

NORTHLANDS

PLANNING FOR TOMORROW

2015 | ANNUAL & COMMUNITY REPORT

Every great story is made so by the people in it. The Northlands story is no different. Pioneers, innovators, entrepreneurs, community-leaders, passionate Albertans—it is their hands that have built us, kept us going, and inspire our present and future.

For more than a century Northlands has been a place for people to gather, to celebrate, to perform and to do business. It has evolved alongside Edmonton because of the bold and innovative city-builders who have supported it. Our shareholders, our employees, our partners and our friends—they all form the foundation of our incredible story so far, and they will be the authors of what we will become.

Thank you for your work, your support and your dedication. We are ready for our next exciting chapter.

SHAREHOLDERS

Abdu, Amani
Abel, Bradley
Adams, Janet 'Lynn'
Andrews, Wendy
Armstrong, Beverley 'Bev'
Bagshaw, William 'Bill'
Baker, Steve
Bakke, Jodi
Bakker, Pamela 'Pam'
Ball, T. Raymond 'Ray'
Balon, Dianne
Banister, Linda
Bannard, Bruce
Baroldi, Lisa
Battjes, Ben
Batty, Jane
Batty, Judith 'Judy'
Bearht, Tammy
Benbow, Lloyd
Bencharsky, Natalia
Bennett, Gary
Bentley, David 'Bruce'
Best, Lyle
Bevilacqua, Peter
Bidlock, R. 'Peter'
Bidulock, Geraldine
Bienert, Douglas 'Doug'
Block, Raymond
Bodell, Florence 'Flossie'
Bodell, Laura
Bohm-Meyer, Bea
Boissonnault, Randy
Bouma, Gerben 'Jerry'
Brown, Shawn
Brown, Teresa
Buchanan, Donald
Burak, Nicholas
Burns, Donald 'Don'
Butler, George
Butler, Patricia 'Pat'
Butler, William

Butti, Olivia
Byers, Richard
Cairns, Jerri
Campbell, Aileen
Campbell, Colin
Campbell, Gary
Camrose Regional Exhibition
Canto Ellis, Amelia
Carnes, Marc
Carstairs, Cindy
Caterina, Councillor
Antonio 'Tony'
Cavanagh, Terrence 'Terry'
Chalmers, Karen
Cherneskey, KOJ, Sir Russell
Cholak, Francis 'Frank'
Chomiak, John
Chornoluk, Richard
Clarke, C.M., Donald
Clipperton, Donald
Clipperton, Karen
Cole, Dale
Connelly, Gerald 'Gerry'
Cook, Linda
Csorba, Emerson
Cumine, Robin
Cumming, James
Davidson, Heather
Davies, Kenneth 'Ken'
Davies, Trevor
Davison, Linda
de Rappard, George
Dean, Maureen
Devine, Kamron
Dibben, Dwight
Differenz, Virginia
Diotte, Kerry
Dixon, Barbara 'Barb'
Dunk, Elton
Elliott, Margaret 'Marg'
Elzinga, Peter
Erker, Dennis
Falkenberg, Aaron

Faulder, Lynn
Fehlauer, Alfred 'Fred'
Fenske, Jacqueline
'Jacquie'
Ferguson, Angela
Ferguson, Bradley 'Brad'
Ferguson, Corinne
Fernandez, Robert
Fisk, Jennifer
Fossum, Sharilee
Francis, John 'Jack'
Frank, Marguerite
Fraser, Brett
Freeland, Donald
Fritz, Ingeborg
Fuhr, Gordon
Fuller, Mark
Funnell, Ronald
Gadowsky, Laura
Garvey, Randell 'Randy'
Gerdes, Brian
Gibbon, Robert 'Bob'
Gibbons, Edward 'Ed'
Gill, Imran
Gilroy, Stuart 'Gord'
Goggin, Stephen
Goor, Jonathan
Gordeyko, Bernice
Gray, Devin
Greening, Jackie Rae
Greenough, James 'Greg'
Gregg, Dorothy
Groch, Emilian
Haley, Jeff
Hartfield, Emmett
Hassel, Robert
Haugen, Frances 'Betty'
Haunholter, Alyssa
Hayes, Louise
Hayter, Ronald 'Ron'
Heintz, Kenneth
Henning, W. 'Bill'
Herzog, Karen

Higgins, Joan
Hogle, Bruce
Hokanson, Jordan
Holinski, Troy
Hollands, Daniel 'Dan'
Holtby, Andrea
Holte, Warren
Howell, Lorne
Hughes, George
Huising, Katherine
Huntley, Andrew 'Andy'
Ingram, Paul
Ivankovich, Ivan
Jackson, Donald 'Don'
Jacobs, Judith 'Judy'
Jacobs, Lawrence
Jacobson, Sandy
Jenkins, Samuel
Jewett, J. 'Hilary'
Jobs, Timothy
Jones, Bryn
Jones, David
Jones, Elaine
Kadatz, Barbara 'Barb'
Kallal, Rebecca
Kapoor, Jean
Kashuba, Scott
Keill, Catherine
Kickham, Michael
Kingston, Harold
Kiss, Jim
Klapstein, Earl
Klimchuk, Heather
Kmech, Sr., Peter
Kobie, Franklin 'Frank'
Kolewaski, Jeannette
Kollman, Bernadette
Korchinsky, Ernie
Kosak, Alvin
Kotelko, Peter 'Bern'
Kuhn, Dianne
Kuhn, Ronald
Kumpula, Bryanna
Kunas, Harold
Kuss, Karl
LaBossiere, Christopher
LaFleche, A. Bryan
Layton, Q.C., Frank
Leavitt, Sylvan 'Ray'
LeBlanc, Daniel
LeLacheur, Sean
Leschiutta, Dale
Lewis, John 'Ken'
Lewis, Sandra 'Sandy'
Lipsett, Thomas 'Tom'
Lipsett, Wayne
Lore, Sally
Loree, Betty
Louis, Peggy

Mack, Mike
Mackenzie, Connie
MacLean, James 'Jamie'
MacMillan, Blaine
Mah, Robin
Mah Borsato, Eva
Mah-Karaboff, Carolyn
Majeski, David
Mallon, Sharon
Marples, Kelly
Marples, Michael 'Mike'
Martin, Cameron
Martyn, Audrey
Maschmeyer, Douglas 'Doug'
Maschmeyer, Evelyn 'Lloy'
Maschmeyer, Gerald
Matichuk, Andrew 'Andy'
McAndrews, Stewart
McBain, Allan 'Ross'
McBain, Neil
McCarten, Colin
McCurdy, Grant
McDonald, Barry
McDougall, John
McInnis, Michael
Meakin, Anna
Michalchuk, Gary
Miller, Gladys
Milroy, William
Modin, Nelson
Moerkerk, Timothy
Moore, Janice
Morin, Christy
Morin, Majella
Mytz, John
Naidoo, Day
Nakatsui, Greg
Naqvi-Rota, Tina
Naylor, Karen
Nedelec, Greg
Nedelec, Ronda
Nicholas, Christopher
Nicoll, William 'Dave'
Nisbett, Shane
Norby, Reginald 'Reg'
Nursall, Alan
Oberg, Geoffrey
Oberg, Neal
Oshry, Councillor Michael
Owen, William 'Bill'
Ozdoba, Christpher
Page, John 'Roger'
Parker, Stephen
Patel, Rishi
Patriquin, Gordon
Pawelek, Rooth
Pedersen, George
Pennock, D. 'Bruce'

Perkins, Brad
Perry, Burke
Persson, Mary
Petasky, Carrie
Petasky, Stephen
Peters, Marlene
Petruck, Cheryl
Pisani, Ray
Playdon, Katherine 'Kathy'
Prefontaine, Colleen
Prestage, Robert 'Bob'
Purdy, William 'Bill'
Quarrie, Kelson
Quest, Dave
Rajewski, Gordon
Ramsey, John
Rhodes, Len
Robinson, Jeffrey 'Jeff'
Roeske, Murray
Roma, Michael
Ronaldson, David 'Dave'
Ross, Andrew
Ruffini, Alex
Ruth, Tom
Rutherford, Jack
Rutherford, Sharlene
Sampert, Raymond 'Ray'
Savage, Frances 'Fran'
Schmidt, Lois
Schneider, Cheryl
Schneider, Wendy
Schultz, Edward 'Ed'
Sciur, QC, Gary
Sebastianelli, Ricardo 'Rico'
Semotiuk, Nick
Sharma, Sangita
Sheard, Glenda
Shenfield, Allan
Shenfield, Kevin
Shinde, Sumeet
Sidhu, Roma
Silverstone, Peter
Skelly, William 'Bill'
Skoreyko, Alan
Skoreyko, Dale
Sleeman, Marlea
Smart, Sheldon
Smith, Darryl
Smith Abrams, Lindsay
Sorenson, Melanie
Sorken, Paula
Sprague, Donald
Stewart, William 'Bill'
Symic, Ronald 'Ron'
Szumlas, Frank 'John'
Tadman-Kickham, Elizabeth
Tanner, Rob

Tarnovetskaia, Lana
Thatcher, Kenneth
Thomas, Warren
Tiffen, Patricia
Tilley, Keith
Tobin, Tina-Lynn
Travers, Barry
Trimming, Brent
Turgeon, Shane
Turko, Daniel
Turner, Barbara
Turta, Garrett
Tweddle, John
Valastin, Jordan
VanBrabant, Carlene
Vandermeer, Cornelis 'Casey'
Vandermeer, Gerrit 'Jerry'
VanRiper, Sandra
Varshney, Vinod
Vegreville Agricultural Society
Wachowich, Allan
Warring, Molly Anne
Waters, Geoffrey
Watkins, Raymond
Watt, J. Angus
Weber, Walter
Wegner, Shelley
Weir, Howard
Weir, Mahlon
Wendling, Angela
Westbury, Robert 'Bob'
Westerner Exposition Association
Weston, Judith 'Judi'
Whiting, Patricia 'Patty'
Widney, Mark
Wilkes, Gregory 'Greg'
Wilkes, Penelope 'Penny'
Williams, Cary
Wilson, C. Gordon
Wilson, Dustin
Windwick, Frederick 'Fred'
Windwick, John
Wirun, James
Wong, Ed
Wong, Richard
Wood, Jennifer
Woolsey, Matthew
Yankowsky, Julius
Yaremko, Teresa
Youck, Robert 'Ted'
Young, QC, Eric
Yuen, Gerald 'Gerry'
Yurkiw, Laurence 'Larry'
Zelenak, Michael 'Mike'
Zylstra, John

HONOURARY
LIFE MEMBERS
Anderson, James
Knowles, Kenneth
Mazankowski, Don
McClellan, Shirley
Milner, Stanley
Perry, H. L. (Len)
Schmid, Dr. Horst A.
Strain, Terry

BOARD OF DIRECTORS

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Iveson, Mayor Don
Caterina, Councillor
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Oshry, Councillor Michael
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Cumine, Robin
Faulder, Lynn
Greening, Jackie Rae
Klapstein, Earl
Majeski, David
Morin, Christy
Parker, Stephen
Petruck, Cheryl
Silverstone, Peter
Wood, Jennifer

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Cole, Dale
Garvey, Randell 'Randy'
Henning, W.J.M. 'Bill'
Holte, Warren
Huntley, Andrew 'Andy'
Jackson, Donald 'Don'
Kingston, Harold
Leschiutta, Dale
Marples, Michael 'Mike'
McBain, Allan 'Ross'
Perry, H. L. 'Len'
Shaw, James 'JR'
Shenfield, Allan
Sprague, Donald
Westbury, Dr. Robert 'Bob'
Windwick, John
Young, QC, Eric
Yuen, Gerald 'Gerry'

DECEASED

Fedoretz, Steve
Froese, Aron
Smith, Leigh
Cavanagh, June
Pedersen, Harry



LOOK AT OUR HISTORY

The Northlands story is one that is defined by innovation and evolution. From fewer than 300 people in 1879 gathering for the first Agriculture Fair, today Northlands plays host to more than three million visitors at many exciting events throughout the year. Over its lifespan, Northlands has been host to championship hockey games, global trade shows and family carnivals alike. Its legacy and longevity is cemented in Northlands ability to redefine itself in bold, new ways. Imagine if those first fair goers could see what Northlands has become since those first humble beginnings.

As the city has evolved with each new generation of Edmontonian, it has transformed with the city—this generation is no different.

MODERN DAY

Today, Northlands is a core part of Edmonton's story of growth and success. From that small Agriculture Fair, Northlands has transformed itself over generations into an internationally renowned venue for entertainment, business, sport and community.

Northlands is continually improving and enhancing facilities to anticipate the future needs of our community. By staying connected to the people we serve, Northlands remains at the forefront of business, entertainment and sports programming and has attracted diverse, cutting edge users to Edmonton by understanding the long-term value of our facilities and providing high-calibre service that we offer.

When we look at all our yesterdays, we can be proud of what we have achieved. Today, Northlands is a pillar of excellence in a City that demands nothing less. Now is the time that we look to the future and begin to lay the foundation for all our tomorrows.



MESSAGE FROM EXECUTIVE

For the past 137 years, Northlands has played a lead role in the City of Edmonton by providing a place to gather and fostering a hub for generations of community building. The experiences we are able to provide create more than memories—they establish family traditions. Imagine, an agricultural fair in 1879 being visited by a young Albertan, tasting their first fair treat and seeing incredible horse exhibitions for the first time. Now fast forward to 2016 at K-Days where that same sense of wonder and excitement exists for thousands of kids on our midway as they feast on a sugary treat and run between rides and games. The sense of awe and wonder transcends time—an experience Northlands consistently delivers. The basis of our success is—it is built in you, your family, your memories and your community.

From the people that have built and nurtured our past to mold us into what we are, the torch is now passed to their children and grandchildren who will build our future. Not only are we one of the largest social profit organizations in our city, we are a leader in Agriculture and Entertainment—and for that we are incredibly proud of our community making in this city. Through our new Vision 2020 plans we will continue to evolve and maintain our status as a world-class destination for generations to come and build for our next century of success.

2015 HIGHLIGHTS

Northlands continues to be an integral part of our community. It is a core element of Edmonton's long-term city building, economic activity, and memory making. We are proud to share some of our 2015 highlights:

- K-Days saw an increase in attendance with over 785,000 people visiting the Northlands grounds over 10 days. The annual parade celebrated local heroes by naming our first responders as the parade marshals and, through a community contest, five local community heroes acted as honorary marshals. Nearly 10 million impressions on social media contributed to the International Association of Fairs and Exhibitions awarding K-Days with three communications awards—website, social media and television.

- K-Days continues to have a major impact in our community. The annual event raised over \$344,000 for local organizations and more than 500 kg of food was collected for the Edmonton Food Bank. The K-Days 50/50 raised \$88,640 for youth development and agricultural education programs. Also, a total of 12,000 gate admissions were donated to Kids Up Front, and the Giant Slide operation provided the Kiwanis Club with more the \$80,000 for their mission projects.
- The CFR returned to Rexall Place for its 42nd year and was enjoyed by 89,177 people. 109 competitors competed for prize money totaling more than \$1.5 Million. 2015 also marked the launch of the TD Concert Series—an evening entertainment program in the Edmonton EXPO Centre that featured headliners like Dallas Smith and Terri Clark rounded out a full day at Northlands.
- Farmfair International (FFI) experienced one of the strongest years on record, recording an attendance of 94,387 over a condensed 5-day show window. The proof of a thriving Agriculture Industry was evident in the fact that FFI saw a 33% increase in beef exhibitors who brought more than 950 head of purebred cattle. The International AgBusiness Centre welcomed delegates from 20 different countries doubling the representation from 2014.
- On November 2, 2015, Northlands produced and hosted the inaugural Capital Region Event Summit. Almost 200 event producers, not-for-profits and stakeholders from Capital Region came together to discuss industry best practices, share insights and network to ensure relationships continue to thrive for the betterment of the entire local industry.
- Urban Agriculture shone in 2015 with a number of key Northlands-led initiatives focusing on Agricultural awareness and relevancy in urban audiences.
 - o Alberta Flavour—Local From the Ground Up—the market facilitation of locally produced products in commercial kitchens through sustainable business practices and product development.
 - o Northlands Urban Farm—capital investment and development of a pilot project from 2014 created the opportunity to operate guided tours and

curriculum based youth programs on our operating Urban Farm.

- o Open Farm Days—a provincial initiative that bridges the gap between urban and rural through education and hands-on experience. Northlands used our Urban Farm to conduct workshops around cider pressing, honey harvesting, cheese making and horticultural best practices. The day was capped off with a long table culinary experience celebrating the flavours of Alberta where guests enjoyed eight gourmet creations straight from the farm.
- o Truck 1879—our official entry into the innovative and enticing world of food trucks. Truck 1879 provides a platform to change the perception of the Food & Beverage offerings that Northlands is typically known for and allows future extensions for our sales and food and beverage business.
- Our Risk and Safety Team attained Best Bar None Certification for Event Venues (a new category in 2015) for the Edmonton EXPO Centre and the entire Northlands Park facility, keeping our standards of excellence and core values of safety as front of mind focuses. At the same time, three Northlands security guards were given special recognition for lifesaving in relation to an incident in the Spring of 2015 with a casino patron.
- Rexall Place successfully, through compliance with an NHL mandate, installed walk through metal detectors in the Fall of 2015.
- Northlands entered into many new partnerships and launched a number of new community-based events in 2015:
 - o Edmonton Eskimos—in partnership with the Edmonton Eskimos, Northlands became a game day parking location for fans attending CFL games, creating a new source of revenue for Northlands and laying a foundation for expanded promotional events with the Eskimos Organization. A successful Park & Party was held in September around the Labour Day rematch between the Edmonton Eskimos and the Calgary Stampeders, showcasing horseracing to football fans and connecting two large community organizations in a new and creative way.
 - o TD Diwali Festival—held on November 6 and 7, 2015 Northlands became a hub of celebration for this annual cultural event where the community was invited to Northlands Park to celebrate the 'Festival of Lights'.

- The Northlands Arena Strategy Committee (NASC), comprised of 17 members of the community, went to work through three Sub-Committees—Exploration, Engagement & Finance to bring back recommendations to the Northlands Board of Directors regarding the future of Rexall Place in April 2015. Their primary recommendation (the Win-Win-Win strategy) was to collaborate with the Oilers Entertainment Group and the City of Edmonton to find a way for all partners to thrive in a new vision for the future. This recommendation outlined the need to repurpose the Northlands arena and look at the entire 160 acre footprint and operational model that makes up Northlands. If Northlands could not find partners to collaborate with to repurpose the facility, the NASC made the recommendation to demolish and develop the Rexall Place land.
 - o At the same time, a public engagement was launched using an online survey tool around the repurpose of Rexall Place. Over 26,000 people provided direct feedback about the way forward.

LOOKING AHEAD


The future for Northlands remains bright as we layout our blueprint for the next evolution in our long history.

With changing realities in our city and the evolving needs for our community, our 160 acre site will be re-created in bold new ways. With Vision 2020 we are excited by the opportunity to enhance the quality of life for Edmontonians and all Albertans. Vision 2020 completely redefines our presence, a transformation of spaces that will activate incredible experience for millions, become home for thousands, and drive tourism revenues and visitation that we once only imagined in the Capital Region.

This is the time for Northlands, our Shareholders, our neighbours, our partners, our family and friends to come together to enhance the lifeblood of our city in a way that is bold, innovative and sustainable.

Together, we will write the next chapter of the Northlands story and build our next 100 years as a bold, visionary leader amongst agricultural societies.


Tim Reid,
President & CEO


Laura Gadowsky,
Chair of the Board

VOLUNTEER BOARD OF DIRECTORS



LAURA GADOWSKY,
CHAIR



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FIRST VICE CHAIR



GEOFFREY OBERG,
SECOND VICE
CHAIR



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MAJESKI



GERALDINE
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CUMINE



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Andrew
Huntley



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Jackson



Harold
Kingston



Dale
Leschiutta



Mike
Marples



Ross
McBain



H.L.D. (Len)
Perry



JR
Shaw



Allan A.
Shenfield



Don H.
Sprague



Dr. Robert
Westbury



Gordon
Wilson



John
Windwick



Eric
Young



Gerry
Yeun



MISSION, VISION, VALUES

Northlands hosted more than three million visitors over 12 months and through our three venues we created the backdrop for life-long memories. Our family includes 1,200 year round employees, 500 seasonal staff members and 1,100 volunteers, each of whom is critical to making all the magic happen at Northlands. We appreciate the incredible contributions these people make to Northlands every single day.

Through the course of shaping the future of Northlands the Board of Directors set out to redefine the Mission, Vision and Values of the organization to create a foundation for growth and success focused on relevancy, culture and sustainability.

MISSION (THE BUSINESS WE'RE IN)

Northlands is:

- A place where cultural entertainment and sports experiences happen every day.
- A link between modern urban living and our agricultural future.
- A financially sustainable social entrepreneur and leader in the not for profit community.
- An organization committed to our region's collective quality of life.

VISION (WHAT WE ASPIRE TO)

Northlands: Delivering brilliant experiences 365 days a year for Edmonton, Northern Alberta and the world.

VALUES (WHAT WE BELIEVE IN)

- FUN:** We create joy, and have fun doing so.
- INNOVATION:** We lead with creativity, a focus on the future and a commitment to learning.
- RESPECT:** We treat communities, the environment and all people including guests, employees, and volunteers with integrity.
- SAFETY:** We have a relentless commitment to making every Northlands experience a safe one.
- TRUST:** We do what we say we will do. We are ethical, transparent, honest and forthright in all our dealings.

Vision 2020

THE RE-CREATION OF RECREATION

A BOLD VISION FOR A TRANSFORMED NORTHLANDS

A 'Perfect Vision' for the future sustainability of not only Northlands but the Capital Region

- We've honed in our objectives and targets by collaborative conversations with key stakeholders and partners.
- A focus on new business opportunities that will drive growth and vibrancy.

This vision is Iconic and Inspirational

- With the development of a permanent outdoor event space, the beautification of exterior spaces and structures, and the focus on building a community gathering space; Northlands will be an area that will put Edmonton on a level that has never before been seen.

This vision is Bold and Innovative

- An organization that has been around for well over a century, that programs 160 acres of land on major transit routes and has been part of the formation of Edmonton's identity is being completely re-imagined.

- Community programming spaces, a Market, Urban Agriculture and major capital investments that will drive visitation.
- Northlands will become a Unified District featuring transit connectivity, seamless incorporation of 118th Ave, increased walkability and pedestrian access, parking structures & Parking Orchards, hotel rooms and the activation of the peripheral areas with shops and vendors.

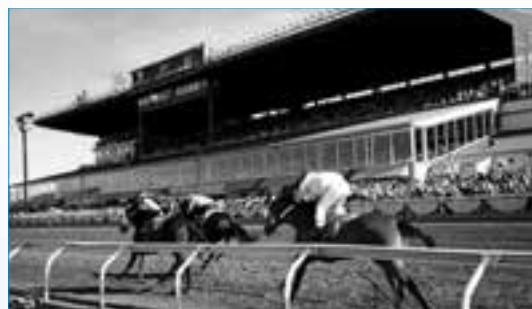
A vision for Northlands to truly become a Year-Round Destination

- 365 days of experiences—a true continuation of a brand position that has been driving Northlands for many years.
- A focus of making Agriculture relevant.
- A gathering place for community and culture—arts and entertainment.
- A vibrant place that focuses on lifestyle and variety.

NORTHLANDS COLISEUM

One of the “coolest” elements in our redevelopment plan is the redesign of the historic Rexall Place building into the incredible Northlands Coliseum. A hockey dynasty was formed within these walls and the reimagined facility will turn Edmonton into the hockey tournament capital of Canada. This building will frame and inspire the next generation of hockey players and can host other exciting tournaments, enhancing the community around us with safe, modern space for Edmontonians to enjoy.





URBAN FESTIVAL SITE

With Edmonton celebrated as Canada's Festival City, Northlands is proud to present our city's newest urban festival and event site. We will repurpose the existing site to create a space with modern festival-goers in mind. Large scale events can be hosted here with safe, year-round conveniences available and with easy access to parking, LRT, and transit.

The festival site concept will elevate our city's status as the Festival City to new heights and will accommodate events that are expanding beyond their location's capacity and will be able to support new festivals seeking a home.

A metaphor for Alberta itself with its expansive space and open sky, the Urban Festival Site will be a place for festival-goers to make life-long memories.



HALL D

An indoor space for mid-sized events, the refurbished Hall D will be able to transform from music venue, to rodeo arena, to Lacrosse field. It will bring a unique space to the northeast part of our city and to the Northlands property. With Hall D scaled to accommodate visitor numbers for mid-sized events, the visitor experience in this more intimate space will be intense and exceptional. Hosting big action events—like a rodeo—in this new space will enhance the experience in a way that will be unique to the Edmonton area. Building on the Northlands hallmark of innovative thinking, the transformation will have a large-scale impact with only modest adjustments to the current space. We can create blockbuster experiences with small, thoughtful improvements.





RESIDENTIAL & RETAIL DEVELOPMENT

Northlands is also exploring the concept of modifying the property's campus area to include residential and retail space. Working with the community, and evolving along with it, the idea of including mid- and high-density residential developments to the plan will increase the flow of people into the area, as well as meet the needs of our growing community. Including retail will allow Northlands to meet the needs of the new residents and current neighbours, as well as for people visiting the many re-imagined Northlands venues. Making the visitor experience more dynamic will increase the value of the new area for all. Rethinking the campus space in this way has expanded the ability of Northlands to also meet the financial requirements of the overall redevelopment plan while including new, entrepreneurial development partners.



THANK YOU VOLUNTEERS

None of what Northlands is, or what it will become, is possible without the heart, hands and passion of our over 1,100 volunteers. People of all ages, backgrounds and skills gather at Northlands each year for our hundreds of events. Last year, our volunteers donated 21,878 hours on and off site. From our simple beginning, the people of Northlands help make the memories, power our new plans for the future and inspire us everyday. When all is said and done, Northlands has been so successful redefining itself over the decades because of the power and energy of the people we have standing with us. It is their commitment, and the commitment of our community, to roll up their sleeves and think big that gets the job done. Thank you.

Abbott-Stein, Lorraine	Bate, Val	Bruce, Peggy	Comer, Eve	Dostyar, Diana	Fritz, Ingeborg 'Hanni'
Abdikadir, Ahmed	Bavato, Dennis	Budlong, Allan	Common, Kenneth	Dowie, Rosemarie	Furi, Cheyenne
Abdulkadir, Kuburat	Bavato, Harry	Burger, Julie	Cope, Sheldon	Drouin, Jenny	Gadowsky, Alisdair 'Al'
Acker, Elizabeth 'Liz'	Bayus, Christian	Burke, James	Copeland, Eleanor	Duban, Sylvia	Gagne, Janet
Acker, Robert 'Bob'	Baziuk, Luba	Burns, Margaret 'Peggy'	Copeland, James 'Jim'	Duckett, Ruth	Galic, CarrieAnn
Adams, Deana	Beauchamp, Gerard 'Gerry'	Burns, Susan 'Valerie'	Cormier, Sherry	Dufresne, Cecile	Galliford, Shirley
Addorisio, Rose	Beauchamp, Victoria 'Vicky'	Burns, Terry	Costley, Joyce	Dufresne, Kenneth	Gallotti, Tomaso 'Tom'
Addus, Adila	Bedyk, Judy	Burwash, Florence 'Flo'	Crane, Erin	Dugas, Leger	Gardner, Brendalee
Adolf, Elizabeth 'Liz'	Belanger, Dale	Bush, William 'Bill'	Creasey, Michael	Dugas, Rose	Garg, Chakit
Agard, Jocelyn	Belanger, Dennis	Buskalowa, Divikshay	Crnovic, Timothy	Dugo, Kisis 'Andrea'	Gauthier, Lorna
Aitkin, Susan	Belcourt, Virginia	Buskalowa, Ramprakash	Crockett, Donald 'Don'	Duncan, Pearson	Gee, Kaitlyn
Akpoghomeh, Oshone	Belsher, Ricky	Buxton, Jean	Cruz, Itzel	Dunford, Darren	Gee, May
Akpoghomeh, Osikemehai 'Raymond'	Benson, Ashley	Campos-Silvius, Sara	Cruz, Kathleen	Dunford, Meaghan	Geeves, Josephine 'Mary'
Alabour, Moe	Benzo, Oscar	Cao, Victoria	Cucek, Brian	Dunn, Vonda	Gehlert, Lorne
Alconcel, Edley Joyce	Bergum, Berneda	Caouette, Alice	Cullum, Blake	Dunnigan, Patrick	Gibson, Maryanne
Alexander, Katherine	Berkholtz, Ashley	Cardinal, Doreen	Cullum, Bobbi	Duong, Hung	Gill, Rohit
Ali, Hasra	Berrington, Bobbi	Carlson, Laura	Cullum, Danielle	Durie, Breanne	Gillespie, Reginald 'Reg'
Alleman, Selma	Beson, Tammie	Carlson, Ruth	Cunningham, Kenneth 'Ken'	Dyer, Ralph	Glessman, Darlene
Alleyne, Michael	Besoin, Elizabeth	Carstairs, Gail	Cunningham, William	Edwards, Erin	Goggin, Stephen 'Steve'
Alvarado, Nanjai	Bhat, Rakesh	Carstairs, Kristy	Czuroski, Rodney	Eigner, Carol	Goltz, Anne
Alvarez, Britney	Bhatti, Ilssa	Carter, Doug	Dabutha, Tshoganetso	Elder, Leah	Goltz, Donald
Amlani, Rahman	Bienert, Helen Jody	Castro, James	D'Agnone, Shannon	Elder, Sarah	Gong, Qiao Qiao
Amrhein, David	Bilger, Deb	Castro, Rhoeense	Dalling, Thomas	Elhenawy, Khaled	Gonzalez Zarate, David
Andi, Alvin	Bilida, Brett	Castro, Thricia	Daniel, Donna	Elliott, Trevor	Goossens, Lindsay
Andreeff, Georgina	Bindiganavily, Rachana	Cenac, Kewrina	Danyluk, Kevin	Enskat, Gisela	Gordulic, Christine 'Chris'
Andrews, Chad	Black, Meghan	Chan, Bernard	Dao, Anne	Espejo, Elizabeth	Gotaas, Barbara
Andrews, Deborah 'Debi'	Blake-Leavitt, Daphne	Chartier, Doreen	Dayman, Robert	Ethier, Romeo	Gouchey, Rebecca
Andrews, Lauren	Blanchette, Diane-Ellen	Chau, Germaine	Dayman, Sheila	Evans, Ivy	Gough, Nelda
Andrews, Lorri	Blanchette, Madeleine	Chauvette, Cole	de Champlain, Patricia	Ewanchuk, Marie	Gould, Laurie
Andruik, Cindy	Blanes, Milena	Chavarro, Yaneth	de Champlain, Remi	Goutier, Denis	Gould, Nick
Anna, Vivian	Blume, Marlene	Chen, Feng	de Leon, Leticia	Gracias, Glyn	Eyre, Irene
Aquin, Sheena	Blumentrath, Ursula	Chen, Fiona	Dean, William 'Bill'	Graham, Laurel	Fabian, Andras
Ardiel, Nancy 'Linda'	Bodell, Scott	Cheng, Yongju	Debolt, Deborah	Graham, Neil	Fanaeian, Olivia
Arenna, Arenna	Bodnar, Monica	Chin, Asim	Dechaine, Alfred 'Fred'	Graham, Stephen 'Steve'	Fanget, Aline
Armstrong, Bernice	Boivin, Gilles	Chmilar, Larry	Decouteau, Alexandra	Green, Angela	Faryna, Catherine
Arnston, Donald	Boivin, Rolande	Chmilair, Leigha	Deen, Shirley	Green, Emily	Fast, Nicole
Ashbacher, Darrel	Bokenfohr, Lawrence	Cho, William	Delorme, Yvonne	Green, Susan	Fedorchuk, Laurie
Ashbacher, Wendy	Bolton , Kathleen	Cholak, Carrie	Delos Santos, Gwyneth Anne	Grieco, Timothy	Fedoruk, Donna
Asquin, Vernon	Booth , Kristen	Chopp, Doreen	Delos Santos, Suzanne	Groeneveld, Gaylene	Fedynak, Georgia
Asselstine, Eileen	Boraas, Norma	Chornoluk, Richard 'Rick'	Demers-Collins, Simone	Gross, Racinne 'Cina'	Fenton, Al
Atley, Aalyssa	Borle, Joanne	Chovanec, Minnie	Denesik, Elizabeth	Grotkowski, Lawrence 'Larry'	Fenton, Gail
Aubichon, Edith	Bourcier, Laurie	Chow, Rosie	Derenowsky, Mike	Grundberg, Arlo	Fenton, Loren
Babcook, Martine	Boychuk, Betty	Christy, Hana	Des Jardine, Wanda	Grundke, Deborah	Fenton, Will
Baird, Douglas	Bradley, Loveth	Churchill, Craig	Desaulniers, Noella	Grundke, Werner	Ferguson, Megan
Baird, Nancy	Brassard, Carol	Clark, Melvin 'Mel'	Desousa, Teagan	Grunsky, Robin	Ferris, Curtis
Baker, Kelsey	Brayford, Allan	Clarke , Dillon	Dick, Margaret 'Peggy'	Guan, Danna	Few, Barbara
Ball, Victoria 'Vicki'	Brechlin, Beverley 'Bev'	Clarke, Elizabeth 'Liz'	Diduck, Tanya	Guo, Eddie	Few, Murray
Ball-Hudson, Jamie	Brewka, Dirk	Clarke, Jesusa 'Susie'	Dieno, JoAnne	Habonimana, Gilbert	Fiddler, Debra
Bamba, Lemuel Angelo	Brewka, Sharon	Clarke-Hepburn, Cydney	Dillon, Nancy Lynn	Haggerty, Corinne	Field, Carolyn
Bangura, Marion	Brooks, Ray	Clarke-Malaykhan, Krista-lee	Dionne, Odette	Hamilton, Larry	Filson, Ellen
Banister, Marina	Brown, Brian	Cli, Christopher	Dmyterko, Janice	Harricharran, Tisha	Fletcher, Amanda
Baquiran, Hershey Sheene	Brown, Douglas	Coatta, Donna-Rae	Do, Helena	Harrison, Crystal	Flueck, Estela
Baquiran, Lorelei	Brown, Joan	Collins, Darlene	Dodd, Gord	Hart, Sienna	Fong, Jason
Barabat, Eliana	Brown, Mikaela	Collins, Leilani	Dodd, Linda	Hartman, Connie	Forbes, Lois
Barahona, Israel 'Alex'	Brown, Vera	Collum, F. 'Elaine'	Dolynchuk, Lawrence	Harvey, John	Fortier, Patrick
Barkhouse, Margaret	Brownlee, Jeannette	Comer, David	Dominiuk, Stacey	Haswell, Jeff	Fowler, Shannon
Baronasky, Katherine	Bruce, Carly		Dong, Jufang 'Annie'		Fowler, Sherry
Barton, Michael					

Comer, Eve	Dostyar, Diana	Fritz, Ingeborg 'Hanni'
Common, Kenneth	Dowie, Rosemarie	Furi, Cheyenne
Cope, Sheldon	Drouin, Jenny	Gadowsky, Alisdair 'Al'
Copeland, Eleanor	Duban, Sylvia	Gagne, Janet
Copeland, James 'Jim'	Duckett, Ruth	Galic, CarrieAnn
Cormier, Sherry	Dufresne, Cecile	Galliford, Shirley
Costley, Joyce	Dufresne, Kenneth	Gallotti, Tomaso 'Tom'
Crane, Erin	Dugas, Leger	Gardner, Brendalee
Creasey, Michael	Dugas, Rose	Garg, Chakit
Crnovic, Timothy	Dugo, Kisis 'Andrea'	Gauthier, Lorna
Crockett, Donald 'Don'	Duncan, Pearson	Gee, Kaitlyn
Cruz, Itzel	Dunford, Darren	Gee, May
Cruz, Kathleen	Dunford, Meaghan	Geeves, Josephine 'Mary'
Cucek, Brian	Dunn, Vonda	Gehlert, Lorne
Cullum, Blake	Dunnigan, Patrick	Gibson, Maryanne
Cullum, Bobbi	Duong, Hung	Gill, Rohit
Cullum, Danielle	Durie, Breanne	Gillespie, Reginald 'Reg'
Cunningham, Kenneth 'Ken'	Dyer, Ralph	Glessman, Darlene
Cunningham, William	Edwards, Erin	Goggin, Stephen 'Steve'
Czuroski, Rodney	Eigner, Carol	Goltz, Anne
Dabutha, Tshoganetso	Elder, Leah	Goltz, Donald
D'Agnone, Shannon	Elder, Sarah	Gong, Qiao Qiao
Dalling, Thomas	Elhenawy, Khaled	Gonzalez Zarate, David
Daniel, Donna	Elliott, Trevor	Goossens, Lindsay
Danyluk, Kevin	Enskat, Gisela	Gordulic, Christine 'Chris'
Dao, Anne	Espejo, Elizabeth	Gotaas, Barbara
Dayman, Robert	Ethier, Romeo	Gouchey, Rebecca
Dayman, Sheila	Evans, Ivy	Gough, Nelda
de Champlain, Patricia	Ewanchuk, Marie	Gould, Laurie
de Champlain, Remi	Ewanchuk, Nick	Gould, Nick
de Leon, Leticia	Eyre, Irene	Graham, Laurel
Dean, William 'Bill'	Fabian, Andras	Graham, Neil
Debolt, Deborah	Fanaeian, Olivia	Graham, Stephen 'Steve'
Dechaine, Alfred 'Fred'	Fanget, Aline	Graham, Stephen 'Steve'
Decouteau, Alexandra	Faryna, Catherine	Green, Angela
Deen, Shirley	Fast, Nicole	Green, Emily
Delorme, Yvonne	Fedorchuk, Laurie	Green, Susan
Delos Santos, Gwyneth Anne	Fedoruk, Donna	Grieco, Timothy
Delos Santos, Suzanne	Fedynak, Georgia	Groeneveld, Gaylene
Demers-Collins, Simone	Fenton, Al	Gross, Racinne 'Cina'
Denesik, Elizabeth	Fenton, Gail	Grotkowski, Lawrence 'Larry'
Derenowsky, Mike	Fenton, Loren	Grundberg, Arlo
Des Jardine, Wanda	Fenton, Will	Grundke, Deborah
Desaulniers, Noella	Ferguson, Megan	Grundke, Werner
Desousa, Teagan	Ferris, Curtis	Grunsky, Robin
Dick, Margaret 'Peggy'	Few, Barbara	Guan, Danna
Diduck, Tanya	Few, Murray	Guo, Eddie
Dieno, JoAnne	Fiddler, Debra	Habonimana, Gilbert
Dillon, Nancy Lynn	Field, Carolyn	Haggerty, Corinne
Dionne, Odette	Filson, Ellen	Hamilton, Larry
Dmyterko, Janice	Fletcher, Amanda	Harricharran, Tisha
Do, Helena	Flueck, Estela	Harrison, Crystal
Dodd, Gord	Fong, Jason	Hart, Sienna
Dodd, Linda	Forbes, Lois	Hartman, Connie
Dolynchuk, Lawrence	Fortier, Patrick	Harvey, John
Dominiuk, Stacey	Fowler, Shannon	Haswell, Jeff
Dong, Jufang 'Annie'	Fowler, Sherry	

Haudenschild, June	Kelly, George	LeTourneau, Jamie
Haudenschild, Robert 'Bob'	Kendall, Bonnie	Letto, Cassandra
Hawkins, James	Kendall, Ruth	Lewis, Maria
Hayduk, Barrie	Kennedy, Lois	L'heureux, Kat 'Hoyden'
Hayne, Makenzie	Kennedy, Steven	Li, Meng
Hayne, Taylor	Kennett, Sarah	Licalde, Pelita
Heartwell, Kerrie	Kenyon, Anita	Lictao, Florita
Henderson, Barbara	Kerr, Kenneth	Lim, Jun
Henderson, Jean	Kerr, Teresa	Lin, Rui
Henderson, Michelle	Kerr, Yvonne 'Irene'	Linder , Kathleen
Hendrickson, Sharon	Kerwin, Taylor	Linklater, Frances 'Fran'
Henry-Stephens, Pauline	Khanna, Parul	Lipon, Delores
Herbert, Lorina	Khatiri, Sharan	Lipon, William 'Bill'
Hermay, Dorothy	Kim, Ki-Hoon	Livingstone, Sidney 'Sid'
Herzog, Karen	Kim, Yujung	Logan, Richard
Hicks, Taylor	Kinash, Victoria 'Vikki'	Long, Waiyee
High, Daniel	King, Richard	Losty, Cherie
Hiller, Elaine	Kisilevich, Lillian 'Betty'	Lovas, Joan
Hiller, Lois	Kisilevich, Orest	Lovig, Frieda
Hilts-Schlodder, Darlene	Kit, Carla	Lovig, Grant
Hnidan, Roy	Kiziak, Gary	Loyek, Lawrence
Ho, Uyen	Klein, Sandy	Lozowy, Roman
Hoffe, Gerald	Knott, Kelsey	Luchak, Alexander 'Alex'
Hoffman, Dolores	Kokotilo, Louise	Luchak, Susan 'Sue'
Holman, Ken	Kolewaski, Jeannette	Lunawat, Sagar
Holub, Gordon	Kolmas, Janice	Luo, Zheng
Hoong, Angela	Kolmas, June	Luoma, Hilikka
Hoover, Azucena 'Bebe'	Kolstad, Clayton	Lupul, Allen
Hoover, Douglas	Komirenko, Zoia	Lupul, Julienne 'Julie'
Hryciuk, Jessica	Kosterman, Nikola	Lupul, Robert
Hrynchuk, Penny	Kosterman, Robert	MacBeth, Roderick 'Rod'
Huang, Zijian	Kozak, Jean	MacDonald, Anna
Huculak, Mike	Kozak, Peter	MacIntyre, Gordon
Hudson, Danielle	Kramer, James 'Jim'	Mackay, Lona
Hui, Jackie	Kraychy, Patricia	Mackay, Monique
Hull, Keith	Krisco, Denise	Mackell, Janet
Hume, Darren	Krukewich, Patricia	Mackenzie, Matthew
Huntley, Susan 'Sue'	Krupa, Katelyn	MacLachlan, Kyla
Hutchings, Charles 'Chuck'	Krupa, Melanie	Maisley, Ashley
Hutchings, Faye	Krupp, Judith	MacPherson, Neil
Hutchings, Janet	Krystyniak, Jennifer	MacPherson, Sharon
Huynh, Alice	Ku, John	Mah, Bucky
Huynh, Lan	Kueth, Janice	Mah, Victoria
Hwang, James	Kunimoto, Brenden	Mah, Vivian
Iacobelli, Wendy	Kurylo, Michael	Mahamad, Kathleen
James, Kerry	Kusiak, Linda	Maillet, Tyler
James, Michael	Kustov, Timur	Majcher, Bernice
Jamieson, Dorianne	Labelle, Cody	Majcher, Brent
Janamanchi, Sai 'Pavan'	Lacon, Bruce	Majeski, McKayla
Janiten, Heather	Laforce, Diane	Makuch, Barb
Jarvis, Karen	Laliberte, Mary	Malik, Kinza
Johnson, Cassidy	Lam, Allan	Malki, Ghizlane
Johnston, Roselyn	Lam, Anthony	Malone, Ashton
Johnston, Wade	Lamba, Tejinder	Maniema Mpongo, Prosper
Jones , Jean	Langley, Victor 'Larry'	Mann, Karen
Jones, Angela	Lartey, Elizabeth	Maraweera, Shainika
Jones, Bryn	Laskey, Nancy	Marko, Ronald 'Ron'
Juha, Jessica	Lastiwka, Alexandra 'Sandra'	Marsh, Nadia
Juhaszi, Brandon	Latham, Jayleen	Marshall, Dorothy
Kaminesky, Lillian 'Lil'	Latham, Linda	Marshall, Olive
Kampjes, Cathy	Laventure, Joan	Marshall, Robert 'Bob'
Karbonik, Carol	Lawrence, David	Martin, Lauren
Karbonik, George	Lawrence, Vicki	Martin, Patricia 'Pat'
Kassian, Rebecca	Le, Chau	Martin, Shiron
Kassian, Sarah	Le, Hanah	Martire, June
Kaushik, Skanda	Leblanc, Jennifer	Maruschuk, Mike
Kearl, Sharon	Lee, Al	Marzian, David
Keefe, Dennis	Lee, Kyung Eun 'Sam'	Maskaluk, Joyce
Keefe, Makenna	Lee, Vincent	Mason, Bob
Kehl, Walter	Lehodey, François	Masters, Barbara
Keller, Deborah	Leicht, Betty	Matan, Shirley
Kellington, Tracy	Lemay, Lucas	Matejka, Brittney
	Leong, Mui Chain	Matejka, Carling
	Leong, Yoke	Matsuba, Ronald
	Leskiw, Raeanne	McBain, Mark

McBee, Ross	McBurney, Derek	McCauley, Kelly
McCoy, Sharon	McDonald, John	McGhan, Marilyn
McDonald, John	McKee, Crystal	McKenney, Blair
McGhan, Marilyn	McKee, Dawna	McKinnon, Allen
McKee, Crystal	McKenney, Blair	McLeod, Ralphina
McKee, Dawna	McKinnon, Allen	McMurrer, Emily
McKenney, Blair	McKinnon, Allen	Mcouat, Donald
McKinnon, Allen	McLeod, Ralphina	Mears, Deborah
McLeod, Ralphina	McMurrer, Emily	Medina, Enrico
McMurrer, Emily	Mcouat, Donald	Meiers, Mark
Mcouat, Donald	Mears, Deborah	Melnichuk, Alanna
Mears, Deborah	Medina, Enrico	Mercer, Doris
Medina, Enrico	Meiers, Mark	Mercier, Justin
Meiers, Mark	Melnichuk, Alanna	Merda, Hayat
Melnichuk, Alanna	Mercer, Doris	Meroniuk, Lorraine
Mercer, Doris	Mercier, Justin	Michalenko, Marjorie
Mercier, Justin	Merda, Hayat	Michaud, Joan
Merda, Hayat	Meroniuk, Lorraine	Middelkamp, Harco
Meroniuk, Lorraine	Michalenko, Marjorie	Middleton, Victoria
Michalenko, Marjorie	Michaud, Joan	Miller, Janice 'Jan'
Michaud, Joan	Middelkamp, Harco	Miller, Wilfred 'Walter'
Middelkamp, Harco	Middleton, Victoria	Milligan, John
Miller, Janice 'Jan'	Miller, Wilfred 'Walter'	Milligan, Sean
Miller, Wilfred 'Walter'	Milligan, John	Miranda, Marinda
Milligan, John	Milligan, Sean	Mitchell, William
Milligan, Sean	Miranda, Marinda	Mittelstadt, Lovella
Miranda, Marinda	Mitchell, William	Mixap, Bounthavilay
Mitchell, William	Mittelstadt, Lovella	Moffatt, Sharon
Mittelstadt, Lovella	Mixap, Bounthavilay	Mok, Paul
Mixap, Bounthavilay	Moffatt, Sharon	Mok, Veronica
Moffatt, Sharon	Mok, Paul	Molaro, David
Mok, Paul	Mok, Veronica	Molden, Judi
Mok, Veronica	Molaro, David	Molloy, Donna
Molaro, David	Molden, Judi	Money, Glenda
Molden, Judi	Molloy, Donna	Monteith, Bryce
Molloy, Donna	Money, Glenda	Moore , Brad
Money, Glenda	Monteith, Bryce	Moore , Leanne
Monteith, Bryce	Moore , Brad	Morey, Casey
Moore , Brad	Moore , Leanne	Morin, Majella
Moore , Leanne	Morey, Casey	Morin, Paris
Morey, Casey	Morin, Majella	Morrissey, Jane
Morin, Majella	Morin, Paris	Moser, Charles 'Chuck'
Morin, Paris	Morrissey, Jane	Moser, Lynne
Morrissey, Jane	Moser, Charles 'Chuck'	Mosier, Joseph
Moser, Charles 'Chuck'	Moser, Lynne	Moster, Megan
Moser, Lynne	Mosier, Joseph	Moyes, Susan
Mosier, Joseph	Moster, Megan	Moyes, William
Moster, Megan	Moyes, Susan	Mulcair, John
Moyes, Susan	Moyes, William	Murray, Liam
Moyes, William	Mulcair, John	Murray, Nicole
Mulcair, John	Murray, Liam	Myck, Brad
Murray, Liam	Murray, Nicole	Nadeau, Marla
Murray, Nicole	Myck, Brad	Nayar, Mohit
Myck, Brad	Nadeau, Marla	Nelson, Sherry
Nadeau, Marla	Nayar, Mohit	Nepoose, Jamal
Nayar, Mohit	Nelson, Sherry	Newcombe, Barry
Nelson, Sherry	Nepoose, Jamal	Ngo, Tuyet
Nepoose, Jamal	Newcombe, Barry	N'goran, Koffi
Newcombe, Barry	Ngo, Tuyet	Nguyen, Chuong
Ngo, Tuyet	N'goran, Koffi	Nguyen, Peter
N'goran, Koffi	Nguyen, Chuong	Nicoli, Marlene
Nguyen, Peter	Nicoli, Marlene	Nieberding, Albert 'Carl'
Nicoli, Marlene	Nieberding, Albert 'Carl'	Niehaus, Lorne
Nieberding, Albert 'Carl'	Niehaus, Lorne	Niehaus, Margaret
Niehaus, Lorne	Niehaus, Margaret	Nielsen, Teresa
Niehaus, Margaret	Nielsen, Teresa	Nirwan, Talwinder
Nielsen, Teresa	Nirwan, Talwinder	Nolette, Dianne
Nirwan, Talwinder	Nolette, Dianne	Nolette, Roland
Nolette, Dianne	Nolette, Roland	Nonay, David
Nolette, Roland	Nonay, David	

Nonay, Wanda	Piggott, Denika
Normandeau, Victoria	Pillott, Krystene
Nott, Kenneth 'Ken'	Pineda, Samuel
Nott, Nicole	Piper, Roxanne
Nowicki, Judith	Pittman, Jamie-Rae
Nowicki, Walter	Plunkie, Irene
Nsengiyumva, Pontien	Pollock, Sheila
Nsimba, Mireille	Polson, Erin
Obembe, Oluseyi	Pon, Allan
Oberik, Doreen	Poon, Cathy
Obiero, Antoninah	Pope, Kelly
O'Donnell, Corissa	Pope, Shaun
Odugbemi, Tofunmi	Portillo, Nikki
Odoro, Xena	Posadas, Rowena
Odutayo , Adeyefike	Posteraro, Erica
Ofori, Stephen	Posteraro, Sue
Ohlmann, Leonard	Posthuma, John
Ohlmann, Lynn	Posthuma, Marie 'Elaine'
Ohlmann, Sherry	Pottruff, Eda
Oko, Karen	Potts, Kelsey
Oliva, Candice Joy	Powers, Joan
Oliva, Patricia Jule	Prefontaine, Bernie
Oliva, Sonia	Preston, Michael Wayne
Olofintila, Adebukola	Price, James 'Jim'
Onyschuk, Benjamin	Primeau, Barbara
Onyschuk, Larissa	Prokop, Leona
Onyschuk, Nicholas	Puchyr, Wesley
Onyschuk, Teresa	Pullishy, Paul 'Roger'
Osborne, Christina	Pullishy, Sonia
Ostapchuk, Gordon	Pupovac, Aleksandar
Ostapchuk, Marion	Purschke, Eileen
Ottewell, John	Pysh, Diane
Owen, Marion	Qian, Zhiyao
Ozubko, Betty	Qiu, Yvonne
Pagarigan, Hedrian Ivan	Quaife, Sharon
Pagarigan, Kean	Rach, Colby
Pageé, Rene	Radwan, Lamis
Paisley, Loretta 'Lorry'	Ramage, Melanie
Paisley, Sharla	Ramsay, Christie
Palace, Nathan	Rancier, Garth
Palahniuk, Patricia 'Pat'	Rasmussen, Annie 'Anne'
Palmar, Lauren	Rault, Linda
Paly, Clarence	Ray, Lindsay
Panchyshyn, Derek	Reaville, Audrey
Pandi, Payton-Jade	Reaville, Royal 'Roy'
Pandi, Tyron	Reburn, Alex
Pang, Francis	Regnier, Kyle
Pannu, Komal	Reichl, Lance
Pardilla, Freddy	Reid, Dylan
Paredes, Marcela	Reid, Greg
Paredes, Ricardo	Reid, Shelley
Paredes-Martinez, Karla	Reith, Katherine 'Kathie'
Parent, Janeen	Renault, Yvette
Park, Daniel	Reppert, Janice 'Jan'
Park, Diana	Reynolds, Valerie
Parsons, Carol	Richards, Jade
Pasieka, Cheryl	Riggan, Jennifer
Patton, Penny	Ring, Jim
Paul, Tasheena	Ritchie, Gloria
Pawl, Lois	Rizvi, Midhat
Payne, Karen	Roadhouse, Katie 'Kay'
Pazder, Sherri	Robertson, Michelle
Pearse, Dorene	Robinson, Angele
Peden, Ian	Robinson, Claire
Pedersen, Samantha	Robinson, Garrett
Pedwerbeski, Olga 'Ollie'	Robinson, Wilf
Pelc, Gabriela	Roeleveld, Valerie 'Val'
Peters, John	Roersma, Carter
Petherbridge, Josephine	Roersma, Darlene
Petherbridge, Wayne	Roersma, Jordan
Phan, Binh	Rogucki, Louise
Phillips, Danial	Rogucki, Terry
Phillips, Joanne	Rolf, Clare
Pietsch, Edwin 'Ed'	Romanichuk, Shirley
Pietsch, Leona	Romanyshyn, Peter

Edmonton Northlands

Statement of Financial Position

	December 31, 2015	December 31, 2014 (Restated)
Assets		
Current		
Cash and cash equivalents	\$ 11,905,141	\$ 17,005,454
Short-term investments	5,024,308	101,332
Accounts receivable	4,752,952	5,250,379
Inventories	658,437	499,780
Prepays	564,590	631,614
	22,905,428	23,488,559
Leased assets and capital assets	141,024,320	146,771,594
Land use right	4,124,384	4,247,191
	\$ 168,054,132	\$ 174,507,344
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 11,928,751	\$ 11,299,637
Deferred contributions and revenue	1,079,423	1,044,182
Funds held for others	8,034,267	12,557,989
Current portion of long-term debt	1,794,427	1,724,308
	22,836,868	26,626,116
Long-term debt	47,747,699	49,542,126
Deferred capital contributions	91,301,981	94,601,595
	161,886,548	170,769,837
Net Assets		
Share capital	1,640	1,455
Invested in capital assets	4,962,376	5,268,272
Unrestricted	1,203,568	(1,532,220)
	6,167,584	3,737,507
	\$ 168,054,132	\$ 174,507,344

On behalf of the Board:


Director


Director

Edmonton Northlands

Statement of Operations

Year Ended December 31

	2015	2014 (Restated)
Revenues		
Northlands Park	\$ 55,440,272	\$ 57,347,000
Rexall	38,587,062	42,769,176
Agriculture and Signature Events	24,437,676	22,955,366
EXPO Centre	17,743,447	18,340,782
	136,208,457	141,412,324
Expenditures		
Northlands Park	59,845,141	61,453,252
Rexall	33,146,522	36,565,763
Agriculture and Signature Events	20,290,200	19,507,974
EXPO Centre	14,488,644	15,405,751
	127,770,507	132,932,740
Excess of revenues over expenditures before other items	8,437,950	8,479,584
Other items		
Advertising and promotion	4,544,317	4,764,772
Amortization of deferred capital contributions	(3,805,395)	(3,851,113)
Depreciation of leased assets and capital assets	8,135,015	8,097,596
(Gain) loss on disposal of capital assets	(37,670)	280,581
General, administration and corporate programs	10,605,553	10,003,531
Indirect grounds and building maintenance	5,919,092	6,106,086
Interest on long-term debt	2,530,458	2,654,012
Loss on goodwill impairment	-	138,344
Sales, marketing and sponsorship income	(2,766,126)	(2,552,463)
Total other items	25,125,244	25,641,346
Deficiency of revenues over expenditures before grant revenue	(16,687,294)	(17,161,762)
Grant revenues		
Alberta Agriculture and Rural Development	7,824,014	9,324,014
Horse Racing Alberta	8,058,832	7,438,272
Other grant revenue	3,234,340	3,109,912
Total grant revenues	19,117,186	19,872,198
Excess of revenues over expenditures	\$ 2,429,892	\$ 2,710,436

Edmonton Northlands

Statement of Changes in Net Assets

Year Ended December 31

	Share Capital	Invested in Capital Assets	Unrestricted	2015	2014
Balance, beginning of year, as previously reported	\$ 1,455	\$ 34,398,771	\$ (1,414,701)	\$ 32,985,525	\$ 30,644,102
Restatement	-	(29,130,499)	(117,519)	(29,248,018)	(29,617,166)
Balance, beginning of year, restated	1,455	5,268,272	(1,532,220)	3,737,507	1,026,936
Excess of revenues over expenditures	-	-	2,429,892	2,429,892	2,710,436
Purchase of leased assets and capital assets	-	2,261,745	(2,261,745)	-	-
Depreciation of capital assets	-	(8,135,015)	8,135,015	-	-
Gain on disposal of assets	-	37,670	(37,670)	-	-
Amortization of deferred capital contributions	-	3,805,395	(3,805,395)	-	-
Repayment of long-term debt	-	1,724,309	(1,724,309)	-	-
Increase in share capital	185	-	-	185	135
Balance, end of year	\$ 1,640	\$ 4,962,376	\$ 1,203,568	\$ 6,167,584	\$ 3,737,507

Edmonton Northlands

Statement of Cash Flows

Year Ended December 31

	2015	2014 (Restated)
Cash Provided By (Used In):		
Operating Activities		
Excess of revenues over expenditures	\$ 2,429,892	\$ 2,710,436
Items not affecting cash:		
Depreciation of leased assets and capital assets	8,135,015	8,097,596
Impairment of goodwill	-	138,344
Bad debt expense	7,591	-
(Gain)loss on disposal of capital assets	(37,670)	250,582
Amortization of deferred capital contributions	(3,805,395)	(3,851,113)
	6,729,433	7,345,845
Increase (decrease) in non-cash operating working capital		
Accounts receivable	497,424	2,663,415
Inventories	(158,656)	23,815
Prepays	67,025	1,093,010
Accounts payable and accrued liabilities	656,008	(3,223,656)
Deferred contributions and revenue	35,241	685,807
Funds held for others	(4,523,722)	919,045
Cash provided by operating activities	3,302,753	9,507,281
Investing Activities		
(Increase) decrease in short-term investments	(4,922,976)	179,970
Purchase of capital assets	(2,261,745)	(2,372,274)
Cash used in investing activities	(7,184,721)	(2,192,304)
Financing Activities		
Contributions received for capital assets	505,780	-
Repayment of long-term debt	(1,724,310)	(1,850,301)
Increase in share capital	185	135
Cash used in financing activities	(1,218,345)	(1,850,166)
Net (decrease) increase in cash and cash equivalents	(5,100,313)	5,464,811
Cash and cash equivalents, beginning of year	17,005,454	11,540,643
Cash and cash equivalents, end of year	\$ 11,905,141	\$ 17,005,454

Exhibit A

Net Funds Generated by Northlands to Federal and Provincial Agencies

<i>\$ Millions</i>	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	10 Year
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	Cumulative
HRA ¹ fees & levies	5.3	5.4	5.5	5.5	6.1	6.1	6.4	7.0	6.6	6.1	60.0
AGLC ² gaming proceeds	23.8	24.6	25.8	28.4	29.6	31.7	32.8	35.4	36.4	42.7	311.2
Federal tax	0.8	0.8	0.8	0.8	0.9	0.9	0.9	1.0	1.0	0.9	8.8
Generated by Northlands	29.9	30.8	32.1	34.7	36.6	38.7	40.1	43.4	44.0	49.7	380.0
Discretionary grant/pari-mutuel tax rebate	0.0	0.0	0.0	0.0	0.0	0.0	1.1	0.9	1.2	0.8	4.0
HRA Operating Grant	8.1	7.4	7.7	8.4	8.6	9.2	6.8	7.3	5.4	6.4	75.3
HRA Transitional Funding Grant	0.0	0.0	0.0	0.0	0.0	0.0	2.9	1.1	0.0	0.0	4.0
HRA Capital Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.1	1.9	3.0
Alberta Lottery Grants	8.1	9.4	9.5	9.4	9.4	9.6	10.1	10.1	10.1	10.1	95.8
Received by Northlands	16.2	16.8	17.2	17.8	18.0	18.8	20.9	19.4	17.8	19.2	182.1
Net funds generated by Northlands	13.7	14.0	14.9	16.9	18.6	19.9	19.2	24.0	26.2	30.5	197.9

¹ HRA (Horse Racing Alberta)

² AGLC (Alberta Gaming and Liquor Commission)

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