helicopter which had been summoned to help another injured person, also carried the more seriously injured Cheyanna. They were both taken to hospital in the Crowsnest Pass.

STARS airlifted her from there to the Alberta Children's Hospital. It was discovered that Cheyanna was not just cut – a branch had impaled her young body. After four hours of surgery, doctors induced a coma to allow her to heal.

Thanks to fellow trail riders, the amazing surgeons and the help of several emergency medical providers along the way, Cheyanna is recovering well and is a happy little girl.

CHEYANNA'S MOTHER CLEARLY REMEMBERS HER  
YOUNG DAUGHTER'S WORDS AS SHE WAS PUSHED  
ON A STRETCHER TOWARD THE STARS HELICOPTER:  
"THAT'S THE RED HELICOPTER MOMMY;  
IT'S FOR REALLY SICK PEOPLE."



# THE STORY OF FUNDRAISING AND COMMUNITY RELATIONSHIPS

## *AN UNEXPECTED ATTACK*

Heartburn was keeping Richard awake. Rather than just laying in bed, he got up to watch some early morning news.

Just before 7 am the phone rang. Richard answered the phone, but no one was on the line. As long as he was up, he decided to go to the kitchen to get his diabetes medicine.

His wife, Joyce, heard him fall to the kitchen floor and ran to his side. She started CPR to try and help him breathe. She called for her son to dial 911. Paramedics arrived and transported Richard to hospital in Vermilion.

Physicians realized he would need specialized medical attention, so STARS was called.

STARS transported Richard to the Royal Alexandra Hospital and he was rushed into surgery. He had suffered a severe heart attack and needed surgical treatment.

Richard spent a week in intensive care and was released from hospital 11 days later. He came away from his experience with a new outlook on life.

***Watch Richard tell his story at [stars.ca](http://stars.ca)***





RICHARD SPENDS MANY OF HIS EVENINGS DONATING HIS TIME AND VISITING LOCAL COMMUNITY HOSPITALS AND SENIORS' LODGES, ENTERTAINING THEM WITH HIS ACCORDION. EXPLAINS RICHARD, "THERE ARE SO MANY PEOPLE THERE THAT ARE AWFULLY LONELY - I ENJOY HELPING TO BRIGHTEN THEIR DAYS."



## MESSAGE TO THE STAKEHOLDERS

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The STARS storybook had many new chapters added in 2006 thanks to the support of our many partners, donors, volunteers, crew and staff who worked diligently to help us achieve some major milestones this past year.

We were able to realize the opening of the new STARS base in Grande Prairie. The official ribbon-cutting ceremony was held on December 1, 2006 and STARS flew its first mission in the region that day. Shortly afterwards, Grande Prairie operations became 24 hours a day, seven days a week. STARS airborne intensive care and transportation is now available to approximately 94 per cent of Alberta's population in addition to key touch points in northeastern and southeastern British Columbia. We are proud to be part of the Chain of Survival in the Grande Prairie area.

Through the generosity of several STARS supporters, our Vision Critical Campaign came to an end in 2006 and raised more than \$26.5 million, including pledges. These funds have been dedicated to the purchase of two new advanced technology helicopters as well as the development of *THE STARS CENTRE* for research and education programs.

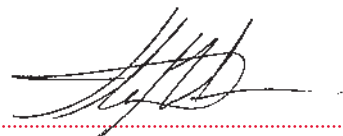
*THE STARS CENTRE* was officially established to provide education and specialized training to STARS staff and our partners in the Chain of Survival. STARS believes in the importance of leading edge education of all crew and staff members to ensure our patients are receiving the best care available. *THE STARS CENTRE* constantly works to stay abreast of the changes in health care and be a leader in critical care education. It operates five key areas of activity: Clinical Development Programs, the Mobile Simulation Program, Operational Outreach Program, Education and Response Technologies, and Clinical Best Practices.

Finally, we are also looking ahead to the future and busily preparing for the delivery of two new AW139 helicopters. STARS anticipates AW139 mission readiness by late 2008, with the second helicopter arriving in the winter of 2009. These helicopters will expand the service area of STARS by flying faster and further than the current fleet of BK117's. Also, the AW139's are being engineered with custom medical interiors designed to maximize patient load and ergonomics while providing optimal medical care.

We know that the future holds new challenges for STARS to embrace, and many more chapters will be written. Alberta's population has grown and is aging. These two factors contribute to an increased need for sophisticated patient transport.

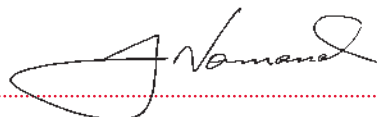
We are so grateful for the continued support of the community in carrying out nearly 15,000 missions since 1985, and we will continue to provide excellence in stewardship of donor gifts.

On behalf of our volunteer STARS and STARS Foundation Boards of Directors and our staff, crew and volunteers, thank you for the role you have played in the growth and development of the mission and our ability to care for the air medical needs of the critically ill and injured.



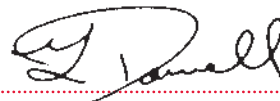

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**Stephen J. Wuori** – Chair, Board of Directors  
Alberta Shock Trauma Air Rescue Society




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**Robert J. Normand** – Chair, Board of Directors  
Alberta Shock Trauma Air Rescue Service Foundation




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



Stephen J. Wuori

Dr. Greg Powell

Robert J. Normand

## FINANCIAL SUMMARY AND HIGHLIGHTS

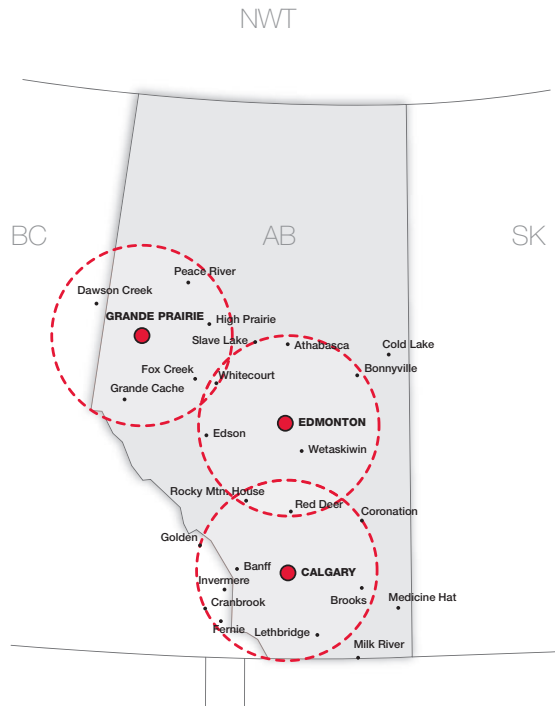
<b>MISSION SUMMARY</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
HPS training days	125	104	100
Communities served	191	184	167
Number of missions	1,183	1,149	1,082
Hours flown	1,567	1,389	1,395
STARS Emergency Link Centre temporary industry site registrations	3,300	2,200	1,900
Volunteer hours contributed	9,855	9,705	11,000

<b>STARS STATISTICS</b>	<b>2006</b>		<b>2005</b>		<b>2004</b>	
			(As Restated)		(As Restated)	
<b>NET FUNDS RAISED</b>	<b>\$000</b>	<b>%</b>	<b>\$000</b>	<b>%</b>	<b>\$000</b>	<b>%</b>
Lottery	7,903	34%	7,814	42%	7,352	46%
Donations and Fundraising	5,710	25%	4,042	21%	3,833	24%
Alberta Health and Wellness	3,968	17%	3,872	21%	2,849	18%
Other	2,956	13%	504	3%	—	—
Investment	1,651	7%	1,338	7%	607	4%
Calendar	820	4%	1,186	6%	1,262	8%
<b>TOTAL</b>	<b>23,008</b>	<b>100%</b>	<b>18,756</b>	<b>100%</b>	<b>15,903</b>	<b>100%</b>
<b>EXPENDITURES</b>						
Aviation	6,780	34%	4,625	31%	4,191	30%
Administration	3,659	18%	2,616	18%	2,222	16%
Medical Service	2,569	13%	2,045	14%	2,135	16%
STARS Emergency Link Centre	2,127	11%	1,527	10%	1,146	8%
Amortization	1,720	9%	1,348	9%	1,417	10%
Fundraising Administration	1,670	8%	1,268	9%	1,432	10%
<i>THE STARS CENTRE</i>	1,040	5%	960	6%	629	5%
Chain of Survival Fund	298	1%	331	2%	474	3%
GST and other	168	1%	128	1%	246	2%
<b>TOTAL</b>	<b>20,031</b>	<b>100%</b>	<b>14,848</b>	<b>100%</b>	<b>13,892</b>	<b>100%</b>
<b>CAPITAL</b>						
GP Condos	494	7%				
STARS Emergency Link Centre	432	6%	168	12%	79	1%
Administration	775	11%	162	12%	112	2%
<i>THE STARS CENTRE</i>	166	2%	262	19%	352	6%
Air Medical	683	10%	769	57%	5,351	91%
Edmonton Building	4,604	64%	—	—	—	—
<b>TOTAL</b>	<b>7,154</b>	<b>100%</b>	<b>1,361</b>	<b>100%</b>	<b>5,894</b>	<b>100%</b>

For more detailed financial information, please call STARS at 403-295-1811 and request a copy of our 2006 Annual Report Financial Statements.



# PATIENT CARE AND TRANSPORT



FOR MORE THAN 20 YEARS,  
CRITICALLY ILL AND INJURED  
PATIENTS IN ALBERTA,  
SOUTHEASTERN BRITISH COLUMBIA  
AND, SINCE 2006 IN NORTHEASTERN  
B.C. HAVE RELIED ON THE  
DEDICATION OF STARS TO PROVIDE  
A SAFE, RAPID AND HIGHLY  
SPECIALIZED EMERGENCY MEDICAL  
CARE AND TRANSPORT SYSTEM.  
WE WORK WITH OUR PARTNERS IN  
THE CHAIN OF SURVIVAL TO ENSURE  
THE BEST POSSIBLE OUTCOME FOR  
OUR PATIENTS - AND, ULTIMATELY,  
TO SAVE LIVES.

## CREWS

The STARS operational crew includes a referral emergency physician, critical care nurse, critical care paramedic, pilot and co-pilot. With the exception of the physician, the crew members are on call at each base 24 hours a day, seven days a week and can be in the air in less than 10 minutes from the time of dispatch.

The referral emergency physician is available 24 hours a day to provide online medical supervision and control through every mission. The physician accompanies the patient on the helicopter on an average of 20 per cent of the missions, depending on the scope of the illness or injury.

The team operates within an intensive care environment in the helicopter to provide emergency care and transport to severely ill and injured patients. A significant level of specialized emergency or ICU care knowledge and experience is required by our medical team and all have this experience, either through working in an advanced care emergency medical service or intensive care hospital environments. Many crew members continue to work in these environments in addition to working with STARS.

The crews are supported by a 24-hour communication centre and its communications specialists. Most of the pilots and engineering personnel work full-time at our bases, with a few employed on a part-time basis. Engineers are also on call 24 hours a day should a need for an aircraft repair or maintenance arise.

## COVERAGE AREA

On November 1, 2006, STARS opened a new base located in Grande Prairie, bringing the total number of STARS bases in Alberta to three. The new base will allow STARS to enhance its coverage area to serve a greater number of individuals in need of specialized care and transport.

Approximately 94 per cent of Alberta's population and many communities in southeastern and northeastern British Columbia are within a 250-kilometre radius of Calgary, Edmonton and Grande Prairie 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 achieve this distinction.

## AVIATION FLEET

In 2006, STARS' fleet consisted of five helicopters. At any given time, three of the helicopters are the primary, in-service aircraft in Calgary, Edmonton and Grande Prairie.

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.

In emergencies or other unique situations, the two back-up aircraft may be called into active duty based on crew availability.

## HIGHLIGHTS

- When the Grande Prairie base opened on November 1, 2006, it was operating on a 12-hour per day, seven days per week basis. By late January 2007, the base was operational around the clock, 365 days a year.
  - In 2006, STARS Calgary, Edmonton and Grande Prairie bases flew a total of 1,183 missions in Alberta and southeastern and northeastern British Columbia. The Calgary Base flew 628 missions, Edmonton flew 548 missions and Grande Prairie flew seven missions in its first two months of operation during the year.
  - Since 1985, STARS has flown a total of 14,585 missions to December 31, 2006.
  - Safety is of highest priority for STARS. In 2006, STARS flew a total of 1,183 accident-free missions, bringing the total number of accident-free missions since 1985 to December 2006 to 14,585.
  - A contract was signed for the purchase of two Agusta Westland AW139 advanced technology helicopters for delivery in mid-2008 and late 2009. The new aircraft will help STARS enhance the service we provide by travelling 25 per cent faster and covering a 300 per cent larger geographic area without refueling, offering the ability to carry more patients, caregivers and essential equipment, and reduce mission cancellations due to unfavourable weather conditions.
- Purchase of the new aircraft was made possible by funding raised through the Vision Critical Campaign which concluded in 2006.
- STARS continues to focus on safety in all aspects of our operation. In 2006, STARS joined the proactive Aviation Safety Network (ASN), an international group of organizations promoting safety risk management practices within the air medical transport community.

## STRATEGIC DIRECTIONS

- Aviation and medical personnel will spend significant time and effort in 2007 preparing for the introduction of the new AW139 advanced technology helicopters to be delivered in 2008 and 2009. In addition to training for air and medical crews, double crews may be necessary in the future if mission activity levels continue to rise.
- STARS plans to partner with LifePort Inc. to design the medical interior for the new aircraft. The contract is expected to be finalized by mid-2007.
- We continue to respond to requests regarding the possibility of expanding the STARS program into additional geographic areas. We will investigate the potential for growth and increased service and access for patients, especially in more remote areas.
- STARS has a unique opportunity to contribute to the success of a locally facilitated emergency preparedness and disaster response organization. STARS is part of an initiative undertaken in collaboration with Public Safety Canada and the City of Calgary Fire Department to develop one of five national urban search and rescue teams. Canada Task Force 2, based in Calgary, will be developed, along with the other four teams across Canada to respond to major structural collapses and other large-scale entrapments such as those caused by weather, terrorism and natural sources. An implementation program is now in development.
- Over the next one to five years, STARS will undertake an extensive evaluation of transport ventilators, invasive/non-invasive monitors, portable ultrasound devices and wireless technology for central document management of all patient information.



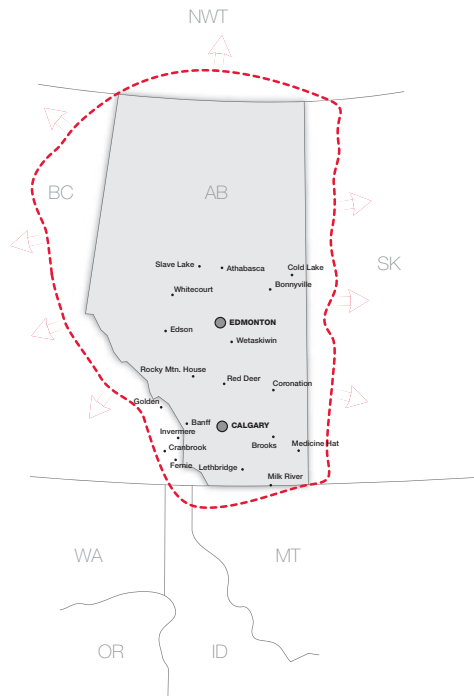
## 2006 STARS RECORD OF MISSIONS

1985-2006		1985-2006		1985-2006		1985-2006		1985-2006	
2006		2006		2006		2006		2006	
Abee	1	Claresholm	16 130	Grimshaw	1 1	Medicine Hat	68	Smoky Lake	5 105
Acme	1 8	Clover Lawn	1	Gull Lake	1	Mesa, AZ	1	Sparwood, BC	4 63
Airdrie	2 62	Cluny	20	Gunn	2 12	McLennan	1 1	Spedden	1
Alberta Beach	4 27	Clyde	4	Halfmoon Lake	7	Milk River	6	Springbank	1 8
Alcomdale	1 3	Coal Valley	2	Halkirk	1	Millarville	1 18	Spruce Grove	5 86
Alder Flats	3	Coaldale	7	Hamilton, ON	2	Millet	1 26	Spruce View	1 1
Aldersyde	10	Cochrane	11 164	Hanna	11 146	Milo	2 5	St. Albert	11 48
Alexander	1 2	Cold Lake	72	Hardisty	4 33	Ministik	1	St. Francis	1
Alexis Reserve	3	Collinton	5	Hastings Lake	1	Mink Lake	1	St. Michael	1 1
Alix	2	Conklin	1	Hay Lakes	1 7	Monarch	30	St. Paul	11 181
Alliance	1 1	Conrich	2 4	Hay River, NWT	5	Morinville	6 60	Standard	2 7
Alsike	1 1	Consort	3 25	Heronton	1	Morley	6 32	Standoff	1
Andrew	1 6	Cooking Lake	1 35	High Level	23	Mossleigh	1 4	Stavely	1 3
Ardrissan	12	Coronation	2 73	High Prairie	15	Mulhurst	1 5	Stettler	7 88
Arrowhead	1	Cranbrook, BC	14 135	High River	27 182	Mulhurst Bay	2	Stony Plain	19 133
Arrowwood	5	Cremona	4 26	Highwood Pass	1	Mundare	6	Strathcona County	175
Athabasca	6 133	Creston, BC	2	Hilliard	2	Nakiska	2	Strathmore	11 257
Balzac	10	Crossfield	3 26	Hinton/Jasper	1 65	Namao	2 10	Sturgeon	1
Banff	14 299	Crowsnest Pass	8 18	Hobbema	11 71	Nanton	4 35	Sundre	15 271
Baptiste Lake	1	Cynthia	1 3	Holborn	1	Neerlandia	1	Sundance Beach	1
Barons	3	Dalemead	1	Holden	1 7	Nelson, BC	1	Sunnybrook	3
Barrhead	10 129	Darwell	9	Hughenden	1	Nevis	1	Swan Hills	3 33
Bashaw	6	Dawson Creek, BC	3	Hussar	5	New Norway	1 2	Sylvan Lake	3 12
Bassano	11 83	Daysland	13 80	Huxley	1	New Sarepta	1 23	Taber	5 85
Beaumont	2 29	De Winton	1 13	Indus	6	Newbrook	1 6	Thorhild	2 12
Beaver Lodge	3	Delacour	3	Innisfail	12 116	Nipawin, SK	1	Thorsby	5 34
Beiseker	3 35	Delia	1 2	Innisfree	2	Nisku	1 28	Three Hills	9 216
Bellis	2	Devon	3 65	Inuvik, NWT	3	Niton Junction	1	Thunder Lake	1
Benalto	1	Didsbury	22 113	Invermere, BC	17 183	Nojack	4	Tofield	3 111
Bentley	1	Donnelly	5	Irricana	19	Nordegg	2 2	Tomahawk	1 2
Bezanson	1 1	Drayton Valley	25 284	Island Lake	1	Okotoks	17 75	Toronto, ON	1
Big Valley	1	Drumheller	20 298	Jack Fish Lake	1	Olds	11 192	Torrington	1
Black Diamond	16 131	Duffield	18	Josephburg	9	Onoway	6 46	Trochu	1 9
Blackfalds	1 2	Duhamel	1	Kakwa	1 1	Oyen	32	Turner Valley	1 12
Blackie	2 6	Eckville	2 4	Kalispell, MT	3	Parkland	102	Two Hills	7 94
Blairmore	1 104	Eden Valley	1 7	Kamloops, BC	4	Peace River	23	Uncas	1
Bluffton	1	Edmonton & Area	19 224	Kananaskis	82	Pendryl	1	Valemont	1
Bon Accord	1 25	Edson	15 138	Kansas City, KS	1	Penhold	1	Kallevayview	8
Bonanza	1 1	Egremont	1	Kapasiwin	1	Penticton, BC	2	Van Nuys, CA	1
Bonnyville	14 118	Elbow Falls	13	Kathryn	1 6	Perryvale	1	Vancouver, BC	7
Bottrel	2	Elk Island Park	6	Kavanaugh	2	Picture Butte	1	Vega	4
Bow Island	15	Elk Point	10 72	Kelowna, BC	4	Pigeon Lake	13	Vegreville	4 138
Bowden	1 6	Elkford, BC	1 13	Keoma	1	Pincher Creek	10 236	Vermilion	3 171
Boyle	15 200	Elnora	1 13	Killam/Sedgewick	5 53	Pine Lake	6	Vernon, BC	4
Bragg Creek	10 62	Empress	1 2	Kimberley, BC	10	Ponoka	7 136	Victoria, BC	1
Brandon, MB	1	Enoch	1 3	Kingston, ON	1	Priddis	3 22	Viking	4 62
Breton	2 22	Entwistle	1 12	Kinsella	1 1	Prince George, BC	5	Villeneuve	12
Brooks	35 371	Evansburg	2 11	Kneehill	2	Prince Rupert, BC	1	Vilna	1 19
Bruderheim	1 9	Exshaw	1 9	Lac La Biche	4 46	Provost	23	Vimy	1
Buck Lake	1 5	Fairbanks, AK	1	Lac St. Anne	11	Radium, BC	2	Vulcan	15 127
Burmis	2 5	Fairmont, BC	3	Lacombe	10 51	Radway	1 5	Wabamun	4 50
Busby	3	Fairview	4	Lake Eden	2	Raymond	1 10	Wabasca	18
Butte, MT	3	Fawcett	1 1	Lake Isle	1	Red Deer	63 731	Wainwright	6 69
Calahoo	1 2	Ferintosh	1	Lake Louise	3	Redwater	5 138	Waiparous Creek	1 15
Calgary & Area	33 449	Fernie, BC	8 109	Lamont	7 130	Redwood Meadows	1 4	Wandering River	2
Calling Lake	1 6	Field, BC	1 2	Langdon	2 19	Reno, NV	1	Warburg	2 19
Calmar	2 44	Flatbush	4	Las Vegas, NV	1	Revelstoke, BC	1	Washington, DC	2
Camrose	17 249	Fort Assiniboine	3	Leaman	2	Ribbon Creek	2	Waskatenau	3 13
Canal Flats	1 2	Fort MacLeod	6 68	Leuduc	7 135	Rich Valley	1 2	Waterton	1
Canmore	12 198	Fort McMurray	48	Legal	1 9	Riley	1	Water Valley	3 22
Carbon	1 3	Fort Nelson, BC	4	Lethbridge	45 570	Rimbey	8 59	Wessex	1
Cardiff	1	Fort Saskatchewan	10 112	Libby, MT	1	Riviere Qui Barre	2	West Cove	3
Cardston	6 81	Fort Smith, NWT	1	Lindbrook	1	Rochester	1 5	Westlock	33 256
Caroline	1 4	Fort St. John, BC	11	Lloydminster	46	Rocky Mtn House	25 180	Wetaskiwin	21 314
Carseland	2 25	Fort Vermillion	21	Lodge Pole	3 10	Rockyford	2 14	Wheatland	4
Carstairs	5 33	Fox Creek	1 8	Lomond	3	Rolly View	3	Whitecourt	12 79
Carvel	4	Gainford	2	London, ON	2	Rosebud	2	Whitehorse, YK	3
Carvel Corner	1	Genessee Plant	1	Long Isle	1	Rumsey	1	Wildwood	3 13
Castor	2 26	Ghost Lake	20	Longview	10 69	Saddle Lake	1	Willingdon	10
Cayley	2	Gibbons	4 46	Looma	1 4	Sandy Lake	4	Winfield	6
Chain Lakes	10	Gleichen	15 129	Lundbreck	1	Sangudo	2 3	Wrangall, AK	1
Champion	1 2	Glendon	2	Macklin, SK	1	Sarcee Reserve	2	Ya Ha Tinda	1
Cheadle	1 2	Geneviev	5	Madden	3	Saskatoon, SK	3	Yellowknife, NWT	11
Chestermere	5 37	Golden, BC	10 96	Magrath	7	Seba Beach	2 12		
Chetwynd, BC	1	Goodfish Lake	1	Ma-Me-O Beach	1 8	Seebe	1 3		
Chipevyan Lake	2	Grande Cache	1 3	Manning	6	Sherwood Park	20 86		
Chip Lake	1	Grande Prairie	1 46	Mannville	19	Slave Lake	3 31		
Chipman	2	Granum	1	Markerville	1	Small Lake	1		
Chisholm	1	Grassland	1 4	Mayerthorpe	9 83	Smithfield	1		

1,183 14,585



# EMERGENCY MEDICAL COMMUNICATIONS



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

## SITE REGISTRATION SERVICE

The 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 time.

## REFERRAL AND ADVICE

The STARS Emergency Link Centre expedites mission response by facilitating 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 stakeholders, medical advice and referral determines the most appropriate medical response, as well as the most appropriate ultimate patient destination in an efficient, timely manner when precious seconds can mean everything.

## 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.

## HIGHLIGHTS

- The STARS Emergency Link Centre continued to meet increasing demand for its site registration service. The Centre currently registers sites for more than 900 companies, 98 per cent of which are from the oil and gas industry.
- During the peak season, the Centre provides registration services for approximately 3,300 sites daily and 1,400 permanent sites year-round.
- On January 1, 2006, a fee for service charge of \$5 per day for temporary sites and \$150 per year for permanent sites was implemented to help cover operating costs of the STARS Emergency Link Centre. Site registration service users have embraced the new fee for service charge, with more than 96 per cent participating as paying users.
- In October 2005, the Centre worked collaboratively with the Calgary Health Region (CHR) on a pilot project to manage urgent care referrals called the Southern Alberta Referral and Coordination Centre (SARCC). A successful conclusion to the project in 2006 resulted in an affiliation agreement between the STARS Emergency Link Centre and the CHR for SARCC.

## STRATEGIC DIRECTIONS

- The STARS Emergency Link Centre hopes to renew a contract with Mountain View Emergency Services Commission in early 2007 to continue providing fire and ambulance dispatch services on a revenue generating basis.
- Investigation of opportunities to recover costs from STARS Emergency Link Centre activities will include ongoing site registration fee for service charges, work alone support and 911 dispatch services.
- In 2007, the Centre will examine the potential of following in the footsteps of *THE STARS CENTRE*, Aviation and Medical Operations to develop a simulation environment for the advanced training of Communication Specialists in the STARS Emergency Link Centre. There may also be opportunities to train others within the Chain of Survival through this simulation project.
- The planned implementation of a new state-of-the-art computer assisted dispatch system will enhance the STARS Emergency Link Centre's communications abilities.
- We recognize that technology is a key tool in shortening response times and will make additional appropriate investments in technology as required in the coming year.



# EDUCATION AND RESEARCH



EDUCATION AND RESEARCH ARE FULLY ALIGNED WITH THE STARS MISSION BY ENCOURAGING GROWTH OF KNOWLEDGE AND SKILLS IN EMERGENCY AND TRANSPORT MEDICINE THROUGH INNOVATION, RESEARCH AND THE PROMOTION OF EXCELLENCE IN PATIENT CARE. THE FIVE PRIMARY AREAS OF PROGRAM FOCUS ARE MOBILE SIMULATION, OPERATIONAL OUTREACH, CLINICAL BEST PRACTICES, EDUCATION AND RESPONSE TECHNOLOGIES, AND CLINICAL DEVELOPMENT.

## MOBILE SIMULATION PROGRAM

The STARS Mobile Simulation Program offers a unique learning opportunity for rural and urban health care providers, as well as STARS crews and personnel through joint projects with the health region to enhance their team skills in critical care crisis management. The experiences result in standard best practices that benefit all patients.

The computerized human patient simulator replicates complex medical and trauma situations so medical professionals can practice and refine their emergency response skills over and over. The simulators are installed into two large motorhomes that travel to health care centres, eliminating geographical barriers from teaching centres and allowing team members to train together.

Of the 330 communities in which STARS' helicopters have completed a mission, 80 per cent have been visited by the Mobile Simulation Program since the program began in 1999.

## 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 safe landing.

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

## CLINICAL BEST PRACTICES

STARS continues to influence the development of best practices both in the medical and aviation community. STARS' quality management programs are another example of our commitment to developing best practices. Processes, policies and practices are continually evaluated to improve and enhance all areas of the organization.

STARS' increasing involvement in research is also evidence of our desire to contribute to a growing body of knowledge within the pre-hospital care field and in health care education overall.

## EDUCATION AND RESPONSE TECHNOLOGIES

The STARS base in Calgary has increased in size and has undergone major renovations to provide much needed classroom space and infrastructure. These modifications have enabled STARS to develop facilities with the capacity to create and offer a variety of educational and training programs for both external and internal audiences. The Centre assists with the introduction of simulation technology into post secondary medical education programs through reviewing and validating of curriculum, training the instructors and providing direction for administrative aspects of the programs. These programs offer revenue generating opportunities to support *THE STARS CENTRE*.

STARS also has many opportunities for program and service development, for external groups and partners including a human patient simulation service centre, a critical care transport training course, and medical and aviation simulation training and consulting.

### CLINICAL DEVELOPMENT PROGRAM

*THE STARS CENTRE* develops unique training programs for our partners in the community to assist with their program growth and development through the sharing of knowledge and experience. Programs are also developed for members of the STARS air medical crew.

The Centre 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

- The Mobile Simulation Program continued to travel and train rural and urban medical providers. In 2006, the program visited 41 communities and provided 125 days of training for more than 950 individuals.
- STARS continues to work with the Rural Physician Action Plan (RPAP) 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 in 2004, 16 training sessions were held in 14 communities, assisting 33 individuals with training.
- The Operational Outreach Program 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 2006, the team delivered 110 training days for 55 communities in Alberta and British Columbia.
- Implementation of the Medical Error Reduction Program took place in 2006 through *THE STARS CENTRE*. This is the first step toward formalizing STARS' role in the development of best practices.
- The Early Automated Dispatch Project looks at a protocol for the automatic dispatch of the helicopter based on the initial call to a 911 centre for patients described as having severe illness or injury. This randomized prospective study is now running in both Calgary and Edmonton and has collected a year's worth of data. We anticipate running the study for approximately five years prior to having enough data to come to a conclusion as to efficacy of this practice. To our knowledge, this is currently the only study of its kind in the world.
- STARS continues to participate in the National Institute of Health sponsored Hypothermia in Severe Brain Injury Study which involves applying cooling measures in a randomized prospective trial, to patients between the ages of 18 and 45 with severe isolated head injuries. This study will also be running for at least two to three more years.

### STRATEGIC DIRECTIONS

- In 2007, *THE STARS CENTRE* will continue the development of key strategic alliances with other recognized educational institutions involved in the Chain of Survival. Collaboration is the key in meeting future workforce recruitment and hiring needs.
- A nationally-recognized certification program for air medical critical care providers is in its development stage.
- As our aviation operational capabilities continue to grow through the use of night vision goggles and Geographic Positioning System approaches, a more extensive and comprehensive outreach program will be required. Considerations for pre-determined Night Vision Goggle landing zone locations in mountainous terrain will be one such example.
- *THE STARS CENTRE* will work closely with Medical Operations to further develop the continuing education program. Both the orientation and continuing education programs will be cross-referenced with STARS' medical control guidelines and CAMTS accreditation requirements to better monitor curriculum updates.





# FUNDRAISING AND COMMUNITY RELATIONSHIPS

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 EDUCATION PROGRAMS AND RESEARCH PROJECTS.

## FUNDRAISING

The funds raised by the STARS Foundation complement our partnership with Alberta Health and Wellness and the health regions. Funding flows through from Alberta Health and Wellness to the Calgary Health Region and Capital Health.

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

Support received from individuals through the annual STARS Lottery continues to be a major source of funding for the organization. Other significant funding sources include the Calendar Campaign and Direct Mail Campaign. Community events, organized and sponsored by local 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 STARS and the community working 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 new-technology helicopters and the establishment of *THE STARS CENTRE*. This campaign concluded in mid-2006, raising a total of \$26.5 million, including pledges.

## 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 26 to 33 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 PROGRAM

In 1999, the STARS Foundation established the STARS Chain of Survival Program to provide financial assistance for medical equipment and training to our emergency service partners in the community. In the past, a portion of the annual STARS Lottery revenues were designated to this program in recognition and appreciation of the partnership we share with the community. Grants and matching grant programs for both medical equipment and training as well as for helipad construction and upgrades are available for the 2007 application year, in an ongoing commitment to support the Chain of Survival. Additional information is available on our website, [www.stars.ca](http://www.stars.ca).



## HIGHLIGHTS

- In 2006, the STARS Foundation raised a net total of more than \$14 million to support STARS' lifesaving mission.
- Our team of volunteers provided more than 9,855 hours of dedicated time in support of the organization. Their activities included governance roles, with board and board committee membership, and invaluable assistance at public presentations and special events.
- The 13th annual STARS Lottery sold out before the Early Bird Draw date, raising \$7.9 million in net proceeds in support of STARS' annual operating funding requirements.
- We completed our most successful direct mail campaign to date, raising more than \$1 million in net proceeds.
- More than 112,500 calendars were sold raising a net of more than \$0.8 million.
- The Vision Critical Campaign reached a successful conclusion, raising more than \$26.5 million, including pledges.
- Over 2005 and 2006, the STARS Foundation raised more than \$3 million, including pledges for the establishment of the new Grande Prairie base. Fundraising continues to support the ongoing operations of the new base.
- Our Calgary and Edmonton galas raised a record \$0.7 million in net proceeds in support of our lifesaving mission. STARS also hosted our first ever Lethbridge Gala in September 2006.
- The Chain of Survival Program distributed \$0.3 million to 52 emergency service providers to purchase medical equipment and assist with training requirements. Since it began in 1999, more than 563 organizations have shared in excess of \$3.3 million in funding.

## STRATEGIC DIRECTIONS

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

- Deliver superior levels of donor stewardship, ensuring donors feel valued and know their support is making a meaningful difference.
- Maintain industry appropriate administrative costs for all fundraising initiatives.
- Enhance our website in 2007 to positively affect online giving, a long-term area of potential fundraising growth.
- Focus additional efforts on planned giving initiatives. A number of initiatives will be implemented over the next five years.
- Continue our emphasis on major gifts for project funding and significantly expand major sponsorship funding in 2007.



## COMMUNITY SUPPORT

EXTERNAL EVENTS RAISING MORE THAN \$1,000 EACH IN 2006.

4-H Camrose District Beef Club Auction	Coin Box Program	Lethbridge IGA Sunshine Carnival	Shoot For STARS -Carstairs & District Gun Club
4-H Hastings Coulee Beef Club Auction	Concentra Financial CUIS "Alberta Classic"	Lions Club of Rockyford Rodeo	Sobeys Fort Saskatchewan Sunshine Carnival
4-H Heisler Multi Club Auction	Concept Controls Inc. Dunk Tank Auction	Madden Lions Club	Sobeys McKenzie Towne Stampede BBQ
4-H Iron Creek Beef Club Auction	Cooke's Miniature Donkey Auction	Martin Equipment Ltd. Pancake Breakfast	Sobeys Westlock Sunshine Carnival
4-H Nanton Beef Club Auction	Cremona Lions Club	Millarville Ride for STARS	Southern Alberta Ride for STARS
4-H New Norway Beef Club Auction	Crossfield Royal Purple	Mitcon Inc. Bulls & Bears Golf Tournament	Spray Lake Sawmills
4-H On Parade	Customer Appreciation Days/Grand Openings	Morand Industries Open House	Spruce Grove - A Gala Evening
4-H Provost District Council	Delta Resources Inc.	Morinville Lions Club Grey Cup Pool	Stags for STARS Annual Golf Tournament
4-H South Slope Beef Club Auction	Dennis Zwack Freedom Memorial Bonspiel	Morrin Lions Club Bingo	STARS Casinos
4-H Steer - Vulcan Club	Didsbury RCMP Golf Tournament	Morrin School Initiation	STARS Edmonton Gala
4-H Steer for STARS Auction	Dominion Social Club	Mount Royal Students Association	STARS Lethbridge Gala
4-H Strawberry, Thorsby & Genesee Clubs	Edmonton Area Pipeline & Utility Trade Show	Mundare Fire Department Ukranian Supper	STARS & Lions Golf Classic
4-H Wavy Lake Beef Club Auction	Edson RCMP Regimental Dinner	NAV Canada Annual Golf Event	Stocking for STARS
Acuren Group Inc. Golf Tournament	Edward Michell Art Sale	North Hill Inn Annual Golf Tournament	Stream-Flo Industries Golf Tournament
Acuren Group Inc. Safety Day	Elias Olympias Cultural Society	Oak Star Classic	Sturgeon Composite High School Grads 2004
Ag Mech Club, Olds College	Elk Point Emergency Services Golf Tournament	OH Ranch Golf Tournament	Summit Tubulars Corporation Golf Tournament
Agricore Hail Insurance Fundraiser	Elks & Royal Purple Fund	Petroleum Services Association of Canada Starlight Starbright Gala	Sundre Renegades Golf Tournament
Alberta Moose Association	Employees of Wal-Mart Garage Sale and Barbecue	Picture Butte Community Auction for STARS	Swing for Charity Snow-Pitch Tournament
Alberta Oilfield Golf Classic	Feeder Association of Alberta	Pincher Creek Cultural Affairs	Taber Lions Club Golf Tournament
Alberta Super Run	Fifth Avenue Place Breakfast	Ponoka Safe Grad 2006	Taber Live Auction
Alberta Women's Institutes	First Capital Realty Inc. Stampede Barbecue	Primary Engineering Golf Tournament	Texas Hold-em Tournament
All for STARS Group in Forestburg	First Truck Centre Annual Golf 'Classic' Tournament	Quinn Contracting Ltd.	The Leduc Fish and Game Association Bingo
Aluma System Inc. Annual Golf Tournament	Fort Macleod Volleyball Tournament	Radway & District Friends of STARS Dinner Fundraiser	Torrington Lions Club Vegas Nite
ATB/STARS Event	Fountain of Hope - Bank of Montreal	Rotary Club of Innisfail Golf Tournament	Tracey Wiselka Golf Tournament
Blue Grass Ltd. Pumpkin Festival	G.L.M. Tank & Equipment Ltd. Golf Contest	Rotary Club of Olds Golf Tournament	Trinidad Drilling Ltd. Golf Tournament
BMO Slo-Pitch Tournament	Gasoline Alley - Harley Davidson Annual Golf Tournament	Royal & SunAlliance Golf Classic	TWH Oilfield Services Ltd. Spring Breakup Event
Brooks Industrial Metals Ltd. Anniversary	Gasoline Alley - Harley Davidson Events	Royal Canadian Legion #4	United Farmers of Alberta Facility Opening
Bucars RV Centre Grand Opening	Gleichen Lions Club	Royal Canadian Legion #10	University of Alberta Agriculture Club - Bar None Dance
Calgary Chinatown Lions Club	Glennifer Lake & Carefree Resorts Golf Challenge	Royal Canadian Legion #36	Vauxhall Ethnic Dinner
Calgary Heritage Lions Club	Happy Homesteaders Square Dance Club	Royal Canadian Legion #41	Vermilion Goodwill Shop
Calgary North Hill Lions Club Open House	Head Shaving Events	Royal Canadian Legion #63	Village Kitchen Turkey Dinner Fundraiser
Calgary Parachute Club	Husky Energy Social Club Chipping Contest	Royal Canadian Legion #105	Vulcan Spock Days
Calgary Snowmobile Rally	IBEW Park for STARS	Royal Canadian Legion #184	Weatherford Canada Partnership Golf Tournament
Camrose Dine & Dance	Imperial Oil	Royal Canadian Legion #223	Westerner Park Spring Craft Show
Camrose RCMP Curling Funspiel	Irma Agricultural Society Ranchers Rodeo	Royal Canadian Legion #238	Westlock Community Thrift Shop
Canadian Association of Petroleum Land Administration Golf Event	J & L Supply & R.B.I. Canada 2000 Golf Tournament	Royal Canadian Legion #271	Westlock Lions Club Annual Golf Tournament
Canadian Bull Congress	Leduc Elks #156 Bingo	Royal Canadian Legion #275	Wetaskiwin Curling Association
Canadian Harvest Challenge	Legion Seniors Social Society Casino	Royal Canadian Legion Dart Club, Rocky Mountain House	
Carrot Creek Community Association Cowboy Way Fundraiser	Lethbridge Host Lions Club	Rumsey Trail Ride	
Cars For STARS, Bucks Auto Body		Safety Initiative	
Casino ABS Executive Charity Golf Tournament		Schneider Electric Golf Tournament	
Casino ABS Executive Charity Golf Tournament		SE Alberta Coal Miners Golf Tournament	
Central Alberta Oilmen's Golf Tournament		Sedgewick Barbecue	
Clive Lions Club Fundraisers		Sedgewick Lions Club Dinner & Dance	
Cochrane Activettes			
Cody Snyder's, Tristone Capital Bull Bustin'			

**THANK YOU TO THE HUNDREDS OF VOLUNTEERS DRIVING THE SUCCESS OF THESE EVENTS.**

## PARTNERSHIPS AND SUPPORT

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### CHAIN OF SURVIVAL

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

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

### GOVERNMENT OF ALBERTA AND HEALTH REGIONS

Alberta Health and Wellness has a dedicated air ambulance program consisting of 12 contracted fixed wing aircraft located at nine bases throughout the province. Within this program, STARS is the only air ambulance helicopter program.

STARS operates from three bases – Calgary, Edmonton and Grande Prairie – and is available 24 hours a day, seven days a week for emergency care and transport. The air ambulance program complements an effective ground ambulance service.

In 2004, Alberta Health and Wellness devolved responsibility for funding of the STARS Edmonton and Calgary bases to Capital Health and the Calgary Health Region. Block funding is provided to STARS through the two health regions on a monthly basis, providing 40 to 45 per cent of STARS' direct mission operating costs. The STARS Grande Prairie base was established in collaboration with the Peace Country Health Region, and funded with corporate donor support.

STARS' air medical operations are dependent on funds raised through donations and support received from individuals, service groups, businesses and corporations and through collaborative agreements with the health regions. The STARS Emergency Link Centre and *THE STARS CENTRE* are funded through donations, special events and campaigns, and the corporate community.

### BUSINESS

Strategic alliances between STARS and the business community are a growing and valuable asset. STARS' innovative and entrepreneurial provision of rotary wing air ambulance service and emergency medical response coordination offers unique benefits for business.

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

### DONORS

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

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

### COMMUNITY AND VOLUNTEERS

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

We strive to provide the best service possible and are able to do so through the generosity and support of the communities we serve.

### CREW AND STAFF

We are proud of the passion, skill, forward thinking and commitment of the dedicated men and women who are part of STARS, both in the air and on the ground. There is an incredible sense of teamwork and family between the members of this group.

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



# YOUR GIFTS TO STARS

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

Following is a list of donors who have made a gift of \$1,000 or more in the period January 1, 2006 to December 31, 2006. Contributions in this period have been added to past gifts of each donor, placing them in the appropriate cumulative category for the period 1985 to 2006.

We are also tremendously appreciative of the supporters not listed here due to space restrictions whose gifts of less than \$1,000 provide a large portion of STARS' funding.

We would also like to recognize the more than 1,200 gifts received by STARS from donors who prefer to remain anonymous.

## LIST OF DONORS

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

- Canadian Association of Petroleum Producers
- \* ConocoPhillips Canada
- Edmonton Gala
- \* EnCana Corporation
- \* Exxon Mobil Canada
- Lions International
- Petroleum Services Association of Canada
- Royal Canadian Legion
- \* TransCanada Corporation

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

- Alberta 4-H
- \* Agricore United
- Alliance Pipeline Limited Partnership
- \* AltaGas
- \* ARC Group of Companies
- \* ATB Financial
- ATCO Group
- \* BMO Financial Group
- \* CalFrac Well Services Ltd.
- \* The Calgary Foundation - Kolstad Fund
- \* The Calgary Foundation - The Flying Fund
- Camrose Friends of STARS

- \* Husky Energy & Husky Energy Charitable Fund
- \* J & L Supply Co. Ltd.
- Lockerbie & Hole Inc.
- Millarville Ride for STARS
- \* Nabors Canada LP
- \* Nexen Inc.
- Rob & Ruth Peters & Family
- \* Petro Canada
- \* Precision Drilling Corporation
- Printworks Ltd.
- \* RBC Financial Group, through RBC Foundation
- Royal & SunAlliance Insurance
- Rumsey Trail Ride
- Shell Canada Limited
- Sobeys Inc.
- \* Suncor Energy Foundation
- \* Talisman Energy Inc.
- \* T.D. Securities
- \* TELUS
- \* TransAlta Corporation
- \* Trican Well Services Ltd.
- \* Trinidad Drilling Ltd.
- \* United Way of Calgary and Area
- United Way of the Alberta Capital Region

- Benevolent & Protective Order of Elks
- BP Canada Energy Company
- \* BJ Services Company Canada
- \* Bonavista Petroleum Ltd
- \* The Calgary Foundation - JC Anderson Legacy Fund
- \* Canetic Resources Inc.
- Central Alberta STARS Golf Tournament
- Mrs. Audrey Cibart
- \* CIBC
- \* City of Lethbridge
- \* The Co-operators
- \* Credit Union Central Alberta Limited
- Dominion Exploration Canada Ltd.
- Elk Point Emergency Services
- \* EnCana Cares Foundation
- Enerplus Resources Fund
- \* ENMAX Corporation
- ENMAX/IBEW Stampede Parking Lot
- Feeder Associations of Alberta Limited
- \* Finning (Canada) Ltd.
- \* First Industries Corporation
- \* FirstEnergy Capital Corp.
- \* Flint Energy Services Ltd.
- Fort Saskatchewan Friends of STARS
- Fraternal Order of Eagles
- \* Gibson Energy Ltd.
- \* Stan and Jane Grad
- \* Concord Well Servicing
- \* Halliburton Group Canada
- \* Hunt Oil Company of Canada, Inc.
- IPSCO Inc.
- JuneWarren Publishing Ltd.
- \* KERN Partners Ltd.
- \* Keyera Energy
- Kinsmen Clubs
- KPMG Chartered Accountants
- \* Lafarge Canada Inc.
- \* Nancy and Dan Lazar and Family
- \* Lehigh Inland Cement Limited
- \* Mr. Keith MacPhail
- \* Mullen Group of Companies
- \* Municipal District of Foothills No.31
- \* Municipal District of Rocky View No. 44
- \* Murphy Oil Company Ltd.
- \* North American Construction Group
- \* Northrock Resources Ltd.
- \* Mr. Donald J. and Mrs. Judy Oborowsky
- Order of the Royal Purple
- \* Paramount Resources Ltd.



- \* Canadian Natural Resources Limited
- \* Devon Canada Corporation
- Mrs. Eleanor Cross
- \* Elk Valley Coal Corporation
- \* Enbridge Pipelines Inc.
- \* Ensign Resource Service Group.
- \* Fortis Alberta Inc.

### Partners - (\$100,000.00+)

- \* Agrium Inc.
- \* Alberta Building Trades Council Charitable Foundation
- All for STARS Group
- \* Apache Canada Ltd.
- \* Argus Machine Co. Ltd.
- Baker Hughes Canada Company

Contributions made in the period January 1, 2006 to December 31, 2006 will place a donor in the appropriate cumulative category. An (\*) indicates STARS Vision Critical Campaign supporters showing total cumulative contributions, gifts and pledges. If you prefer not to be listed in the future, please contact our Donations Department at 403.295.1811.

Mr. Robert D. and Mrs. Jean Patterson  
 \* Peters & Co. Limited  
 \* Petrofund Energy Trust  
 \* PrimeWest Energy Inc.  
 \* Progress Energy Ltd.  
 \* Radway Dinner & Dance  
 \* Roll'n Oilfield Industries Ltd.  
 Royal Canadian Legion #105  
 \* Sanjel Corporation  
 Schlumberger of Canada  
 Mrs. Anne V. Schrader  
 \* Scotiabank  
 \* Mr. Darryl Smith  
 \* Mr. Ray Smith  
 Southern Alberta Ride for STARS  
 Spray Lake Sawmills (1980) Ltd.  
 \* Mr. John and Mrs. Cheryl Stewart  
 \* Stewart Family Trust  
 Sundre Renegades Ball Team  
 Sureway Construction Management Ltd.  
 Taber Charity Auction  
 \* Tristone Capital Inc.  
 Warburg Friends of STARS Benefit for STARS

#### Benefactors - (\$50,000.00+)

7-Eleven Canada, Inc.  
 \* Akita Drilling Ltd.  
 Alberta Moose Association  
 Alberta Super Run Association  
 All STARS For Life  
 \* All Weather Windows Ltd.  
 Anadarko Canada Corp.  
 Ms. Dorothy F. Bonner  
 \* Border Paving Ltd.  
 \* The Calgary Foundation - Rob & Ruth Peters  
 Family Fund  
 The Calgary Herald  
 Calgary Snowmobile Club  
 Calgary Stampede  
 Canada Safeway Limited  
 Canadian Bull Congress  
 \* Canadian Forest Products Ltd.  
 \* Canadian Horizontal Drilling Ltd.  
 Canadian Mountain Holiday Inc.  
 \* Capri Hotel Trade & Convention Centre  
 \* Caron Transportation Systems  
 \* CCS Income Trust  
 \* Compton Petroleum Corporation  
 County of Newell No. 4  
 \* Jack and Joan Donald  
 \* Dow Chemicals Canada Inc.  
 \* Edmonton Community Foundation  
 - Eldon & Anne Foote Fund  
 \* N. Murray Edwards and Heather Bala Edwards  
 \* EOG Resources Canada Inc.  
 Fifth Avenue Place  
 \* BMO Fountain of Hope  
 Fraternal Order of Eagles #2100  
 \* Michael and Carol Honey  
 Richard and Suyeko Kanegawa - Heritage Inns  
 Import Tool Corporation Ltd.  
 Knights of Columbus  
 \* Ledcor Alberta Limited

Loyal Order of the Moose - Alberta Moose Association  
 Madden Lions Club  
 Mountain View County  
 \* Newalta Income Fund  
 Newpark Drilling Fluids  
 Order of the Eastern Star  
 \* Parkland Income Fund  
 \* PCL Constructors Inc.  
 \* Peyto Exploration & Development Corp.  
 \* Ponoka Lions Club  
 \* Dr. Greg Powell and Mrs. Linda Powell  
 \* Precision Contractors Ltd.  
 \* Provident Energy Ltd.  
 \* PTI Group Inc.  
 \* Clay & Vi Riddell  
 Rotary Clubs  
 Royal Canadian Legion #10 Ladies Auxiliary  
 Royal Canadian Legion #275 Ladies Auxiliary  
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Nickerson Roberts Holinski & Mercer  
Mr. Dennis A. and Mrs. Elizabeth Nikiforuk  
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\* Mr. John Oldring  
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Mr. Eric and Mrs. Virginia Olson  
Mrs. Frances and Mr. Al Olson  
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Mr. John Oostlander  
OPSCO Energy Industries Ltd.  
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Order of the Royal Purple #21  
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Ms. Geraldine Parfitt  
Mr. Thomas H. Parker  
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Mr. Harvey and Mrs. Shirley Prang  
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\* Red Deer Express  
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 Royal Canadian Legion #119 Ladies Auxiliary  
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 Royal Canadian Legion #281 Ladies Auxilliary  
 Royal Canadian Legion #288 Ladies Auxiliary  
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 Royal Canadian Legion #57  
 Royal Canadian Legion #63 Ladies Auxiliary

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 Mrs. Loretta B. Smith  
 Mr. R. Davidson and Mrs. Ellen L. Smith  
 Smith Services



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Snubforce  
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Spruce View Hall Catering (Ladies Club)  
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\* Superman Resources Inc.  
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\* The Sutter Fund  
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\* T. Kent Chapman & Sandi Ramsay  
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Timeu Forest Products Inc.  
\* Tinky Rentals LP  
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Titan Supply Inc.  
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Tofield Packers Ltd.  
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Mr. Gary and Mrs. Marlene Tonhauser  
Mr. Gerritt Top  
\* Drs. Maureen and David Topps  
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\* Town of Coronation  
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Traverse Landgroup Ltd.  
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Mr. Tim Ulrichsen  
\* Ms. Janet Umphrey  
\* Unifeed & Premix

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 United Steel Workers Of America Local 7226  
 United Way of Greater Toronto  
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 \* Valley C Construction  
 Valley Neighbors Club  
 Valley Vista Farms  
 Mr. George and Mrs. Diane Van Doren  
 Mr. Lawrence and Mrs. Kathy Van Epps  
 Mr. Antonie and Mrs. Kathleen R. Vandenbrink  
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 \* Vermilion Resources Ltd.  
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 Mr. Hans and Mrs. Inge Weissenborn  
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 Wolf Coulee Resources Inc.  
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 Mr. Dave and Mrs. Peri Ziprick

**The STARS Foundation gratefully acknowledges contributions made by 12 individuals who chose to leave a legacy in their will. These funds are now helping to support the ongoing operation of STARS and the Vision Critical Campaign.**

## GOVERNANCE

STARS is committed to the principles of strong governance. It strives to lead in the area of voluntary and non-profit sector governance with a commitment to effective and best practices.

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, transparent, accountable and effective organization. We regularly assess emerging best practices and have voluntarily committed to review and disclosure practices which exceed the requirements for a non-profit organization.

Of note, the STARS and STARS Foundation Boards have reviewed and revised the STARS Code of Conduct and Code of Ethics, established an Accountability and Compliance Hot-line (commonly called "whistleblower" line) and approved a Communications Policy.

In addition, examples of our governance best practices include: a separation of duties between the Board Chairs and CEO, regularly scheduled in-camera sessions for our Board and Board Committee meetings, in-camera sessions with our auditor with Finance & Audit Committee members only present, and a formalized calendar for Board and Board Committee meetings. Each of the Finance & Audit and Investment Standing Committees meet between four and six times yearly. Succession planning processes are in place for our Board Chairs and CEO. In addition, the Boards carry out an annual review of the effectiveness of board governance practices.

### CHARITABLE STATUS AND ORGANIZATIONAL STRUCTURE

The Alberta Shock Trauma Air Rescue Society ("STARS Society"), the Alberta Shock Trauma Air Rescue Service Foundation ("STARS Foundation") and the Shock Trauma Air Rescue Society (Canada) ("STARS Canada") are each non-profit and registered charitable organizations ("Organizations"), under the Income Tax Act (Canada). STARS Foundation is also designated as a public foundation. STARS Aviation Canada Inc. ("STARS Aviation") is a wholly owned subsidiary of STARS Society and is a taxable Canadian Corporation which retains ownership of helicopters and operating licenses to meet Transport Canada requirements. STARS Education and Response Technologies Inc. is also a wholly owned subsidiary of STARS Society and is a taxable Alberta Corporation which is proposed in the future to carry out human patient simulation mannequin maintenance. Collectively, this group is known as STARS.

### BOARDS OF DIRECTORS – VOLUNTEER GOVERNANCE

As charitable and non-profit entities, STARS Society, STARS Foundation and STARS Canada have no shareholders and are each governed by volunteer boards of directors. STARS Aviation and STARS Education and Response Technologies Inc. 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.

A Governance and Nominating Standing Committee was created in 2000. Formalized Guidelines for Governance and Terms of Reference for standing committees are regularly reviewed and revised as required.

### 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, monitoring of the performance of the Chief Executive Officer and approving the strategy for the Organizations. 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. STARS issues regular newsletters and communicates ongoing and annual activities through the STARS Annual Report. Information is released to the public on a regular 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, 2006 and the Board of STARS Foundation had 11 Directors. As of December 31, 2006, 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 STARS Education and Response Technologies Inc. each have a sole Director and each is governed by its sole shareholder, the STARS Society.

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

### **BOARD COMMITTEES**

#### ***Standing Committees:***

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

The 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 Board(s) of Directors.

Five Standing Committees assist the Boards in their stewardship role: the Governance and Nominating Committee, the Finance and Audit Committee, the Investment Committee, the Human Resources and Compensation Committee, and the Safety and Risk Management Committee. The majority of members of all Standing Committees are non-management directors and unrelated. The Investment Committee currently has three external, volunteer, 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. The Committee regularly 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 its 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.

## PEOPLE OF STARS

### VOLUNTEERS

Andrew Abbott	Britt Christoffersson	Lorraine Fitzgerald	Kyla Jones	Devon McLellan	Matthew Priddy
Jennifer Alcock	Megan Clarke	Paul Fitzgerald	Allan Kananen	Heather McLellan	Lyla Prokopishin
Patricia Alexander	Mary Clinton	Andrea Fitzpatrick	Eugene Karabonik	Jim McMeekin	Raelene Prokopishin
Chris Allan	Anne Cloutier	Marty Forbes	Lilly Karabonik	Keith McMullen	Stanley Prokopishin
Scott Allan	Murray Cobbe	Rebecca Fordham	Don Kary	Jim McPherson	Barb Prospero
Courtney Allen	Paul Colborne	Jim Frederick	Sandra Kary	Mark Mennie	Joe Prospero
David Allen	Jan Coldwell	Mayan Freeborn	Doug Kelly	Brian Metzger	Lana Prospero
Joyce Allen	Dave Cole	Douglas Freel	Gordon Kerr	Debbie Metzger	Gerard Protti
Art Anastasi	Irina Cole	Debbie French	Robert Kibblewhite	Kara Metzger	Donna Rach
Ollie Arthur	Colleen Coleman-Adams	Jack French	Mary Kindrachuk	Tom Miklos	Lyle Radke
Tim Aucoin	Lorna Collicutt	Norma Frocklage	Joan King	Helen Milan	Alan Rae
Wendy Aucoin	Steven Collicutt	Mark Frost	Ernie Korchinsky	Kristine Miles	Merleen Rafter
Sandra Axelson	Joan Connor	Robin Frost	Devin Kozun	Leslie Mills	John Ramsey
Janice Aytte	Becky Conroy	Rodney Gair	Patti Kramer	Phil Milroy	Chris Randall
Erin Bailly	Heather Conroy	Mary Anna Gamracy	Myron Kropp	Sherry Moir	Baljit Randhawa
Beverly Ballentine	Terry Cooper	Vince Gamracy	Jim Krueger	Ron Moisey	Margaret Reeves
Ken Barnett	Salvatore Corea	Peter Gant	Dennis Kushnerek	John Moquin	Janice Rennie
Pauline Barrows	Les Cox	Noel Gibney	Bert Kutos	Stan Moskal	Vicky Resta
Megan Barry	Susan Cox	Pauline Gimson	Christine LaForge	Jeff Moulton	Claudia Rettman
Patrick Barry	Shirley Crayne	Fred Gorman	Anne Lalande	Murray Mullen	Steve Reynish
Sandra Barry	Carol Curtis	Doug Goss	Fauzia Lalani	Bruno Muller	Lorna Richmond
Jason Barth	Mike Curtis	Lois Gottselig	Craig Lamb	Jillian Murphy	Clay Riddell
Dorene Bateman	Christopher Czypull	Maureen Goughnour	John Lamb	Doreen Musk	Natalie Rocheleau
Darlene Bates	Ron Daley	Eric Gould	Shelly Lamb	Ino Mussio	Lori Rogers
Gerry Beauchamp	Cal Dallas	Stan Grad	June Lambkin	Joan Myers	Yvonne Rogers
Vicki Beauchamp	Jill Dalzell	Michael Graham	Alex Lang	Lorraine Myers	Eleanor Rondeau
Ann Becker	Patrick Daniel	Rod Graham	James Larham	Eva Myson	Leonard Rondeau
Sarah Becker	Rose Davey	Karen Graumann	Katie Larham	Peter Myson	Ron Rowbotham
Gloria Beierle	Joe Davis	Douglas Gray	Madonna Larham	Steve Nagy	Royal Canadian Legion
Larry Benke	Michael Dawe	Marianne Gregory	Mona LaValley	NAIT EMS Students	#154 Ladies Auxillary
Mel Benson	Arlene Demars	Leanne Grosky	Lyla Lee	Gordon Neil	Rod Rude
Deanna Bezjack	Herb Der	Sherry Halvorson	Andree Lemire	Marie Nelson	Jeremy Rudrud
Jamey Bezjack	Roger deWeerd	Bill Hamilton	Colette Lemire	Glen Newton	Gabriel Rymak
Jackie Bigelow	Symone Dhariwal	Bob Hamilton	Alice Lewis	Gordona Newton	Valerie Sandall
Sherri Birkbeck	Kathy Ditchburn	Maria Hamilton	Norm Lewis	Nina Nikitiuk	Jona Saunders
Lyle Birnie	Sandra Dobrowolski	Denise Hansen	Elizabeth L'Heureux	Wally Nikitiuk	Tanya Schaffer
Kathi Black	Christopher Doig	Heather Hansen	Bill Lingard	John Nisgard	Allan Schenck
Richard Blacker	Torrie Doll	John Harms	Ann Lohka	Joy Nisgard	Sharon Schenck
Nolan Blades	Steven Dollansky	Heidi Harris	Nicole Lorrain	Bob Normand	Elaine Scott
Hank Blakely	Irene Domeij	Mike Hart	Alison Love	Bill Olafson	Gord Scott
Hugh Bolton	Jack Donald	Bonnie Harter	Linda Low	John Oldring	Jo-Anne Scott
Chris Bonish	Joan Donald	Barry Harvey	Jody Lupyczuk	Clint Olds	Wayne Scott
Mathew Boudreau	John Donald	Natalie Hawryliw	Ryan MacArthur	Frances Olson	Randy Sedore
Gisele Bourgeois	Andrew Downie	Beat Hegnauer	Bruce MacKenzie	Mary Ormstrup	Brian Serben
Keith Branter	Ilona Drost	Therese Hegnauer	Geoff Mackey	Ann Paches	Heather Shattford
Morgan Brewster	Marion Dube	Brian Hesje	Bob MacLean	Helen Paddon	Sam Shaw
Mathew Brister	Robert Duce	Karen Hiebert	Jason MacLeod	John Paddon	Greg Sheremeta
Kristine Britt	Valerie Duce	Kelsey Hildebrandt	Pamela MacLeod	Wayne Paiement	Karen Shilson
Arnold Brown	Darby Dunn	Vicky Hildebrandt	Sue Malcolm	Douglas Palinkas	Mike Shilson
Deena Brown	Leeann Dunn	Art Hironaka	Joan Males	Daphne Panton	Lera Shirley
George Brown	Terry Dunn	Steve Hogle	Dave Malone	John Panton	Milton Shirley
Robert Brown	Christine Durrant	J.D. Hole	Ken Mandrusiak	Craig Parkinson	Randy Shirley
Beverly Brunner	Barbara Elliott	Michael Honey	Kevan Manering	Dianne Parkinson	Myrna Silver
Frank Brunner	Gordon Elliott	Chris Hopfner	Lauretta Manering	Rozalyn Parsons	Gord Smillie
John Brussa	Deborah Engman	Phyllis Horne	Nancy March	Pat Patterson	Esther Smith
Allan Buchignani	Donald Engman	David Hoskyn	Cindy Marshall	Bruce Pennock	Jim Smith
Rebecca Bulmer	Gail Ennis	Aneesa Howell	Douglas Martin	Lil Perra	Ross Smith
Jean Burr	David Enns	Bill Hull	Douglas Martin	Candace Perry	Lillian Sokil
Neil Camarta	Bob Fahey	Laurel Jackson	Francesca Massie	Maureen Persaud	Marge Sontag
Leanne Carter	Moe Fahey	Linda Jackson	Gregory Maurer	Robert Peters	Bernard Sowa
Edward Chamberlain	Christina Fedorak	Byrne Jennings	Al McAuley	Shirley Petovello	Lisa Spicer
Stephen Charchuk	Anika Fedorchuk	Marilyn Jennings	Joanne McAuley	Brian Phillips	Eileen Stack-Sandahl
Dawn Charest	Brady Felker	Dave Jensen	Maureen McCarthy	George Pilbeam	Michelle Stafford
Joyce Chorley	Holly Fellhauer	Elaine Joel	Brent McConnell	Paul Polson	Colin Steadman
Thomas Chorley	Mike Fellhauer	Carolyn Johnson	Louise McConnell	Kelly Pomares	Brenda Steenson
Tim Chorney	Joyce Chorley	Ken Johnston	Janell McFarlane	Bennie Porter	Tammie Stefan
	Tim Fitchett	Mick Johnston	Marc McGee	Greg Powell	Sheila Stephen

Eleanor Stevenson  
 Craig Stewart  
 John Stewart  
 Scott Stewart  
 Tracey Stewart  
 Ron Stone  
 Dale Stuckey  
 Diane Stuckey  
 Craig Styles  
 Lynne Swanson  
 Michael Taje  
 Stan Talbot  
 Wanda Temple  
 Karen Thibault  
 Ken Thibault  
 Brian Thomas  
 Willie Thomas  
 Doris Thompson  
 Kathy Thompson  
 Finn Thorildsen  
 Dale Tiedemann  
 Karen Timmermans  
 Malcolm Tinsley  
 Mike Trattner  
 Kent Truss  
 Lorna Truss  
 Wesley Twiss  
 Rory Tyler  
 Lovady Ukrainetz  
 Janet Umphrey  
 Jack Unsworth  
 Mike Vacey  
 John Van Brunt  
 Cory Varzari  
 Sherry Vickers  
 Stanley Vickers  
 Wendy Wadden  
 Brenda Walton  
 Ralph Ward  
 Sandra Ward  
 Peter Weimar  
 Terry Weimar  
 Graham Weir  
 Ben Weiss  
 Dawn Weiss  
 Lorraine Weller  
 Alysoun Wells  
 John Whitesell  
 Darcy Will  
 Peter Williams  
 Brenda Wilson  
 Sherri Wilson  
 Mike Wolskyj  
 Shannon Wolskyj  
 Rose Wolton  
 Carla Wozny  
 Emily Wuori  
 Jacqueline Wuori  
 Stephen Wuori  
 Brent Yaschuk  
 Curtis Yaschuk  
 Pamela Yaschuk  
 Stephenie Yaschuk  
 Barbara Young  
 James Young  
 Judy Young  
 Lyle Young

Trevor Young  
 Christine Zurburg

## PERSONNEL

### Administration

Anna April  
 Chris Bonish  
 Arnold Brown  
 Tellisa Cairns  
 Joe Castillo  
 Cynthia Chang  
 Natalie Coxford  
 Jackie Dawson<sup>2</sup>  
 Gord Elliott  
 Rebecca Fordham  
 Karen Frost  
 Dan Giberson  
 Cynthia Gleave  
 Bart Goemans  
 Lisa Graham  
 Ligia Gutierrez  
 Melitina Gutierrez  
 Dinorah Gutierrez-Brodie  
 Jackie Hawrelak  
 Sarbjit Heer  
 Steve Holland  
 Sandy Howden  
 Mark Imach  
 Angela Kelter  
 Claudia Kowal  
 Brenda Kutos  
 Christine McLellan  
 Tracy Niven  
 Greg Ohrn  
 Mary Lou Olszewski  
 Julie O'Reilly  
 Andrea Patterson  
 Matt Pittet  
 Heidi Pittet  
 D. Gregory Powell  
 Linda Powell  
 Ron Prokosch  
 Carl Raimondi  
 Sabrina Redl  
 Andre Reinders  
 Leanne Rekiel  
 Margarita Salazar  
 Rand Smale  
 Joni Swaile  
 Pauline Tillotson  
 Greg Ursel  
 Kevin Wall

### Aviation

Arnel Aliwalas  
 JN Armstrong  
 Al Baldwin  
 Darryl Benson  
 Mark Bertie  
 Jeff Calvert  
 Greg Cars  
 John Carson  
 Moira Colquhoun  
 Steve Curilla  
 Greg Curtis  
 Ben Dixon

Fraser Gamble  
 Jon Gogan<sup>2</sup>  
 Neil Halonen  
 Darren Hartley  
 Kirk Hartmann  
 Phil Haworth  
 Al Hills  
 Butch Hogan  
 Mike Janke  
 Gord Jeffery  
 DJ Lafrance  
 Ryan Libech  
 Ron Kerr  
 Clint Marble  
 Jay McCallum  
 Tom Miles  
 Miles Mozel  
 Roy Phillips  
 Mike Potter  
 Keith Rach  
 Andre Rioux  
 Ken Ryniak  
 Kevin Sinclair  
 Andy Stewart  
 Lynn Talbot  
 Bob Toews<sup>2</sup>  
 Mike Vasiga  
 Grant Wudel  
 Bob Young  
 Scott Young

### Medical Operations

Raymond Aconon  
 Joe Acker  
 David Allison  
 Barbara Atkinson  
 Jeff Austin  
 Todd Ball  
 Brenda Barr  
 Kathryn Bartlett  
 Greg Barton  
 Cam Bell  
 Christy Berg  
 John Bly  
 Karen Brown  
 Rick Chorley  
 Krista Cloutier  
 Lori Coultts  
 Teresa Craig  
 Lucille De Beaudrap  
 Roger Deweerd  
 Shinnel Lea Diachinsky  
 Danica Dobruk  
 Carol-Anne Doll  
 John Doyle  
 Dean Duchscher  
 John Ernst  
 David Evans  
 Michael Fodor  
 Hugh Gilmour  
 Peter Godor  
 Michael Gradidge  
 Alana Hansen  
 David Harris  
 Peter Hlushak  
 Jo-Ann Hnatiuk  
 Carolyn Hogan

Brad Huisig  
 Sherry Hunt  
 Jeremy Janz  
 Patricia Jeffery  
 Tania Johnston  
 Stacey Jorgensen  
 Dennis Kalynchuk  
 Sarah Keeler  
 Paul Kelleher  
 Howard Koch  
 Tracey Komant  
 Duane Kugelstadt  
 Alexis Mageau  
 Maggie Mallet  
 Jim Matheson  
 Tom Miles  
 Justin Mazzolini  
 Scott McTaggart  
 Deborah Mears  
 Dana-Leigh Medhurst  
 Ward Minifie  
 James Moffatt  
 Kieran Moore  
 John Muspratt  
 Selina-Anne Muzyka  
 Graham Newton  
 Bruce Parsons  
 Ron Pasioka  
 Riccardo Pavan  
 Malinda Phair  
 Jamie Pollock  
 Clifford Reeves  
 Cary Roberts  
 Michelle Sexsmith  
 Paula Rose-Sharman<sup>2</sup>  
 Robert Sharman  
 Alida Smith  
 Bill Smith  
 Bonnie Sproule  
 Sheila Stang  
 Lance Stephenson  
 Cindy Trueman  
 Carolyn Vacey  
 Mark vanWerkhoven  
 Mark Woods  
 Sandra Young  
 Daniel Zacharuk

### Physicians

Arun Abbi<sup>2</sup>  
 Rob Abernethy  
 Andy Anton  
 Neil Barclay  
 Christopher Bauer  
 Randall Berlin  
 Stan Bernbaum  
 Edward Berdusco  
 Michael Betzner<sup>2</sup>  
 J.D. Bly  
 Teddy Braun  
 Herman Borkent  
 Eddie Chang  
 Erica Dance  
 Jonathan Davidow  
 Sandy Dong  
 Barry Ellis  
 Mardelle Gamble  
 Peter Gant

Gavin Greenfield  
 Moritz Haager  
 Christine Hall  
 Robert Hall  
 Praveen Jain  
 Ken Lam<sup>2</sup>  
 Richard Lee<sup>2</sup>  
 Cameron MacGougan<sup>2</sup>  
 Mark Mackenzie<sup>2</sup>  
 Bruce MacLeod  
 Kirstie McLelland  
 Gordon McNeil<sup>2</sup>  
 Andre Michalchuk  
 Leigh Morris  
 Rick Morris  
 May Mrochuk  
 Dennis Nesdoly  
 Rhonda Ness  
 Adam Oster  
 Sudhir Pandya  
 Ross Purser  
 Saul Pytka  
 Erica Rabin  
 Curtis Rabuka  
 Tom Rich  
 Ian Rigby  
 Adrienne Rothney  
 Wayne Sefcik  
 Bill Sevcik  
 Lance Shepherd  
 Aaron Sibley  
 Sunil Sookram  
 Andrew Stagg  
 Paul Tourigny  
 Philip Ukrainetz<sup>2</sup>  
 Ian Walker  
 Robert Woods<sup>2</sup>  
 Roger Yao<sup>2</sup>  
 Malcolm Young

### STARS Emergency

#### Link Centre

Lori Bain  
 Evan Birch  
 Stu Bridle  
 Courtney Brown  
 Debby Bullock  
 Andrea Callaghan  
 RJ Callaghan  
 Lily-Mae Casiano  
 Amanda Chenuz  
 Kursten Chenuz  
 David Couch  
 Claire Crawford  
 Tina Crossfield  
 Mona Dale  
 Vanessa Douville  
 Jenny Felsmann  
 Dean Ferguson  
 Kevin Hatch  
 Neil Hnatiuk  
 Paul Jackson  
 Ken King  
 Nadine Klem  
 Dan Knapp  
 Kim Kueber  
 Eoghan Moriarty

Curtis Oviatt  
 Andrew Paul  
 Anji Petratur  
 Joanne Physick  
 Patricia Rasmussen  
 Terri Sartori  
 Kristin Schafer  
 Janelle Snowden  
 David Spence  
 Paula Toseland  
 Carrie Vansickle  
 Karen Walker  
 Bill Wannop  
 Paul Wiles

### STARS Foundation

Joan Black  
 Carol Campbell  
 Vilma Castillo  
 Symone Dhariwal  
 Glenda Farnden  
 Rae Fehr  
 Elaine Fitzgerald  
 Wanda Freeborn  
 Debbie-Lyne Guerin  
 Sarah Hughes  
 Pam Ison Reilander  
 Anne Jones  
 Nancy Klassen  
 Phil Levson  
 John McKinnon  
 Lorna McNeill  
 Miriam Moisan  
 Vicki Morrison  
 Sobia Naseem  
 Elizabeth Peterson  
 Scott Sargent  
 Kim Shaw  
 Liana Smith  
 Christine Strawson  
 Nafisa Taimuri  
 Dan Tiedemann  
 Trevor Wiltzen

### THE STARS CENTRE

Deb Bowers<sup>1</sup>  
 Brian Carriere<sup>1</sup>  
 Linda Chmielewski  
 Corinne Edwards<sup>1</sup>  
 Chad Hegge<sup>1</sup>  
 Ewen Holmes  
 Mike Lamacchia<sup>1</sup>  
 Renée Lamoureux  
 Blair Lindsay  
 Jaci Lyndon  
 Bob Odney<sup>1</sup>  
 Scott Sheldrake  
 Frank Turner  
 Bernie Walker<sup>1</sup>

### LEGEND

<sup>1</sup> Member of  
 Medical Operations

<sup>2</sup> Member of  
 Education Team



## BOARDS OF DIRECTORS



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



**Robert J. Normand (9)**  
President & Chief Executive Officer  
ATB Financial  
Edmonton, Alberta  
Director, Society  
Chair, Director, Foundation



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



**Mel E. Benson (3) (6)**  
President  
Mel E. Benson Management Services Inc.  
Calgary, Alberta  
Director, Society



**Hugh Bolton (1)**  
Chair, Board of Directors  
EPCOR Utilities Inc.  
Edmonton, Alberta  
Director, Society



**Allan R. Buchignani (3)**  
Executive Vice President, Utilities  
ENMAX Corporation  
Calgary, Alberta  
Director, Society



**Neil Camarta (3) (5) (7) (9)**  
Senior Vice President, Oil Sands  
Petro-Canada  
Calgary, Alberta  
Director, Society  
Director, Foundation



**Christopher J. Doig, MD MSc FRCPC (2) (3) (7)**  
Associate Professor, Faculty of Medicine,  
University of Calgary  
Medical Director, Foothills Multi System ICU,  
Calgary Health Region  
Calgary, Alberta  
Director, Society



**Peter Gant, MD FRCPC (3) (6)**  
Emergency Physician, Calgary Health Region  
Clinical Professor, Faculty of Medicine  
University of Calgary  
Calgary, Alberta  
Director, Society



**R.T. Noel Gibney, MB FRCPC(C) (3)**  
Clinical Director, Regional Critical Care  
Program, Capital Health Region  
Professor, University of Alberta,  
Division of Critical Care Medicine  
Edmonton, Alberta  
Director, Society



**John P. Harms (2) (4)**  
General Manager  
Westerner Park  
Red Deer, Alberta  
Director, Society  
Director, Foundation



**Brian Hesje (1) (7)**  
Chair, Board of Directors  
Fountain Tire  
Edmonton, Alberta  
Director, Society



**Art Hironaka, FCA (1) (5) (8)**  
Chartered Accountant  
Calgary, Alberta  
Director, Foundation



**J.D. Hole (3) (4) (8)**  
Chair, Board of Directors  
Lockerbie & Hole Inc.  
Edmonton, Alberta  
Director, Society  
Director, Foundation



**W. Michael M. Honey (6) (8)**  
Senior Client Partner  
Korn/Ferry International  
Calgary, Alberta  
Director, Society  
Chair, Director, Foundation (to June 22, 2006)



**Fauzia Lalani (2)**  
Corporate Director  
Calgary, Alberta  
Director, Foundation



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



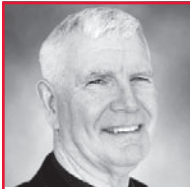
**Douglas R. Martin (1) (5)**  
President  
Charles Avenue Capital Corporation  
Calgary, Alberta  
Director, Society



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



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



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



**Janice Rennie, FCA** (1) (9)  
Corporate Director  
Edmonton, Alberta  
Director, Foundation



**Steve Reynish** (4)  
Executive Vice President  
& Chief Operating Officer  
Western Oil Sands  
Calgary, Alberta  
Director, Society  
Director, Foundation



**W.A. (Sam) Shaw, PhD, CDir** (4) (7)  
President  
NAIT  
Edmonton, Alberta  
Director, Society



**Gordon Smillie** (1) (5) (6)  
President  
Smillie Ranches Ltd.  
Bassano, Alberta  
Director, Society



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



**Rory Tyler** (2) (4) (9)  
Senior Client Partner  
Korn/Ferry International  
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: Janice Rennie (9)

Members: Hugh Bolton  
Brian Hesje (7)  
Art Hironaka, FCA (8)  
Douglas Martin  
Bob Normand (to June 22, 2006)  
Gord Smillie (6)  
Wesley Twiss

### (2) Human Resources and Compensation Committee:

Committee Chair: Janet Umphrey

Members: Dr. Christopher Doig (7)  
John Harms  
Fauzia Lalani  
Alison Love  
Bob Normand (to June 22, 2006)  
Gerard J. Protti  
Rory Tyler (9)

### (3) Safety & Risk Management Committee:

Committee Chair: Allan Buchignani

Members: Mel Benson (6)  
Neil Camarta (7, 9)  
Dr. Christopher Doig (7)  
Dr. Peter Gant (6)  
Dr. Noel Gibney  
J.D. Hole  
Murray Mullen

### (4) Governance & Nominating Committee:

Committee Chair: Alison Love

Members: John Harms  
J.D. Hole  
Gerard J. Protti  
Steve Reynish  
Dr. Sam Shaw (7)  
Rory Tyler (9)

### (5) Investment Committee:

Committee Chair: Wesley Twiss

Members: Neil Camarta (7, 9)  
Art Hironaka, FCA (8), non-director as of June 22, 2006  
Douglas Martin  
John Ramsey  
Gord Smillie (6)  
Michael Trattner, University of Calgary, non-director  
Graham Weir, Consultant, non-director

### (6) Retirements from Society - June 22, 2006

Mel Benson, Dr. Peter Gant, Michael Honey, Gordon Smillie

### (7) Newly elected to Society - June 22, 2006

Neil Camarta, Dr. Christopher Doig, Brian Hesje, Dr. Sam Shaw

### (8) Retirements from Foundation - June 22, 2006

Art Hironaka, J.D. Hole, Michael Honey

### (9) Newly elected to Foundation - June 22, 2006

Neil Camarta, Robert J. Normand, Janice Rennie, Rory Tyler

### Honourary Members

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

Board Chairs and the President/Chief Executive Officer are ex-officio members of all Standing Committees.

Upon retirement or resignation as a director, the director is no longer a member of a standing committee unless appointed as a non-director volunteer.

All Board members and Committee members are volunteers.

## STARS CREDO

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### **ALBERTA SHOCK TRAUMA AIR RESCUE SOCIETY**

### **ALBERTA SHOCK TRAUMA AIR RESCUE SERVICE FOUNDATION**

### **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, O.C., MD FRCP**  
President & Chief Executive Officer

**Karen Frost**  
General Base Manager, Edmonton Base

**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, *THE STARS CENTRE*

**Phil Levson, MSW**  
Vice President, STARS Foundation

**Dennis Neddoly, MD FRCP**  
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

**Andrew Stewart, B.Eng, QTP, ATPL-H**  
Acting Base Manager, Grande Prairie Base

### OFFICES

#### Head Office

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

#### Calgary Base

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

#### Edmonton Base

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

#### Grande Prairie Base

101C – 11010 Airport Drive, Grande Prairie, Alberta T8V 7Z5  
Phone: 780.830.7000  
Fax: 780.830.7009

### AUDITORS

**Grant Thornton LLP**, Calgary, Alberta

### LEGAL COUNSEL

**Bennett Jones LLP**, Calgary, Alberta

### BANKERS

**BMO Bank of Montreal**, Calgary, Alberta

**RBC Royal Bank**, Calgary, Alberta

### STARS ACKNOWLEDGES THE PROFESSIONAL SERVICES CONTRIBUTED BY:

**Bennett Jones LLP**  
**McKay-Carey & Company**  
**Towers Perrin**

### STARS ACKNOWLEDGES THE DONATIONS THAT HELPED MAKE THE PRODUCTION OF THIS ANNUAL REPORT POSSIBLE:

Designed and produced by **TMP Worldwide, Advertising and Communications**, Calgary, Alberta

Principal Photography: **Mark Mennie**

#### Privacy

We are committed to maintaining the accuracy, confidentiality and security of the personal and health information under our custody, control or management. We have adopted privacy policies and practices to address the privacy concerns of the various groups of individuals with whom we interact. Our External Privacy Policy is available at [www.stars.ca](http://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  
e-mail: [privacy@stars.ca](mailto: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](http://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 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](http://www.stars.ca) and click on Governance.

STARS, STARS and Design (logo), STARS Emergency Link Centre, STARBEAR, STAR-1, STAR-2, STAR-3, STAR-4, STAR-5 and QALERT are registered Canadian trademarks owned by the Alberta Shock Trauma Air Rescue Society.

*THE STARS CENTRE* is a Canadian trademark owned by the Alberta Shock Trauma Air Rescue Society.

- The Alberta Shock Trauma Air Rescue Service Foundation is a licensed user of STARS, STARBEAR, and STARS and Design (logo).
- STARS Aviation Canada Inc. is a licensed user of STARS, STARS and Design (logo), STAR-1, STAR-2, STAR-3, STAR-4 and STAR-5.

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

*Thank you for your support.*

**STARS®**

2006 COMBINED FINANCIAL STATEMENTS



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## MANAGEMENT DISCUSSION AND ANALYSIS

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.

### Overview

STARS increased its activity in all areas of its operation in 2006:

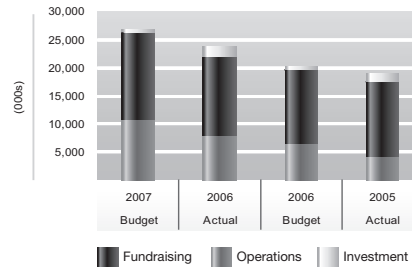
- The Grande Prairie base was established and commenced operations as of November 1st;
- The contract for the purchase of the Agusta Westland AW139 helicopters was finalized and the first helicopter is expected to be mission ready for the fall of 2008;
- The STARS Emergency Link Centre implemented billing for its site registration service and generated cost recovery of \$1.6 million for the year;
- The STARS Emergency Link Centre moved into newly acquired and renovated space in the Calgary base building;
- *THE STARS CENTRE* was established for training of the air medical crew and external health care providers. Renovations were done to create training rooms at the Calgary base;
- The Edmonton base building was purchased and the base facility in Grande Prairie was leased and renovated to suit STARS' requirements;
- The air medical service, operating from the Calgary, Edmonton and Grande Prairie bases, flew a total of 1,183 missions compared to 1,149 missions in 2005. The number of missions turned down in 2006, primarily due to weather, was 162;
- The STARS Foundation's net fundraising income was \$16.1 million;
- The ratio of fundraising expenditures to total net fundraising income was 10.7% compared to 9.1 % in 2005;
- The combined excess of income over expenditures for the year was \$3.0 million.

### Operating results

#### *Prior Period Adjustment*

At December 31, 2005 and prior years, STARS had deferred certain restricted contributions received related to *THE STARS CENTRE* that should have been recognized as income since the expenses to which the restriction applied had been incurred. This represents an error in prior periods and as a result, the correction has been applied retroactively with restatement of the December 31, 2005 financial results.

### Income



The 2006 income exceeded 2005 by \$4.2 million because of the following:

- Operating income increased by \$2.5 million as a result of increased site registration recoveries of \$1.6 million, foreign exchange income was higher by \$0.5 million because of the gain on the foreign exchange future contract purchased to hedge the 2009 US dollar requirements for the second AW139 helicopter, and other cost recoveries increased because of a \$0.2 million increase in recovery for the repair of human patient simulators, a \$0.1 million increase due to lease revenue from the Edmonton base and increases in a number of other areas that totaled \$0.1 million;
- 2006 net fundraising income exceeded 2005 by \$1.7 million as a result of donations and fundraising income increasing by \$1.7 million, and increased interest and investment income of \$0.3 million, offset by a decline in calendar income of \$0.3 million.

The 2006 income was in excess of budget by \$2.6 million mainly as a result of:

- Operating income exceeded budget by \$0.5 million because site registration income exceeded budget by \$0.1 million, a gain of \$0.5 million on the foreign exchange future contract purchased to hedge the 2009 US dollar requirements for the second AW139 helicopter and decreases in a number of other areas that totaled \$0.1 million;
- 2006 net fundraising income exceeded budget by \$2.1 million as a result of donations and fundraising income exceeding budget by \$1.1 million, lottery income exceeding budget by \$0.3 million, interest and investment income exceeding budget by \$1.3 million, offset by calendar income being less than budget by \$0.6 million. Interest and investment income exceeded budget mainly as a result of the earnings on the Vision Critical Campaign investments.

The income for 2007 is expected to exceed the 2006 results by \$3.6 million because of the following:

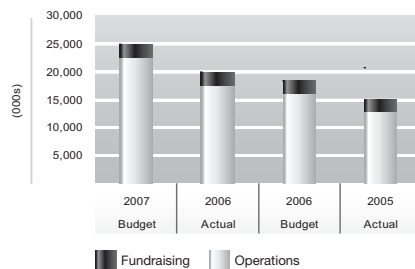
- Income from operations is expected to increase by \$3.6 million as a result of the site registration fee for service increase of \$0.4 million, increased recoveries from Alberta



Health & Wellness and BC Health of \$0.6 million, \$2.4 million as a result of funds raised to cover the operating costs of the Grande Prairie base and other cost recovery increases of \$0.2 million. Enough funds have been raised specifically for the Grande Prairie base to cover all the base operating costs for 2007;

- Fundraising income is expected to remain constant with expected increases in net lottery revenue of \$0.4 million, and net calendar income of \$0.7 million, offset by an expected decline in interest and investment income of \$1.1 million, because of anticipated reduced earnings on equity and bond fund investments. As disclosed in the financial statements, management is in the process of evaluating the new financial instruments and hedging standards, and the impact has not been reflected in the budget.

**Expenditures**



The 2006 expenditures increased by \$5.2 million compared to 2005 as a result of:

- Operation expenditure increases of \$4.8 million in the following areas:
  - Aviation expenditures increased by \$2.2 million as a result of increased helicopter maintenance costs, some of which were deferred from 2005, increased wage and benefit costs due to annual salary increases, and increased costs for the Grande Prairie base operations;
  - Medical services costs increased by \$0.5 million due to increased wages and benefits resulting from the annual salary increase and increased costs for the Grande Prairie base;
  - STARS Emergency Link Centre expenditures increased by \$0.6 million because of wages and benefits resulting from the annual salary increase, a scale adjustment to keep wages competitive, rental costs for the new space occupied and the cost of moving into the new space;
  - Education and research costs increased by \$0.1 million as a result of the annual salary increase and increased costs for the Grande Prairie base;
  - Administration cost increases of \$1.0 million were caused by the annual salary increase, new administrative positions, participation in the Aviation Safety Network and increased costs resulting from the Grande Prairie base;
  - Amortization expenditure was \$0.4 million higher than

2005 because the fifth helicopter was not amortized in 2005 since it was being upgraded and did not fly in the year, the newly acquired Edmonton base building and the Grande Prairie base assets;

- Fundraising costs increased by \$0.4 million because of the annual wage increase and increased costs as a result of the Grande Prairie base startup.

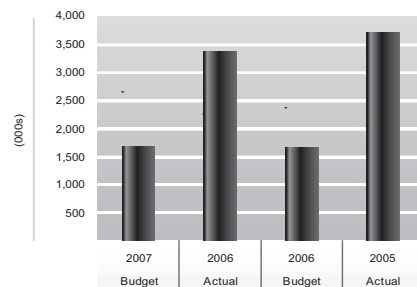
The 2006 actual expenditures exceeded the 2006 budget by \$1.2 million because of the Grande Prairie base opening, unexpected helicopter maintenance costs and the increased cost of recruiting personnel.

The 2007 costs are expected to exceed 2006 by \$5.0 million in the following areas:

- Aviation cost increase by \$1.5 million as a result of Grande Prairie operating for a full year, salary increases to remain competitive and the cost of training and other costs related to the arrival of the first new aircraft in 2008;
- Medical service cost increase of \$1.7 million because of a change from honorarium to wages for part time and full time staff and the Grande Prairie base operating for a full year;
- STARS Emergency Link Centre cost increase of \$0.4 million for a new technical support position, a full year of the competitive wage adjustment and new dispatch and GIS software;
- *THE STARS CENTRE* costs are expected to increase by \$0.2 million since it will have a full year of its expanded operation in 2007;
- Administrative cost increases of \$0.8 million are mainly the result of amortization and interest cost for the Edmonton building. This is offset by lease income of \$0.4 million;
- Amortization of capital assets is greater by \$0.1 million because of the increased amount of capital equipment;
- Fundraising expenditures are expected to increase by \$0.3 million as a result of increased staffing in Grande Prairie and increased costs to raise the funds sufficient to cover the Grande Prairie base operating costs.

**Combined Excess of Income over Expenditures**

The net effect of the income and expenditure items discussed above is as follows:



The combined excess of income over expenditures in 2006



was \$3.0 million which was down by \$0.9 million from the 2005 actual amount of \$3.9 million and exceeded the 2006 budget by \$1.4 million. The budgeted income over expenditures for 2007 is \$1.6 million.

### Capital Assets

Capital expenditures in 2006 totaled \$7.2 million as a result of the purchase of the Edmonton base building, upgrading of the helicopters and the purchases necessary to commence operations in Grande Prairie.

### Liquidity and Capital Resources

The strong financial results in 2005 and 2006 as well as the results budgeted for 2007 continue to enhance STARS' strong financial position. The organization is financially well positioned for the introduction of the new technology aircraft into its operation.

STARS has working capital at year-end of \$2.4 million plus the majority of its annual fundraising occurs early in the calendar year through the lottery which has sold out early again in 2007. There are also undesignated investment funds of \$8.4 million available, if required under unusual or unexpected circumstances.

### Operational Risks

In providing its services, STARS must consider potential risks and identify opportunities across the entire spectrum of its operations. The risk assessment process will identify risks and the related mitigation strategies as well as opportunities for enhancement of service and maximization of capacity. The major risks identified are as follows:

**Economic** – An economic downturn in the energy sector leading to a possible reduction in funding available for the organization. To reduce the risk of reliance on the energy sector, STARS continues to focus on:

- Diversifying its revenue sources;
- Minimizing and maintaining flexibility in its operating costs;
- Carefully scrutinizing all expenditures that result in large fixed cost increases.

**Leadership** – Succession planning for senior leadership and directors. This risk is reduced by:

- Planned career development and leadership succession training;
- Both management and the board of directors ensuring succession strategies are in place in all key areas.

**Human Factor Error** – An error in patient care that results in very significant negative consequences for the patient. Risk reduction strategies in this area are:

- Continue to recruit highly qualified medical staff;
- Strong quality management, training and mentoring programs;
- Ongoing training to maintain and enhance clinical and aviation skills;

- Purchasing insurance to cover the financial impact of the error.

**Reputation** – Something occurs that has a negative influence on STARS' reputation and stakeholder trust causing difficulty in sustaining operations. STARS manages this risk by:

- Collaborative and proactive communication and stakeholder relationship strategies;
- Comprehensive and regularly reviewed and trialed emergency response plans;
- Regularly reviewing the effectiveness of the activities of the STARS outreach program.

**Aviation Accident** – An accident occurs that results in significant damage to equipment and loss of life or serious injury. To prevent a serious aviation accident from occurring STARS:

- Employs experienced pilots and aviation engineers;
- Has a high quality training program;
- Follows a stringent equipment maintenance program;
- Promotes a strong safety culture, recent participation in the Aviation Safety Network and implementation of the Transport Canada Safety Management System.

**Human Resources** – The inability to recruit qualified people, particularly those requiring complex specialized skills, leading to the inability to provide service at the level expected by stakeholders. This risk is managed by:

- Having a proactive recruitment strategy in place;
- Providing training and mentoring to prepare employees for increased responsibility;
- Ensuring there are internal career paths for qualified staff;
- Using project management opportunities for staff development and to provide job satisfaction;
- Cross-training of staff to maintain specialized skills within the existing staff.

**Technology** – Increasing reliance on technology in the delivery of its services and managing the change of complex systems could lead to a high profile failure in service delivery. Processes in place to prevent this happening are:

- Evaluation of technology to reduce complexity and increase reliability;
- Use of the Aviation Safety Network venture risk management process to assist in project planning and the reduction of implementation risk;
- Cross-training of staff and use of external back up for complex specialized areas that merit this approach.

**Advanced Technology Aircraft** – The introduction of the new aircraft in 2008 will require careful planning and implementation in order to maintain STARS' very high level of operational safety and prevent an unplanned increase in costs.



The mitigation strategy in this area is:

- Establishment of an organization-wide project implementation team well in advance of the delivery of the first aircraft.

**Outlook**

STARS began 2007 with a sold-out lottery, very strong response to its fundraising galas and a successful completion of its calendar campaign. Other operating areas are in line with the budget. STARS is well positioned financially to continue to serve the community, maximizing the benefit to the patients cared for, and optimizing the use of donor funds in achieving its vision of saving lives.



## AUDITORS' REPORT

To the Directors of

**ALBERTA SHOCK TRAUMA AIR RESCUE SERVICE FOUNDATION AND  
ALBERTA SHOCK TRAUMA AIR RESCUE SOCIETY  
KNOWN COLLECTIVELY AS "STARS", "ALBERTA SHOCK TRAUMA AIR RESCUE SERVICE" OR  
"THE ORGANIZATION"**

We have audited the combined balance sheet of STARS as at December 31, 2006 and the combined statement of operations and fundraising, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these 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 financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall 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, 2006 and the results of its operations, its cash flows and changes in its net assets for the year then ended in accordance with Canadian generally accepted accounting principles.

Calgary, Alberta  
May 11, 2007

  
Chartered Accountants

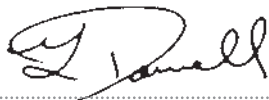
## MANAGEMENT'S REPORT

The accompanying combined financial statements of STARS as at December 31, 2006 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 2006.

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, O.C., MD FRCP**  
President & Chief Executive Officer  
May 11, 2007



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

**COMBINED BALANCE SHEET**

(thousands of dollars)

As at December 31

	2006	2005
		(Restated – Note 3)
<b>ASSETS</b>		
Current		
Cash and cash equivalents	\$ 1,358	\$ 2,475
Receivables (Note 4)	2,121	295
Deferred expenses (Note 5)	358	346
Prepaid expenses	195	128
Helicopter parts and store inventories	688	886
	<b>4,720</b>	4,130
Investments (Note 9)	23,883	24,472
Foreign exchange contract (Note 6)	467	–
Deposit on advanced technology helicopters (Note 11)	3,585	1,355
Capital assets (Note 10)	20,919	15,485
	<b>48,854</b>	41,312
	<b>\$ 53,574</b>	\$ 45,442
<b>LIABILITIES</b>		
Current		
Bank indebtedness	\$ 99	\$ –
Payables and accruals	1,241	883
Deferred revenue (Note 5)	335	457
Deferred contributions (Note 8)	548	–
Current portion of long-term debt and credit facilities (Note 12)	119	3,500
	<b>2,342</b>	4,840
Long-term debt (Note 12)	3,861	–
Deferred contributions (Note 8)	12,922	9,130
	<b>19,125</b>	13,970
<b>NET ASSETS</b>		
Operating Fund - unrestricted	1,921	1,921
Internally restricted funds	16,343	17,910
Net investment in capital assets	16,165	11,621
	<b>34,429</b>	31,452
Endowment Fund - externally restricted	20	20
	<b>34,449</b>	31,472
	<b>\$ 53,574</b>	\$ 45,442

Commitments, contingencies and economic dependence (Notes 11, 14, 18 and 19)

On behalf of the Board

**Stephen J. Wuori**  
Director**Robert J. Normand**  
Director

See accompanying notes to the combined financial statements.

**COMBINED STATEMENT OF OPERATIONS AND FUNDRAISING**

(thousands of dollars)

For the year ended December 31

	<b>2006</b>	2005
		(Restated – Note 3)
<b>OPERATIONS</b>		
<b>Operating income</b>		
Government contributions	<b>\$ 3,968</b>	\$ 3,872
Site registration recoveries	<b>1,655</b>	58
Foreign exchange gain (loss)	<b>430</b>	(32)
Other cost recoveries (Note 7)	<b>871</b>	478
	<b>6,924</b>	4,376
<b>Operating expenditures</b>		
Aviation	<b>6,780</b>	4,625
Medical service	<b>2,569</b>	2,045
STARS Emergency Link Centre	<b>2,127</b>	1,527
<i>THE STARS CENTRE</i>	<b>1,040</b>	960
Administration	<b>3,659</b>	2,616
Amortization	<b>1,702</b>	1,333
Goods and services tax	<b>141</b>	97
	<b>18,018</b>	13,203
<b>DEFICIENCY OF INCOME OVER EXPENDITURES FROM OPERATIONS</b>	<b>(11,094)</b>	(8,827)
<b>FUNDRAISING</b>		
<b>Fundraising income</b>		
Donations and fundraising income	<b>7,163</b>	5,574
Donations and fundraising expenditures	<b>1,453</b>	1,532
	<b>5,710</b>	4,042
Lottery income	<b>13,307</b>	12,960
Lottery expenditures	<b>5,404</b>	5,146
	<b>7,903</b>	7,814
Calendar income	<b>2,616</b>	2,570
Calendar expenditures	<b>1,796</b>	1,384
	<b>820</b>	1,186
	<b>14,433</b>	13,042
Interest and investment income	<b>1,651</b>	1,338
<b>TOTAL NET FUNDRAISING INCOME BEFORE OTHER EXPENDITURES</b>	<b>16,084</b>	<b>14,380</b>
<b>Other expenditures</b>		
Administration	<b>1,670</b>	1,268
Amortization	<b>18</b>	15
Goods and services tax	<b>27</b>	31
Chain of Survival funding	<b>298</b>	331
	<b>2,013</b>	1,645
<b>EXCESS OF INCOME OVER EXPENDITURES FROM FUNDRAISING</b>	<b>14,071</b>	12,735
<b>COMBINED EXCESS OF INCOME OVER EXPENDITURES</b>	<b>\$ 2,977</b>	\$ 3,908

See accompanying notes to the combined financial statements.



**COMBINED STATEMENT OF CHANGES IN NET ASSETS**

(thousands of dollars)

For the year ended December 31

	Unrestricted		Internally Restricted				Externally Restricted		Total
	Operating Fund	Legacy Fund	Helicopter & Equipment Replacement Fund	Advanced Technology Helicopter Fund	Chain of Survival Fund	Total Internally Restricted Funds	Net Investment in Capital Assets	Endowment	
<b>2006</b>									
Balance, beginning of year - as restated (Note 3)	\$ 1,921	\$ 5,603	\$ 6,543	\$ 5,636	\$ 128	\$ 17,910	\$ 11,621	\$ 20	\$ 31,472
Combined excess (deficiency) of income over expenditures	4,862	-	-	-	(298)	(298)	(1,587)	-	2,977
Inter-fund transfers	(4,862)	500	5,202	(1,240)	400	4,862	-	-	-
Purchase of capital assets net of long-term debt and deferred contributions	-	-	(6,131)	-	-	(6,131)	6,131	-	-
Balance, end of year	\$ 1,921	\$ 6,103	\$ 5,614	\$ 4,396	\$ 230	\$ 16,343	\$ 16,165	\$ 20	\$ 34,449
<b>2005</b> (Restated - Note 3)									
Balance, beginning of year - as restated (Note 3)	\$ 1,921	\$ 5,103	\$ 3,390	\$ 5,362	\$ 59	\$ 13,914	\$ 11,709	\$ 20	\$ 27,564
Combined excess (deficiency) of income over expenditures	5,535	-	-	-	(331)	(331)	(1,296)	-	3,908
Inter-fund transfers	(5,535)	500	4,361	274	400	5,535	-	-	-
Purchase of capital assets net of long-term debt and deferred contributions	-	-	(1,208)	-	-	(1,208)	1,208	-	-
Balance, end of year	\$ 1,921	\$ 5,603	\$ 6,543	\$ 5,636	\$ 128	\$ 17,910	\$ 11,621	\$ 20	\$ 31,472

See accompanying notes to the combined financial statements.



## COMBINED STATEMENT OF CASH FLOWS

(thousands of dollars)

For the year ended December 31

	2006	2005
		(Restated – Note 3)
Increase (decrease) in cash and cash equivalents		
<b>OPERATIONS</b>		
Combined excess of income over expenditures	\$ 2,977	\$ 3,908
Items not requiring cash outlay:		
Amortization of capital assets	1,720	1,348
Amortization of deferred contributions	(133)	(52)
Unrealized foreign exchange gain		
Forward contract	(467)	–
US dollar bonds	(260)	–
Deferred contributions - operations	1,128	712
Reversal of deferred contributions – operations	(985)	(224)
Gain on sale of investments	–	(637)
Changes in non-cash working capital (Note 15)	(1,471)	589
	<b>2,509</b>	5,644
<b>FINANCING</b>		
Repayment of long-term debt and credit facilities	(3,520)	–
Issuance of long-term debt	4,000	–
Deferred contributions	4,330	5,052
	<b>4,810</b>	5,052
<b>INVESTING</b>		
Proceeds on sale of investments	16,557	4,863
Purchase of investments	(15,708)	(13,195)
Deposits on advanced technology helicopters	(2,230)	–
Purchase of capital assets	(7,154)	(1,361)
	<b>(8,535)</b>	(9,693)
Net increase (decrease) in cash and cash equivalents	(1,216)	1,003
Cash and cash equivalents, beginning of year	2,475	1,472
Cash and cash equivalents, net of bank indebtedness, end of year	<b>\$ 1,259</b>	<b>\$ 2,475</b>

See accompanying notes to the combined financial statements.

## NOTES TO THE COMBINED FINANCIAL STATEMENTS

(thousands of dollars)  
December 31, 2006

### 1. General

These combined financial statements present the financial position and the combined operations as at, and for the year ended, December 31, 2006 of the Alberta Shock Trauma Air Rescue Service Foundation (the "Foundation"), the Alberta Shock Trauma Air Rescue Society (the "Society"), and STARS Aviation Canada Inc. ("Aviation"). Collectively these entities are referred to as "STARS", "Alberta 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 and Foundation are non-profit and non-taxable registered charities pursuant to Section 149 of the Income Tax Act (Canada). Aviation is a taxable corporation incorporated under the Canada Business Corporations Act. The Foundation is primarily responsible for the fundraising activities carried out in support of STARS services and activities.

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. The service area for STARS is the Province of Alberta and parts of the Province of British Columbia, where it 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.

### 2. Summary of significant accounting policies

#### a) Description of funds

##### *Internally restricted funds:*

The Legacy Fund was created for the purpose of providing funds for future training, education and operations. The Helicopter and Equipment Replacement Fund exists to fund future replacement of existing helicopters and equipment. The Advanced Technology Helicopter Fund exists to fund the purchase of the new aircraft. The Chain of Survival Fund exists for the purpose of providing funding to qualified donees 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 income 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 income and expenditures related to program delivery and administrative activities. The net investment in capital assets is the net book value of capital assets less associated debt and deferred contributions.

#### b) Revenue recognition

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

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

Restricted contributions to externally restricted funds are recognized as revenue in the fund in the period received. If no externally restricted fund is established, restricted contributions are deferred and recognized as revenue in the appropriate fund when the associated expenses are recognized. Consistent with this policy, restricted contributions for the purchase of capital assets are deferred and amortized to income on the same basis as the related asset.

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

**NOTES TO THE COMBINED FINANCIAL STATEMENTS**

(thousands of dollars)  
December 31, 2006

**2. Summary of significant accounting policies (continued)****c) Fund transfers**

Annually, a portion of the net funds from the lottery is designated to the Chain of Survival Fund. The remaining annual operating surplus, if any, is allocated as follows:

The allocation to the Advanced Technology Helicopter Fund consists of the \$5,000 amount committed to the Vision Critical Campaign ("VCC") by the Foundation plus undesignated donations allocated to the VCC and interest earned on VCC contributions less VCC campaign expenses and payments related to the purchase of the advanced technology helicopters.

After the allocation to the Advanced Technology Helicopter Fund and Chain of Survival Fund, the first \$500 of the remaining 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.

**d) 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 on the statement of operations and fundraising.

**e) 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
Medical equipment	2 to 5 years
Office equipment	5 years
Computer equipment and software	2 years
Leasehold improvements	5 years
Buildings	20 years
Automobiles	5 years

**f) 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 2006 was \$352 (2005 - \$232) and consist primarily of items donated that were subsequently auctioned at fundraising events.

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.

**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 these estimates.

## NOTES TO THE COMBINED FINANCIAL STATEMENTS

(thousands of dollars)

December 31, 2006

### 2. Summary of significant accounting policies (continued)

#### h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks net of overdrafts and short-term deposits with original maturities of three months or less. Bank indebtedness includes bank overdrafts and is not 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 – Aviation

As a taxable corporation (for reasons related to the aircraft operating certificates), Aviation determines its income tax provision using the liability method of tax allocation. Future income taxes are recognized when there are differences between the carrying amount of existing assets and liabilities in the financial statements and their respective tax bases. Future tax assets and liabilities are measured using substantively enacted tax rates in effect in the period in which those temporary differences are expected to be recovered or settled. Changes to these balances are recognized in income in the period in which they occur. Unless it is more likely than not that future income tax assets will be realized, a valuation allowance is taken against that asset.

### 3. Prior period adjustment

At December 31, 2005 and prior years, STARS had deferred certain restricted contributions received related to *THE STARS CENTRE* that should have been recognized as income since the expenses to which the restriction applied had been incurred. This represents an error in prior periods and as a result, the correction has been applied retroactively with restatement of the December 31, 2005 amounts as follows:

Deferred contributions on the Combined Balance Sheet were reduced by \$442 and net assets – internally restricted funds were increased by the same amount.

The combined excess of income over expenditures in the Combined Statement of Operations and Fundraising was increased by \$224 as a result of an increase in donations and fundraising income for the same amount.

In the Combined Statement of Changes in Net Assets, the Helicopter and Equipment Replacement Fund beginning balance was increased by \$218 for 2005 and \$442 for 2006.

Cash flow from operations was increased by \$224 and cash flow from financing was decreased by \$224 in the Combined Statement of Cash Flows.

### 4. Receivables

Site registration fees  
Goods and Services Tax  
Other

2006	2005
<b>\$ 986</b>	\$ –
<b>436</b>	145
<b>699</b>	150
<b>\$ 2,121</b>	\$ 295

### 5. Deferred revenue and expenses

Deferred lottery expenses  
Deferred fundraising gala expenses

2006	2005
<b>\$ 332</b>	\$ 319
<b>26</b>	27
<b>\$ 358</b>	\$ 346
<b>\$ 335</b>	\$ 457

Deferred fundraising revenue

**NOTES TO THE COMBINED FINANCIAL STATEMENTS**

(thousands of dollars)  
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**6. Foreign exchange contract**

During the year, STARS entered into a foreign currency forward contract to sell CAD \$12,286 in exchange for US \$11,200 on November 2, 2009. The fair value of the contract is \$467 as at December 31, 2006 and the resulting gain on the contract is included in foreign exchange gain on the combined statement of operations and fundraising. This contract was entered into by STARS in an effort to manage its foreign currency risk on the purchase of the second Agusta Westland helicopter (see Note 11).

**7. Other cost recoveries**

	2006	2005
Patient referral coordination	<b>\$ 146</b>	\$ –
Human patient simulator	<b>401</b>	164
Administration	<b>103</b>	21
External training	<b>68</b>	61
Edmonton base rent	<b>89</b>	–
Other	<b>64</b>	232
	<b>\$ 871</b>	\$ 478

**8. Deferred contributions**

	Advanced Technology Helicopters	THE STARS CENTRE	Grande Prairie	Other	2006 Total	2005 Total
						(Restated - Note 3)
Balance, beginning of year	\$ 8,177	\$ 297	\$ 406	\$ 250	<b>\$ 9,130</b>	\$ 3,642
Restricted contributions received	3,823	327	800	508	<b>5,458</b>	5,764
Amounts recognized in income	–	(327)	(658)	–	<b>(985)</b>	(224)
Amortization of amounts related to capital assets	–	(70)	–	(63)	<b>(133)</b>	(52)
	12,000	227	548	695	<b>13,470</b>	9,130
Less: current portion	–	–	(548)	–	<b>(548)</b>	–
Balance, end of year	<b>\$ 12,000</b>	<b>\$ 227</b>	<b>\$ –</b>	<b>\$ 695</b>	<b>\$ 12,922</b>	<b>\$ 9,130</b>

Contributions are deferred when a donor restricts the usage of their contribution to a specific purpose. These contributions are recognized as operating income at the time the related expenditure is recognized in the statement of operations and fundraising. The contributions received for the advanced technology helicopters have been used to fund certain deposits on new helicopters (Note 11) and the remainder will be used when the helicopters are delivered. The contributions for THE STARS CENTRE were provided for the purchase of a second mobile simulator unit, classroom development, as well as increased operating costs. The Grande Prairie contributions are to cover the operating cost of the Grande Prairie base. The other funds are to cover equipment upgrades and the acquisition of new software. Contributions received for capital assets are amortized in the same manner as the related asset.

The \$13,470 of deferred contributions includes \$774 related to capital assets already purchased, \$1,355 for the deposit on the advanced technology helicopters (see Note 11), \$10,793 restricted for future capital purchases and \$548 restricted to offset future operating expenses. The unspent amounts are invested in high quality investments (see Note 9).

## NOTES TO THE COMBINED FINANCIAL STATEMENTS

(thousands of dollars)

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### 9. Investments

	2006		2005	
	Cost	Market	Cost	Market
Equity and bond funds	\$ 6,439	\$ 8,417	\$ 6,040	\$ 7,316
Cash and cash equivalents	39	39	1	1
Money market mutual funds	3,613	3,613	13,880	13,880
Government of Canada treasury bills	2,408	2,408	4,524	4,525
US dollar bonds	11,384	11,454	–	–
Donations in kind held for resale	–	–	27	27
<b>Total investments</b>	<b>\$ 23,883</b>	<b>\$ 25,931</b>	<b>\$ 24,472</b>	<b>\$ 25,749</b>

The equity and bond mutual funds and money market mutual funds are professionally managed under pooled portfolio management service agreements. Cash and cash equivalents are held in interest bearing accounts. The Government of Canada Treasury Bills and US dollar bonds are low risk, fixed term investments.

Certain of the investments are pledged as security for long-term debt (see Note 12). The security is limited to \$1,350.

The US dollar bonds (US\$9,768) were purchased in order to have the US funds available to pay for the first Agusta Westland AW139 helicopter in April 2008 (see Note 11). These bonds have maturity dates close to the expected date that STARS will take possession of the new helicopter and provide some protection against the exposure to fluctuations in value between the Canadian and US dollars.

The Government of Canada treasury bills are restricted by the Alberta Gaming and Liquor Commission and must be used toward the purchase of the new helicopters.

### 10. Capital assets

	Cost	Accumulated Amortization	2006 Net Book Value	2005 Net Book Value
Helicopters	\$ 19,505	\$ 5,749	\$ 13,756	\$ 14,370
Medical equipment	1,537	1,104	433	341
Office equipment	1,228	897	331	198
Computer equipment and software	2,791	1,764	1,027	333
Leasehold improvements	871	607	264	45
Buildings	5,098	128	4,970	–
Automobiles	883	745	138	198
	<b>\$ 31,913</b>	<b>\$ 10,994</b>	<b>\$ 20,919</b>	<b>\$ 15,485</b>

Helicopters include \$478 (2005 - \$4,580) related to assets that are not in use and are thus not subject to amortization.

STARS purchased the building that houses its Edmonton base on October 20, 2006. The entire building is leased to a third party for \$380 per year and this lease expires on January 14, 2016. STARS received revenue of \$89 in 2006 relating to this lease. STARS subleases a portion of the building from the third party for its Edmonton base operations. The purchase of the building for \$4,415 was financed in part by term loans totalling \$4,000. The balances of the term loans at December 31, 2006 are disclosed in Note 12.

**NOTES TO THE COMBINED FINANCIAL STATEMENTS**

(thousands of dollars)  
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**11. Deposit on advanced technology helicopters**

STARS has paid \$3,585 (\$3,000 US) of deposits to Agusta Westland in respect of two advanced technology helicopters. The first helicopter is to be delivered in April 2008 with the second helicopter to be delivered in November 2009. The total contract value, including the deposit, is \$24,200 US with the balance of the payments being due at time of delivery of each aircraft, as follows:

2008	\$10,000	US
2009	\$11,200	US

**12. Long-term debt and credit facilities**

Term loan, bearing interest at 5.77%, repayable in monthly instalments of \$18 including interest, secured by a mortgage on the building, maturing October 2011

Term loan, bearing interest at 5.52%, repayable in monthly instalments of \$9 including interest, secured by a charge against certain investments of STARS Foundation, maturing October 2011

Revolving credit facility

Current portion

Long-term debt

2006	2005
<b>\$ 2,636</b>	\$ -
<b>1,344</b>	-
-	3,500
<b>3,980</b>	3,500
<b>(119)</b>	(3,500)
<b>\$ 3,861</b>	\$ -

Principal repayments due are estimated as follows:

2007	\$ 119
2008	119
2009	126
2010	133
2011	3,483
	<u>\$ 3,980</u>

STARS has a line of credit of up to \$100, due on demand and bearing interest at prime plus 1%. As at December 31, 2006 and 2005, no amount was drawn on this line of credit.

**13. Income taxes**

Aviation has tax values in excess of book values for capital assets of \$1,232 and losses of \$3,249 available for carry forward. No tax benefit has been recognized for these amounts.

The loss carry forward expiry dates are as follows:

2007	\$ 168
2009	48
2015	116
2026	2,917

**NOTES TO THE COMBINED FINANCIAL STATEMENTS**

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**14. Lease obligations and commitments**

The Calgary base lease was renewed in 2005 for a five-year term maturing December 31, 2009. Society's sublease for its Edmonton base matures on December 31, 2015. Future minimum lease payments are as follows:

Year	Office lease	Automobiles
2007	\$ 642	\$ 14
2008	646	8
2009	659	-
2010	716	-
2011	717	-
2012 and beyond	2,332	-
	<b>\$ 5,712</b>	<b>\$ 22</b>

The Society is committed to provide rotary wing emergency air medical services as disclosed in Note 18.

**15. Supplemental cash flow information**

Change in non-cash working capital:

	2006	2005
Receivables	<b>\$ (1,826)</b>	\$ 280
Deferred expenses	<b>(12)</b>	408
Prepaid expenses	<b>(67)</b>	25
Helicopter parts and store inventories	<b>198</b>	(261)
Payables and accruals	<b>358</b>	(104)
Deferred revenue	<b>(122)</b>	241
	<b>\$ (1,471)</b>	<b>\$ 589</b>

In 2006, STARS paid interest of \$61 (2005 - \$153) relating to loans from financial institutions. Of this amount, \$36 (2005 - \$Nil) relates to long-term debt.

**16. Related party transactions**

STARS did not enter into any related party transactions in 2006 or 2005.

**17. Financial instruments***Fair values*

Financial instruments consist of cash and cash equivalents, receivables, foreign exchange contract, investments, payables and accruals, credit facilities and long-term debt. The fair values of the financial instruments approximate their carrying values, unless otherwise disclosed in the financial statements.

*Currency risk*

In the normal course of operations, STARS enters into certain US dollar transactions and may enter into foreign exchange contracts to manage its currency risk on these transactions. Please refer to notes 6, 9 and 11.

*Credit risk*

STARS does not believe it is exposed to significant credit risk on any of its financial instruments.

## NOTES TO THE COMBINED FINANCIAL STATEMENTS

(thousands of dollars)  
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### 17. Financial instruments (continued)

#### *Interest rate risk*

STARS investments are subject to risk because changes in interest rates will impact on the market value of these investments. The interest rates on outstanding long-term debt are fixed until 2011.

### 18. Economic dependence

Approximately 17.2% (2005 - 20.6%) of net revenues for the year ended December 31, 2006 was derived from Affiliation Agreements with Capital Health and Calgary Health Region. Effective October 1, 2004 the Organization entered into an Affiliation Agreement, expiring March 31, 2008, with provision for renewal thereafter, with each of Capital Health and the Calgary Health Region to provide annual funding to STARS for the provision of rotary wing air ambulance services under specified terms.

Approximately 34.3% (2005 - 41.7%) of net revenues for the year ended December 31, 2006 was derived from a lottery completed under license from the Alberta Gaming and Liquor Commission.

### 19. 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; therefore no cost estimate has been accrued.

### 20. 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 \$14,002 (2005 - \$13,632). In addition, \$13,393 (2005 - \$13,270) of gross proceeds were realized from lottery sales and other gaming activities governed by the Alberta Gaming and Liquor Act. All expenses incurred for the purposes of soliciting contributions under the Charitable Fundraising Act were \$4,996 (2005 - \$4,178). Of these expenditures \$2,370 (2005 - \$1,939) were paid as remuneration to employees whose principal duties involve fundraising. Also included in expenditures for soliciting contributions were \$210 (2005 - \$633) paid as remuneration to third party fundraising businesses, including any expenses or fees paid by the Foundation on behalf of the fundraising businesses or as reimbursements to the fundraising businesses.

### 21. Comparative figures

Certain comparative amounts have been reclassified to conform to the financial statement presentation adopted in the current year.

### 22. Recent accounting pronouncements

The Canadian Institute of Chartered Accountants ("CICA") has issued new accounting standards that are effective for fiscal years beginning on or after October 1, 2006. As such, these new standards will be adopted by STARS commencing January 1, 2007. Management is in the process of evaluating the impact of these standards on STARS.

#### *Financial instruments – Recognition and measurement (Section 3855)*

In accordance with this new standard, STARS will need to classify all financial instruments as either held to maturity, available for sale, held for trading, loans and receivables or other financial liabilities. Financial assets held to maturity, loans and receivables and financial liabilities other than those held for trading will be measured at amortized cost. Available for sale financial instruments will be measured at fair value with gains or losses recognized directly in net assets. Instruments classified as held for trading will be measured at fair value with gains or losses recognized in the consolidated statement of operations.

#### *Hedges (Section 3865)*

This new standard specifies the criteria under which hedge accounting is applied and how hedge accounting is executed. The application of hedge accounting is at the option of STARS.

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