



# 2016 Annual & Community Report



NORTHLANDS







# Thank you

On behalf of the Board of Directors, the Executive and staff of Northlands, we wish to acknowledge our shareholders for their leadership at a time of significant change for our organization. Your leadership during this time has allowed Northlands to make the necessary shifts to ensure a sustainable future.

Abdu, Amani  
Abel, Bradley  
Adams, Janet 'Lynn'  
Alexis, Cameron 'Cam'  
Anderson, HLM, James  
Andrews, Brooke  
Andrews, Wendy  
Armstrong, Beverley 'Bev'  
Bagshaw, William 'Bill'  
Baker, Steve  
Bakke, Jodi  
Bakker, Pamela 'Pam'  
Balon, Dianne  
Banister, Linda  
Bannard, Bruce  
Battjes, Ben  
Batty, Jane  
Batty, Judith 'Judy'  
Bearht, Tammy  
Becker, Bart  
Beland-Quest, Fiona  
Benbow, Lloyd  
Bencharsky, Natalia  
Bennett, Gary  
Bentley, David 'Bruce'  
Best, Lyle  
Bevilacqua, Peter  
Bhardwaj, Naresh  
Bidlock, R. 'Peter'  
Bidulock, Geraldine  
Bienert, Douglas 'Doug'  
Bissett, William 'Bill'  
Block, Raymond  
Bodell, Florence 'Flossie'  
Bodell, Laura  
Bodell, Lorne  
Bohm-Meyer, Bea  
Boissonnault, Randy  
Boston, Tim  
Bouma, Gerben 'Jerry'  
Brickner, Diane  
Brown, Ross  
Brown, Teresa  
Buchanan, Donald  
Buddle, Harry  
Burak, Nicholas  
Burden, Richard  
Burns, Donald 'Don'  
Butler, George  
Butler, Patricia 'Pat'  
Butler, William  
Butti, Olivia  
Byers, Richard  
Cairns, Jerri

Campbell, Aileen  
Campbell, Colin  
Campbell, Gary  
Campbell, R. 'Jim'  
Camrose Regional Exhibition  
Canto Ellis, Amelia  
Cantwell, Julianna  
Carbone, Mariesa  
Carlyle, Art  
Carnes, Marc  
Carstairs, Cindy  
Carter, Richard 'Rick'  
Caterina, Antonio 'Tony'  
Cavanagh, Terrence 'Terry'  
Cavanagh, HLM, June  
Chalmers, Karen  
Cherneskey, KOJ, Sir Russell  
Cherney, Dan  
Cholak, Francis 'Frank'  
Chomiak, John  
Chornoluk, Richard  
Chriest, Jean  
Christiansen, Donald  
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  
Day, Courtney  
de Rappard, George  
Dean, Maureen  
Deeks, Gordon  
deMilliano, Emile  
Devine, Kamron  
Dhar, Sameer  
Dibben, Dwight  
Differenz, Virginia  
Diotte, Kerry  
Dixon, Barbara 'Barb'  
Doolittle, Douglas  
Duggan, Neil  
Dunk, Elton  
Elliott, Margaret 'Marg'  
Erker, Dennis  
Falkenberg, Aaron  
Farnell, Thomas 'Tom'

Faulder, Lynn  
Fedoretz, Steve  
Ferguson, Angela  
Ferguson, Bradley  
EEDC  
Ferguson, Corinne  
Fernandez, Robert  
Fetter, Jacqueline 'Jackie'  
Fischer, Robert 'Butch'  
Fisk, Jennifer  
Forbes, Norman 'Muggsy'  
Fossum, Sharilee  
Francis, John 'Jack'  
Fraser, Andy  
Fraser, Brett  
Friesen, Dwayne  
Fritz, Ingeborg  
Froese, Aron  
Fuhr, Gordon  
Fuller, Mark  
Funnell, Ronald  
Gadowsky, Laura  
Garvey, Randell 'Randy'  
Gerdes, Brian  
Gibbon, Robert 'Bob'  
Gibbons, Edward  
Gill, Imran  
Goggin, Stephen  
Goor, Jonathan  
Gordeyko, Bernice  
Graham, Stephen 'Steve'  
Gray, Devin  
Gray, Dinah  
Green, Susan  
Greening, Jackie Rae  
Gregg, Dorothy  
Groch, Emilian  
Haley, Jeff  
Hamilton, Donald  
Hartfield, Emmett  
Hassel, Robert  
Haunholter, Alyssa  
Hayes, Louise  
Heintz, Kenneth  
Hennig, Rita  
Henning, W. 'Bill'  
Herzog, Karen  
Higgins, Joan  
Hiller, Elaine  
Hogle, Bruce  
Hokanson, Jordan  
Hole, Harry  
Holinski, Troy  
Hollands, Daniel 'Dan'

Holtby, Andrea  
Holte, Warren  
Howell, Lorne  
Hughes, George  
Huising, Katherine  
Huntley, Andrew 'Andy'  
Ingram, Paul  
Ivankovich, Ivan  
Iveson, Don  
Jackson, Donald 'Don'  
Jacobs, Judith 'Judy'  
Jacobs, Lawrence  
Jacobson, Sandy  
Jarvis, William  
Jenkins, Samuel  
Jewell, Ryan  
Jewett, J. 'Hilary'  
Jobs, Timothy  
Jones, Bryn  
Jones, David  
Jones, Elaine  
Kadatz, Barbara 'Barb'  
Kallal, Rebecca  
Kapoor, Jean  
Kashuba, Scott  
Keill, Catherine  
Kickham, Michael  
King, Samantha  
Kingston, Harold  
Kiss, Jim  
Klapstein, Earl  
Klimchuk, Heather  
Kmech, Sr., Peter  
Knight, Mel  
Knowles HLM, Kenneth  
Kobie, Franklin 'Frank'  
Kolewaski, Jeannette  
Kollman, Bernadette  
Korchinsky, Ernie  
Kosak, Alvin  
Kotelko, Peter 'Bern'  
Krushell, Kimberley  
Kuhn, Dianne  
Kuhn, Ronald  
Kumpula, Bryanna  
Kunas, Harold  
Cape SW  
Kuss, Karl  
LaBossiere, Christopher  
LaFleche, A. Bryan  
Laroque, Vanessa  
Layton, Q.C., Frank  
Leavitt, Sylvan 'Ray'  
LeBlanc, Daniel  
LeLacheur, Rick  
LeLacheur, Sean  
Leschiutta, Dale  
Lewis, John 'Ken'  
Lewis, Sandra 'Sandy'  
Lipsett, Thomas 'Tom'  
Lipsett, Wayne  
Lore, Sally  
Loree, Betty  
Louis, Peggy  
MacDonald, George  
Mack, Mike  
Mackenzie, Connie  
Mackenzie, Craig  
MacLean, James 'Jamie'  
MacMillan, Blaine  
MacPherson, Irma  
Mah, Robin  
Mah Borsato, Eva

Mah, HLM, George  
Mah-Karaboff, Carolyn  
Majeski, David  
Mallon, Sharon  
Mandel, Stephen  
Marples, Kelly  
Marples, Michael 'Mike'  
Martin, Cameron  
Martinuk, Eugene 'Gene'  
Martyn, Audrey  
Martyn, John  
Maschmeyer, Douglas 'Doug'  
Maschmeyer, Evelyn 'Lloy'  
Maschmeyer, Gerald  
Matichuk, Andrew 'Andy'  
Mazankowski, HLM, Don  
McAndrews, Stewart  
McBain, Allan 'Ross'  
McBain, Neil  
McCarten, Colin  
McCauley, Kelly  
McClellan, HLM, Shirley  
McCurdy, Grant  
McDonald, Barry  
McDougall, John  
McInnis, Michael  
Meakin, Anna  
Michalchuk, Gary  
Miles, Marianne  
Miller, Gladys  
Milner, HLM, Stanley  
Milroy, William  
Modin, Nelson  
Moerkerk, Timothy  
Monk, M. Lloyd  
Montgomery, Douglas  
Moore, Janice  
Morin, Christy  
Morin, Majella  
Mytz, John  
Naidoo, Day  
Nakatsui, Greg  
Naqvi-Rota, Tina  
Naylor, Karen  
Nedelec, Greg  
Nedelec, Ronda  
Nelson, Shirley  
Newman, Clarence  
Nicholas, Christopher  
Nicoll, William 'Dave'  
Nisbett, Shane  
Norby, Reginald 'Reg'  
Nursall, Alan  
Ober, Geoffrey  
Ober, Neal  
Ohe, Mark  
Olsen, Lawrence 'Buck'  
Osborne, John  
Oshry, Councillor Michael  
Owen, William 'Bill'  
Ozdoba, Christpher  
Page, John 'Roger'  
Parker, Stephen  
Parsons, Alan  
Patel, Rishi  
Patriquin, Gordon  
Paull, Helen  
Pawelek, Rooth  
Pearse, Brian  
Pedersen, George  
Pedersen, Harry  
Pennock, D. 'Bruce'  
Perkins, Brad

Perry, Burke  
Perry, H. L. 'Len'  
Persson, Mary  
Petasky, Carrie  
Petasky, Stephen  
Peters, Marlene  
Petruk, Cheryl  
Pisani, Ray  
Plaizier, Peter 'Pete'  
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'  
Rosenberger, Rose  
Ross, Andrew  
Ruffini, Alex  
Ruth, Tom  
Rutherford, Jack  
Rutherford, Sharlene  
Sampert, Raymond 'Ray'  
Savage, Frances 'Fran'  
Schmid, HLM, Dr. Horst A.  
Schmidt, Lois  
Schneider, Cheryl  
Schneider, Wendy  
Schultz, Edward 'Ed'  
Sciur, QC, Gary  
Sebastianelli, Ricardo 'Rico'  
Semotiuk, Nick  
Sharma, Sangita  
Shaw, James 'JR'  
Sheard, Glenda  
Shenfield, Allan  
Shenfield, Kevin  
Sherback, Christopher 'Chris'  
Shinde, Sumeet  
Sidhu, Roma  
Silverstone, Peter  
Skelly, William 'Bill'  
Skoreyko, Alan  
Skoreyko, Dale  
Sleeman, Marlea  
Smalian, HLM, Ernie  
Smart, Sheldon  
Smith, Corey  
Smith, Darryl  
Smith, Leigh  
Smith Abrams, Lindsay  
Sorenson, Melanie  
Sorken, Paula  
Sprague, Donald  
Stewart, William 'Bill'  
Strain, HLM, Terry  
Symic, Ronald 'Ron'  
Szumlas, Frank 'John'  
Tadman-Kickham, Elizabeth  
Tanner, Rob  
Tardif, Rene  
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  
Urton, Craig  
Valastin, Jordan  
VanBrabant, Carlene  
Vandermeer, Cornelis 'Casey'  
Vandermeer, Gerrit 'Jerry'  
VanRiper, Sandra  
Varshney, Vinod  
Vegreville Agricultural Soc.,  
Volgistics, Volgistics  
Wachowich, Allan  
Walker, Robert 'Bob'  
Warring, Molly Anne  
Waters, Geoffrey  
Watkins, Raymond  
Watt, J. Angus  
Webb, Micheal  
Webber, Garry  
Weber, Walter  
Wegner, Shelley  
Weir, Howard  
Weir, Mahlon  
Wendling, Angela  
West, Lillian 'Lil'  
Westbury, Robert 'Bob'  
Westerner Exposition Assoc.,  
Jim White, General Manager  
Weston, Judith 'Judi'  
Whiting, Patricia 'Patty'  
Wickham, Douglas  
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, Boris  
Yaremko, Teresa  
Youck, Robert 'Ted'  
Young, QC, Eric  
Yuen, Gerald 'Gerry'  
Yurkiw, Laurence 'Larry'  
Zelenak, Michael 'Mike'  
Zilinski, Theodore 'Fred'  
Zylstra, John







# Executive Message

At the 2015 Annual General Meeting of Edmonton Northlands a strong message of financial risk and necessary change was conveyed to Shareholders. In 2016, the Annual General Meeting balanced the presentation of a new modernized and reformed Governance Model for Edmonton Northlands with the transformational Vision 2020 program that considered a future state for the existing Northlands site. After years of modeling, financial analysis, and planning the reality of a new world-class sport and entertainment arena in downtown Edmonton is now a reality. With the opening of the new downtown arena Edmonton has taken a positive step forward in transforming the city centre, however; the models and concerns that have been expressed by Northlands have become a reality.

With the loss of approximately \$9 million in annual earnings from the Northlands Coliseum the existing business model for Northlands is no longer sustainable. Northlands has been working closely with the City of Edmonton to advance the concepts considered within Vision 2020, however, this process takes time, and time is the single greatest barrier to the future success of Northlands. As a part of the six-point motion passed by Edmonton City Council on September 6, 2016, Northlands must provide a sustainable business model by June 30, 2017 for Council's review.

Clearly, 2016 was the beginning of necessary change for Northlands. A new race track was announced on the south side of the city; Rogers Place opened downtown; the Canadian Finals Rodeo came within inches of moving to Saskatchewan; and Northlands was faced with making some of the most difficult staffing decisions in recent history.

With a focus on change, Northlands reinforced its role as a community leader acting as shelter for thousands of displaced Albertans affected by the Fort McMurray wildfires. In a matter of hours, the Northlands staff and volunteers rallied to meet the needs of our neighbours and became a place of comfort, support and safety and the heart of the relief effort for the largest disaster in Canadian history. The annual summer fair, K-Days, once again thrilled the community with the largest and most historic summer festival in our City. Farmfair International proved agriculture is alive and well with record attendee numbers amongst the international buyers program. This program directly supports the expanded marketplace for our producers. Across the pedway, the Canadian Finals Rodeo (CFR) garnered much media attention. The annual event is the single largest annual tourism economic driver in the City of Edmonton and it was a pleasure to announce that we found a way to keep the CFR at home for the next two years.


If ever there was a time to be wrong it was in the modeling of life at Northlands after the opening of the downtown arena. As shared with City Council on March 15, 2016 Northlands found itself in a precarious position in 2016. With limited financial resources and restrictions put in place by the terms of the Master Agreement with the City of Edmonton and the current Lease Agreement any future advancement would need a collaborative effort between Mayor and Council and the Northlands Board of Directors.

The cost of maintaining the current 160-acre site at Northlands is an average of more than \$300,000 per month. This is more than \$10,000 dollars of Northlands funds being used to manage civic assets each day; this is obviously an unsustainable option. With the City of Edmonton currently providing zero dollars in annual support funding to Northlands the Board of Directors recognized the time for change is now, and change must be significant.

If 2015 was a year of understanding, and 2016 was a year of vision, 2017 must be a year of action if Northlands is going to find a position of sustainability. With a foundation in Agriculture, Events and Volunteerism it is the position of the Board of Directors that the future of Northlands is rooted in the experiences of our past. This is the time for Northlands, our neighbours and our community partners to embrace what the future has in store and realize that together, we will see the vision become a reality for Northlands.



Tim Reid,  
President & CEO



Geoff Oberg,  
Chair of the Board



# Volunteer Board of Directors



Geoffrey Oberg  
Chair



Burke Perry  
First Vice-Chair



Stephen Parker  
Second Vice-Chair



Gordon Wilson  
Chair, Board of  
Governors



Mayor Don Iveson  
City Appointee



Councillor  
Tony Caterina  
City Appointee



Councillor  
Michael Oshry  
City Appointee



Nicole Goehring  
Provincial  
Appointee



Geraldine Bidulock



Robin Cumine



Lynn Faulder



Laura Gadowsky



Jackie Rae  
Greening



Earl Klapstein



David Majeski



Christy Morin



Cheryl Petruk



Peter Silverstone



Jennifer Wood



# Board of Governors



Jerry  
Bouma



Dale  
Cole



Randy  
Garvey



W.J.M. (Bill)  
Henning



Warren  
Holte



Andrew  
Huntley



Don F.  
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



# Our Volunteers

"Clarke, C.M.", Donald, SH  
Abbott-Stein, Lorraine  
Abdikadir, Ahmed  
Abdu, Amani, SH  
Abdulkadir, Kuburat  
Abel, Bradley, SH  
Acker, Elizabeth  
Acker, Robert 'Bob'  
Adams, Janet 'Lynn', SH  
Addorisio, Rose  
Addus, Adila  
Adolf, Elizabeth  
Agard, Jocelyn  
Aggarwal, Aditya  
Aitkin, Susan  
Akpoghomeh, Oshone  
Akpoghomeh, Osikemehai  
Alabour, Moe  
Alconcel, Edley Joyce  
Alexandre, Aureile  
Alexis, Cameron 'Cam', SH  
Ali, Hasra  
Alleman, Selma  
Alvarado, Nanjai  
Anderson, HLM, James, SH  
Andreeff, Georgina  
Andrews, Brooke, SH  
Andrews, Chad  
Andrews, Deborah  
Andrews, Lorri  
Andrews, Wendy, SH  
Andruik, Cindy  
Anna, Chloe  
Anna, Patrick  
Anna, Vivian  
Aquin, Sheena  
Ardiel, Linda  
Arenna, Arenna  
Armstrong, Bernice  
Armstrong, Beverley 'Bev', SH  
Ashbacher, Wendy  
Asquin, Vernon  
Asselstine, Eileen  
Aubichon, Edith  
Bagshaw, William 'Bill', SH  
Bahuguna, Ama  
Baker, Steve, SH  
Bakke, Jodi, SH  
Bakker, Pamela 'Pam', SH  
Ball, T. Raymond, SH  
Ball, Victoria 'Vicki',  
Balon, Dianne, SH  
Bamba, Lemuel Angelo,  
Banas, Wanda,  
Banister, Linda, SH  
Bannard, Bruce, SH  
Baquiran, Hershey Sheene  
Baquiran, Lorelei  
Barabat, Eliana  
Barahona, Israel  
Barkhouse, Margaret  
Baronasky, Katherine  
Baster, Annette  
Bate, Val  
Battjes, Ben, SH  
Batty, Jane, SH  
Batty, Judith 'Judy', SH  
Bavato, Dennis  
Bavato, Harry

Bearht, Tammy, SH  
Beauchamp, Gerard  
Beauchamp, Victoria  
Becker, Bart, SH  
Beland-Quest, Fiona, SH  
Belanger, Dale  
Belanger, Dennis  
Belcourt, Virginia  
Belsher, Ricky  
Benbow, Lloyd, SH  
Bencharsky, Natalia, SH  
Bennett, Gary, SH  
Benson, Ashley  
Bentley, David 'Bruce', SH  
Benzo, Oscar  
Bergum, Berneda  
Berkholtz, Ashley  
Berrington, Bobbi  
Best, Lyle, SH  
Bevilacqua, Peter, SH  
Bezaire, Elizabeth  
Bhardwaj, Naresh, SH  
Bhat, Rakesh  
Bidlock, R. 'Peter', SH  
Bidulock, Geraldine, SH  
Bienert, Douglas 'Doug', SH  
Bienert, Helen Jody  
Bilger, Deb  
Bindiganavily, Rachana  
Bissett, William 'Bill', SH  
Black, Meghan  
Blake-Leavitt, Daphne  
Blanes, Milena  
Block, Raymond, SH  
Blumentrath, Ursula  
Bodell, Florence 'Flossie', SH  
Bodell, Laura, SH  
Bodell, Lorne, SH  
Bodnar, Gloria  
Bohm-Meyer, Bea, SH  
Boissonnault, Randy, SH  
Boivin, Gilles  
Boivin, Rolane, Deceased  
Bokenfohr, Lawrence  
Bolton, Kathleen  
Boraas, Norma  
Borle, Joanne  
Boston, Tim, SH  
Bouma, Gerben 'Jerry', SH  
Bourcier, Laurie  
Boychuk, Betty  
Bradley, Loveth  
Brassard, Carol  
Brayford, Allan  
Brechin, Beverley  
Brewka, Dirk  
Brewka, Sharon  
Brickner, Diane, SH  
Brietzke, Thurman  
Brooks, Ray  
Brown, Brian  
Brown, Douglas  
Brown, Joan  
Brown, Mikaela  
Brown, Ross, SH  
Brown, Teresa, SH  
Brown, Vera  
Brownlee, Jeannette  
Bruce, Peggy

Buchanan, Donald, SH  
Buddle, Harry, SH  
Budlong, Allan  
Burak, Nicholas, SH  
Burden, Richard, SH  
Burger, Julie  
Burke, James  
Burns, Donald 'Don', SH  
Burns, Terry  
Burns, Valerie  
Burwash, Florence  
Buskalowa, Divikshay  
Buskalowa, Ramprakash  
Butler, George, SH  
Butler, Patricia 'Pat', SH  
Butler, William, SH  
Butti, Olivia, SH  
Buxton, Jean  
Byers, Richard, SH  
Bylholt, Brandon  
Cairns, Jerri, SH  
Calkins, Theresia  
Cameron, Sherrie  
Campbell, Aileen, SH  
Campbell, Colin, SH  
Campbell, Gary, SH  
Campbell, R. 'Jim', SH  
Camrose Regional  
Exhibition, SH  
Canto Ellis, Amelia, SH  
Cantwell, Julianna, SH  
Cao, Victoria  
Caouette, Alice  
Cape SW, SH  
Carbone, Mariesa, SH  
Carlson, Laura  
Carlson, Ruth  
Carlyle, Art, SH  
Carnes, Marc, SH  
Carstairs, Cindy, SH  
Carstairs, Gail  
Carstairs, Kristy  
Carter, Doug  
Carter, Richard 'Rick', SH  
Castro, James  
Castro, Rhoense  
Castro, Thricia  
Caterina, Antonio 'Tony', SH  
Cavanagh, HLM, June, SH  
Cavanagh, Terrence 'Terry', SH  
Chalmers, Karen, SH  
Chan, Bernard  
Chartier, Doreen  
Chau, Germaine  
Chavarro, Yaneth  
Chen, Feng  
Chen, Rilin  
Cheng, Yongju  
Cherneskey, KOJ,  
Sir Russell, SH  
Cherney, Dan, SH  
Chin, Asim  
Chitze, Laura  
Chmilar, Larry  
Chmiliar, Leigha  
Cholak, Carrie  
Cholak, Elly  
Cholak, Francis 'Frank', SH  
Cholak, Francis, SH  
Chomiak, John, SH  
Chopp, Doreen  
Chornoluk, Richard, SH  
Chovanec, Minnie  
Chow, Rosie  
Chriest, Jean, SH

Christiansen, Donald, SH  
Christy, Hana  
Chubey, Elizabeth  
Churchill, Craig  
Clark, Melvin  
Clarke-Hepburn, Cydney  
Clarke, C.M., Donald, SH  
Clarke, Elizabeth  
Clarke, Norma  
Clarke, Susie  
Cli, Christopher  
Clipperton, Donald, SH  
Clipperton, Karen, SH  
Coatta, Donna-Rae  
Cochrane, Raeanna  
Cole, Dale, SH  
Collens, Patricia  
Collins, Darlene  
Collins, Leilani  
Comer, David  
Comer, Eve  
Common, Kenneth  
Connelly, Gerald 'Gerry', SH  
Cook, Angelina  
Cook, Cory  
Cook, Linda, SH  
Cope, Sheldon  
Copeland, Eleanor  
Copeland, James  
Cormier, Sherry  
Costley, Joyce  
Crane, Erin  
Crnovic, Timothy  
Crocker, Harmony  
Crocker, Jennifer  
Crocker, Marcel  
Crocker, Victoria  
Cruz, Itzel  
Cruz, Kathleen  
Csorba, Emerson, SH  
Cumine, Robin, SH  
Cumming, James, SH  
Cunningham, Kenneth  
Cunningham, William  
D'Agnone, Shannon  
Dabutha, Tshoganetso  
Dalling, Thomas  
Daniel, Donna  
Dao, Anne  
Davidson, Heather, SH  
Davies, Kenneth 'Ken', SH  
Davies, Trevor, SH  
Davison, Linda, SH  
Day, Courtney, SH  
Dayman, Robert  
Dayman, Sheila  
de Champlain, Patricia  
de Champlain, Remi  
de Leon, Leticia  
de Rappard, George, SH  
Dean, Lisa  
Dean, Maureen, SH  
Dean, William  
Debolt, Deborah  
Dechaine, Alfred  
Decouteau, Alexandra  
Deeks, Gordon, SH  
Deen, Shirley  
Delorme, Yvonne  
Delos Santos, Gwyneth Anne  
Delos Santos, Suzanne  
deMilliano, Emile, SH  
Derenowsky, Mike  
Des Jardine, Wanda  
Desaulniers, Noella

Detkov, Roman  
Devine, Kamron, SH  
Dhar, Sameer, SH  
Dibben, Dwight, SH  
Dick, Margaret  
Dieno, JoAnne  
Differenz, Virginia, SH  
Dillon, Nancy Lynn  
Dionne, Odette  
Diotte, Kerry, SH  
Dixon, Barbara 'Barb', SH  
Dodd, Gord  
Dodd, Linda  
Dolynchuk, Lawrence  
Donaldson, David  
Dong, Jufang  
Doolittle, Douglas, SH  
Dostyar, Diana  
Dowie, Rosemarie  
Drouin, Jenny  
Du, Janna  
Duban, Sylvia  
Dufresne, Cecile  
Dufresne, Kenneth  
Dugas, Leger  
Dugas, Rose  
Duggan, Neil, SH  
Dugo, Kisis  
Dunford, Darren  
Dunk, Elton, SH  
Dunn, Vonda  
Dunnigan, Patrick  
Duong, Hung  
Durie, Breanne  
Dyer, Ralph  
Dzafovic, Indira  
Edwards, Chris  
EEDC, SH  
Eigner, Carol  
Elhenewy, Khaled  
Elliott, Trevor  
Elliott, Margaret 'Marg', SH  
Enskat, Gisela  
Erker, Dennis, SH  
Espejo, Elizabeth  
Ethier, Romeo  
Evans, Ivy  
Ewanchuk, Marie  
Ewanchuk, Nick  
Fabian, Andras  
Falkenberg, Aaron, SH  
Fanaeian, Olivia  
Farbrother, Simon  
Farnell, Thomas 'Tom', SH  
Farquharson, Stephanie  
Faryna, Catherine  
Fast, Nicole  
Faulder, Lynn, SH  
Fedorchuk, Laurie  
Fedoretz, Steve, SH  
Fedoruk, Donna  
Felker, Merranda  
Fenske, Jaquie  
Fenton, Al  
Fenton, Gail  
Fenton, Loren  
Fenton, Will  
Ferguson, Angela, SH  
Ferguson, Bradley, SH  
Ferguson, Corinne, SH  
Ferguson, Megan  
Fernandes, Trudy  
Fernandez, Robert, SH  
Fetter, Jacqueline 'Jackie', SH  
Few, Barbara

Few, Murray  
Fiddler, Debra  
Filson, Ellen  
Fischer, Robert 'Butch', SH  
Fisk, Jennifer, SH  
Flores, Abner  
Flores, Joseph  
Flueck, Estela  
Fong, Jason  
Forbes, Norman 'Muggsy', SH  
Forst, Alana  
Fortier, Patrick  
Fossum, Sharilee, SH  
Fowler, Sherry  
Francis, John 'Jack', SH  
Francis, Kathelin  
Fraser, Andy, SH  
Fraser, Brett, SH  
Fremmerlid, Paint  
Friesen, Dwayne, SH  
Fritz, Francesca  
Fritz, Ingeborg, SH  
Froese, Aron, SH  
Fuhr, Gordon, SH  
Fuller, Mark, SH  
Fung, William  
Funnell, Ronald, SH  
Furi, Cheyenne  
Gadowsky, Alisdair  
Gadowsky, Laura, SH  
Galic, CarrieAnn  
Galliford, Shirley  
Gallotti, Tom  
Gardner, Brendalee  
Garvey, Randell 'Randy', SH  
Gauchier, Tyler  
Gauthier, Lisa  
Gee, Kaitlyn  
Gee, May  
Gehlert, Kari  
Gehlert, Lorne  
Gerdes, Brian, SH  
Gibbon, Robert 'Bob', SH  
Gibbons, Edward, SH  
Gibson, Maryanne  
Gijiu, Mihai  
Gill, Imran, SH  
Gill, Rohit  
Gillespie, Reginald  
Glessman, Darlene  
Goggin, Stephen, SH  
Goltz, Donald  
Gonzalez Zarate, David  
Goor, Jonathan, SH  
Gordeyko, Bernice, SH  
Gordulic, Christine  
Gotaas, Barbara  
Gouchey, Rebecca  
Gould, Laurie  
Goutier, Denis  
Gracias, Glyn  
Graham, Laurel  
Graham, Stephen 'Steve', SH  
Grant, Debbie  
Gratton, Rodger  
Gray, Devin, SH  
Gray, Dinah, SH  
Green, Angela  
Green, Emily  
Green, Susan, SH  
Greening, Jackie Rae, SH  
Gregg, Dorothy, SH  
Grieco, Timothy  
Groch, Emilian, SH  
Groeneveld, Gaylene





Grotkowski, Lawrence  
Grundberg, Arlo  
Grunsky , Robin  
Guan, Danna  
Gunderson, Amber  
Gunderson, Autumn  
Gunderson, Brooklyn  
Gunderson, Vince  
Guo, Eddie  
Gushaty, George  
Haggerty, Corinne  
Haley, Jeff, SH  
Hall, Shelly  
Hamilton, Donald, SH  
Hamilton, Larry  
Harricharran, Tisha  
Hart, Sienna  
Hartfield, Emmett, SH  
Hartman, Connie  
Harvey, John  
Harvey, Reece  
Hassan, Amal  
Hassel, Robert, SH  
Haswell, Jeff  
Haudenschild, June  
Haudenschild, Robert  
Haugen, Betty, SH  
Haunholter, Alyssa, SH  
Hawkins, James  
Hayes, Louise, SH  
Hayne, Makenzie  
Hayne, Taylor  
Heartwell , Kerrie  
Heemeryck, Nastasia  
Heintz, Kenneth, SH  
Henderson, Barbara  
Henderson, Jean  
Henderson, Michelle  
Hennig, Rita, SH  
Henning, W. 'Bill', SH  
Henry-Stephens, Pauline  
Herbert, Lorina  
Hermary, Dorothy  
Hermary, Emmily  
Hermary, Justin  
Herzog, Karen, SH  
Hicks, Janice  
Higgins, Joan, SH  
High, Daniel  
Hiller, Elaine, SH  
Hiller, Lois  
Hilts-Schlodder, Darlene  
Hnidan, Roy  
Hoffe, Gerald  
Hoffman, Dolores  
Hogle, Bruce, SH  
Hokanson, Jordan, SH  
Hole, Harry, SH  
Holinski, Troy, SH  
Hollands, Daniel 'Dan', SH  
Holman, Ken  
Holtby, Andrea, SH

Holte, Warren, SH  
Holub, Gordon  
Hoover, Azucena  
Hoover, Douglas  
Howell, Lorne, SH  
Hryciuk, Jessica  
Hrynchuk, Penny  
Huculak, Mike  
Hudson, Danielle  
Hughes, George, SH  
Hui, Jackie  
Huising, Katherine, SH  
Hume, Darren  
Huntley, Andrew 'Andy', SH  
Hussain, Adeel  
Hutchings, Charles  
Hutchings, Faye  
Hutchings, Janet  
Huynh, Alice  
Huynh, Lan  
Ingram, Paul, SH  
Ivankovich, Ivan, SH  
Iveson, Don, SH  
Jackson, Donald 'Don', SH  
Jacobs, Judith 'Judy', SH  
Jacobs, Judith, SH  
Jacobs, Lawrence, SH  
Jacobson, Sandy, SH  
James, Kerry  
Jamieson, Dorianne  
Janamanchi, Sai Pavan  
Janiten, Heather  
Jarvis, William, SH  
Jenkins, Samuel, SH  
Jewell, Ryan, SH  
Jewett, J. 'Hilary', SH  
Jobs, Timothy, SH  
Johnson, Cassidy  
Johnston, Roselyn  
Johnston, Wade  
Jones , Jean  
Jones, Angela  
Jones, Bryn, SH  
Jones, David, SH  
Jones, Elaine, SH  
Juhaszi, Brandon  
Kadatz, Barbara 'Barb', SH  
Kallal, Rebecca, SH  
Kaminesky, Lillian  
Kampjes, Cathy  
Kapoor, Jean, SH  
Karbonik, Carol  
Karbonik, George  
Kashuba, Scott, SH  
Kassian, Rebecca  
Kassian, Sarah  
Katekesha, Dan  
Kaushik, Skanda  
Kay, Donald  
Kearl, Sharon  
Keefe, Dennis  
Keefe, Makenna  
Kehl, Walter  
Keill, Catherine, SH  
Keller, Deborah  
Kellington, Tracy  
Kelly, George  
Kendall, Bonnie  
Kendall, Ruth  
Kennedy, Lois  
Kenyon, Anita  
Kerr, Irene  
Kerr, Kenneth  
Kerr, Teresa  
Kerwin, Taylor

Khanna, Parul  
Kickham, Michael, SH  
Kim, Ki-Hoon  
Kim, Yujung  
King, Richard  
King, Samantha, SH  
Kingston, Harold, SH  
Kisilevich, Betty  
Kisilevich, Orest  
Kiss, Jim, SH  
Kiziak, Gary  
Klapstein, Earl, SH  
Klein, Sandy  
Klimchuk, Heather, SH  
Kmech, Sr., Peter, SH  
Kneller, Tammy  
Knight, Mel, SH  
Knott, Kelsey  
Knowles HLM, Kenneth, SH  
Kobie, Franklin 'Frank', SH  
Kokotilo, Louise  
Kolewaski, Jeannette, SH  
Kollman, Bernadette, SH  
Kolmas, Janice  
Kolmas, June  
Kolstad, Clayton  
Komirenko, Zoia  
Korchinsky, Ernie, SH  
Kosak, Alvin, SH  
Kosterman, Robert  
Kotelko, Peter 'Bern', SH  
Kotylak, Brenda  
Kozak, Jean  
Kozak, Peter  
Kraychy, Patricia  
Krupp, Judith  
Krushell, Kimberley, SH  
Krystyniak, Jennifer  
Ku, John  
Kuethe, Janice  
Kuhn, Dianne, SH  
Kuhn, Ronald, SH  
Kumpula, Bryanna, SH  
Kunas, Harold, SH  
Kurylo, Michael  
Kushak, Linda  
Kuss, Karl, SH  
Kustov, Timur  
L'heureux, Kat 'Hoyden'  
Labelle, Cody  
LaBossiere, Christopher, SH  
Lacon, Bruce  
Lacusta, Lisa  
LaFleche, A. Bryan, SH  
Laliberte, Mary  
Lam, Allan  
Lam, Anthony  
Lamba, Tejinder  
Laroque, Vanessa, SH  
Lartey, Elizabeth  
Laskey, Nancy  
Lastiwnka, Sandra  
Latham, Jayleen  
Latham, Linda  
Lau, Chester  
Lawlor, Tessa  
Lawrence, David  
Lawrence, Vicki  
Layton, Q.C., Frank, SH  
Le, Chau  
Le, Hanah  
Leavitt, Ray, SH  
Leavitt, Sylvan 'Ray', SH  
LeBlanc, Corey  
LeBlanc, Daniel, SH

LeBlanc, Daniel, SH  
Lebrun, Shayna  
Lee, Al  
Lee, Vincent  
Lehodey, François  
LeLacheur, Rick, SH  
LeLacheur, Sean, SH  
Lemay, Lucas  
Lembagusala, Francois  
Leong, Mui Chain  
Leong, Yoke  
Leschiutta, Dale, SH  
Leskiw, Raeanne  
Letto, Cassandra  
Lewis, John 'Ken', SH  
Lewis, Maria  
Lewis, Sandra 'Sandy', SH  
Li, Huachao  
Li, Xiaoyi  
Liceralde, Pelita  
Lictao, Florita  
Lim, Elen  
Lin, Rui  
Linklater, Frances  
Lipon, Delores  
Lipon, William  
Lipsett, Thomas 'Tom', SH  
Lipsett, Wayne, SH  
Lischewski, Anita  
Litke, Rebecca  
Livingstone, Jaymee  
Livingstone, Sidney  
Logan, Richard  
Lopez, Francis  
Lore, Sally, SH  
Loree, Betty, SH  
Losty, Cherie  
Louis, Peggy, SH  
Lovas, Joan  
Lovig, Frieda  
Lovig, Grant  
Loyek, Lawrence  
Luchak, Alexander  
Luchak, Susan  
Luo, Zheng  
Luoma, Hilikka  
Lupien, Brenda  
Lupul, Allen  
Lupul, Julie  
Lutz, Adele  
Lutz, Caleb  
Lutz, Katherine  
Lutz, Sophia  
MacDonald, George, SH  
MacDougall, Alease  
MacIntyre , Gordon  
Mack, Mike, SH  
Mackell, Janet  
Mackenzie, Connie, SH  
Mackenzie, Craig, SH  
Maclean, Ashley  
MacLean, James 'Jamie', SH  
MacMillan, Blaine, SH  
MacPherson, Irma, SH  
Mah Borsato, Eva, SH  
Mah-Karaboff, Carolyn, SH  
Mah, Benjamin  
Mah, Bucky  
Mah, HLM, George, SH  
Mah, Robin, SH  
Mahal, Habba  
Mai, Lisi  
Maillet, Tyler  
Majcher, Bernice  
Majeski, David, SH

Majeski, McKayla  
Makuch, Barb  
Male, Mack  
Malki, Ghizlane  
Mallon, Sharon, SH  
Malone, Ashton  
Malone, Charity  
Malone, Daniel  
Mandel, Stephen, SH  
Maniema Mpongo, Prospere  
Mann, Karen  
Maraweera, Shainika  
Marples, Kelly, SH  
Marples, Michael 'Mike', SH  
Marsh, Nadia  
Marshall, Olive  
Martin, Cameron, SH  
Martin, Lauren  
Martin, Patricia  
Martin, Shivon  
Martinuk, Eugene 'Gene', SH  
Martire, June  
Martyn, Audrey, SH  
Martyn, John, SH  
Maruschuk, Mike  
Marzian, David  
Maschmeyer, Douglas  
'Doug', SH  
Maschmeyer, Evelyn 'Lloy', SH  
Maschmeyer, Gerald, SH  
Maschmeyer, Lloy, SH  
Maskaluk, Joyce  
Mason, Bob  
Masters, Barbara  
Matan, Shirley  
Mathew, Sajju  
Maticchuk, Andrew 'Andy', SH  
Matsuba, Ronald  
Mattingsley, Cathie  
Mawji, Ashif  
May, Christine  
Mazankowski, HLM, Don, SH  
Mbithe, Stephanie  
McAndrews, Stewart, SH  
McBain, Allan 'Ross', SH  
McBain, Mark  
McBain, Neil, SH  
McCarten, Colin, SH  
McCauley, Kelly, SH  
McClellan, HLM, Shirley, SH  
McCurdy, Grant, SH  
McDonald, Barry, SH  
McDougall, John, SH  
McGhan, Marilyn  
McInnis, Michael, SH  
McKee, Dawna  
McKenney, Blair  
McKinnon, Allen  
McLean, Brittnae  
McLean, Thomas  
McLeod, Ralphina  
McMurrer, Emily  
Mcouat, Donald  
Meakin, Anna, SH  
Medina, Enrico  
Meiers, Mark  
Melnichuk, Alanna  
Mercer, Doris  
Mercier, Jane  
Merda, Hayat  
Meroniuk, Lorraine  
Michalchuk, Gary, SH  
Michalenko, Marjorie  
Michaud, Joan  
Middleton, Victoria

Miles, Marianne, SH  
Miller, Gladys, SH  
Miller, Janice  
Milligan, John  
Milligan, Sean  
Milner, HLM, Stanley, SH  
Milroy, William, SH  
Minde, Karen  
Miranda, Marinda  
Mitchell, William  
Mittelstadt, Lovella  
Modin, Nelson, SH  
Moerkerk, Timothy, SH  
Moffatt, Sharon  
Mohan, Neethu  
Mohar, Raminder  
Mok, Paul  
Mok, Veronica  
Molden, Judi  
Molloy, Donna  
Money, Glenda  
Monk, M. Lloyd, SH  
Monteith, Bryce  
Montgomery, Douglas, SH  
Montojo, Moisselle  
Moore, Janice, SH  
Moorey, Brady  
Morey, Casey  
Morin, Christy, SH  
Morin, Majella, SH  
Morin, Paris  
Morrison, Grace  
Morrisey, Jane  
Moser, Charles  
Moser, Lynne  
Moster, Megan  
Mowat, Dave  
Moyes, Susan  
Moyes, William  
Mulcair, John  
Munar, Angelica  
Murray, Karyn  
Murray, Liam  
Murray, Nicole  
Mutize, Natasha Chido  
Mutuganui, Justin  
Myck, Brad  
Mytz, John, SH  
N'goran, Koffi  
Nadeau, Marla  
Naidoo, Day, SH  
Nairn, Michelle  
Nakatsui, Greg, SH  
Naqvi-Rota, Tina, SH  
Nay, Tammy  
Naylor, Karen, SH  
Nedelec, Greg, SH  
Nedelec, Ronda, SH  
Nelson, Shirley, SH  
Nestor, Misty  
Newcombe, Barry  
Newman, Clarence, SH  
Ng, Yiu Wa  
Ngo, Tuan  
Ngo, Tuyet  
Nguyen, Bach-Tuyet  
Nguyen, Kim  
Nguyen, Peter  
Nicholas, Christopher, SH  
Nicol, Marlene, Deceased  
Nicol, William 'Dave', SH  
Nieberding, Carl  
Niehaus, Lorne  
Niehaus, Margaret  
Nielsen, Teresa

Nisbett, Shane, SH  
Nolette, Dianne  
Nolette, Roland  
Nonay, David  
Nonay, Wanda  
Norby, Reginald 'Reg', SH  
Normandeau, Victoria  
Nott, Ethan  
Nott, Joshua  
Nott, Kenneth  
Nott, Nicole  
Nowicki, Judith  
Nowicki, Walter  
Nugent, Sarah  
Nursall, Alan, SH  
O'Donnell, Corissa  
Oberg, Geoffrey, SH  
Oberg, Neal, SH  
Oberik, Doreen  
Obiero, Antoninah  
Odugbemi, Tofunmi  
Ofori, Stephen  
Ohe, Mark, SH  
Ohlmann, Leonard  
Ohlmann, Lynn  
Ohlmann, Sherry  
Oko, Karen  
Oliva, Candice Joy  
Oliva, Patricia Jule  
Oliva, Sonia  
Olofintila, Adebukola  
Olsen, Lawrence 'Buck', SH  
Onyschuk, Teresa  
Oram, Wanda  
Osborne, John, SH  
Oshry, Councillor Michael, SH  
Ostapchuk, Gordon  
Ostapchuk, Marion  
Ottewell, John  
Owen, Marion  
Owen, William 'Bill', SH  
Ozdoba, Christpher, SH  
Ozubko, Betty  
Pagarigan, Ahron  
Pagarigan, Hedrian Ivan  
Pagarigan, Kean  
Page, John 'Roger', SH  
Page, Roger, SH  
Paisley, Loretta  
Palace, Nathan  
Palahniuk, Patricia  
Paly, Clarence  
Panchyshyn, Derek  
Pang, Francis  
Paredes-Martinez, Karla  
Parish, Kamley  
Park, Diana  
Parker, Stephen, SH  
Parsons, Alan, SH  
Parsons, Carol  
Parsons, Marilyn  
Pasioka, Cheryl  
Patel, Rishi, SH  
Patriquin, Gordon, SH  
Patton, Penny  
Paull, Helen, SH  
Pawelek, Rooth, SH  
Pawl, Lois  
Payne, Karen  
Pearse, Brian, SH  
Pearse, Dorene  
Pearson, Duncan  
Peden, Ian  
Pedersen, George, SH  
Pedersen, Harry, SH

Pedersen, Samantha  
Pedwerbeski, Ollie  
Pegg, Dave  
Pelc, Gabriela  
Pelletier, Kayla  
Pennock, D. 'Bruce', SH  
Perkins, Brad, SH  
Perry, Burke, SH  
Perry, H. L. 'Len', SH  
Persson, Mary, SH  
Petasky, Carrie, SH  
Petasky, Stephen, SH  
Peters, John  
Peters, Marlene, SH  
Petherbridge, Josephine  
Petherbridge, Wayne  
Petruk, Cheryl, SH  
Phan, Binh  
Phee, Lindsay  
Pietsch, Edwin  
Pietsch, Leona  
Piggott, Denika  
Pillott, Krystene  
Pineda, Samuel  
Piper, Roxanne  
Pisani, Ray, SH  
Pittman, Jamie-Rae  
Plaizier, Peter 'Pete', SH, SH  
Playdon, Katherine 'Kathy'  
Plunkie, Irene  
Pollock, Sheila  
Polson, Erin  
Pon, Allan  
Poon, Cathy  
Pope, Kelly  
Pope, Shaun  
Posadas, Rowena  
Posteraro, Sue  
Posthuma, Elaine  
Posthuma, John  
Potiuk, Alexandra  
Potiuk, Darren  
Potiuk, Natasha  
Potiuk, Savannah  
Pottruff, Eda  
Potts, Kelsey  
Powers, Joan  
Prefontaine, Bernie  
Prefontaine, Colleen, SH  
Prefontaine, Colleen, SH  
Prestage, Robert 'Bob', SH  
Preston, Michael Wayne  
Price, James  
Primeau, Barbara  
Prokop, Garry  
Prokop, Leona  
Puchyr, Wesley  
Pullishy, Roger  
Pullishy, Sonia  
Purdy, William 'Bill', SH  
Purschke, Eileen





Pysh, Diane  
Qian, Zhiyao  
Qiu, Yvonne  
Quaife, Sharon  
Quarrie, Kelson, SH  
Quest, Dave, SH  
Rach, Colby  
Radies, Tayler  
Radwan, Lamis  
Rajewski, Gordon, SH  
Ramage, Melanie  
Rambadhan, Zobeda  
Ramsay, Christie  
Ramsey, John, SH  
Rancier, Garth  
Raposo, Claudia  
Rasmussen, Annie  
Ray, Lindsay  
Raymundo, Aliya Denise  
Raza, Affaf  
Reaville, Audrey  
Reaville, Royal  
Regnier, Kyle  
Reid, Dylan  
Reid, Ed  
Reid, Greg  
Reid, Shelley  
Reith, Katherine  
Renauld, Yvette  
Reppert, Janice 'Jan'  
Reynolds, Valerie  
Rhodes, Len, SH  
Richards, Jade  
Riggan, Jennifer  
Ritchie, Gloria  
Roadhouse, Katie  
Robertson, Michelle  
Robinson, Angele  
Robinson, Claire  
Robinson, Jeffrey 'Jeff', SH  
Roeleveld, Valerie  
Roersma, Anneke  
Roersma, Carter  
Roersma, Darlene  
Roersma, Jordan  
Roersma, Kylie  
Roeske, Murray, SH  
Rogucki, Louise  
Rogucki, Terry  
Rolof, Connie  
Rolof, Glayne  
Roma, Michael, SH  
Romanchuk, Shirley  
Romanyshyn, Peter  
Ronaldson, David 'Dave', SH  
Rong, Teng  
Rookes, Dave  
Rosenberger, Rose, SH  
Ross, Andrew, SH  
Ross, Cheryl  
Round, Chandra  
Routledge, Lindsey  
Ruecker, Roberta  
Ruffini, Alex, SH  
Ruth, Tom, SH  
Rutherford, Jack, SH  
Rutherford, Sharlene, SH  
Rykova, Kate  
Saive, Betty  
Sakai, Ayumi  
Saldivar, Wade  
Salman, Marwa  
Sampert, Raymond 'Ray', SH  
Sanders, Doris  
Sanderson, Dylan

Sanderson, Melissa  
Santos, Diane Marie  
Santos, Tombe  
Saroukian, Celine  
Savage, Frances 'Fran', SH  
Schafers, Clayton  
Scheelar, Loretta  
Schlodder, Harold  
Schmermund, Donnie  
Schmermund, Norm  
Schmid, HLM, Dr. Horst A. , SH  
Schmidt, Amanda  
Schmidt, Lois, SH  
Schneider, Braydon  
Schneider, Cheryl, SH  
Schneider, Emily  
Schneider, Makenna  
Schneider, Nicole  
Schneider, Robert 'Bob'  
Schneider, Wendy, SH  
Schultz, Edward 'Ed', SH  
Schultz, Yolanda  
Schur, Alexandra 'Sandy'  
Schur, David 'Dave'  
Schwark, Jewell  
Sciur, QC, Gary, SH  
Sebastianelli, Ricardo  
'Rico', SH  
Segin, Margaret  
Sellick, Linda  
Semenko, Oleksandra  
Semotiuk, Nick, SH  
Seutter, Jennifer  
Shaik, Mohammed Aqeel  
Shamchuk, Lisa  
Shandal, Monica  
Shanley, Catherine 'Cathy'  
Shanlly, Joshua  
Shanlly, Michael  
Shanlly, Sophia  
Shantz, Cristina  
Shapka, Elizabeth  
Sharma, Sangita, SH  
Sharman, Paul  
Shaw, James 'JR', SH  
Shaw, Jason  
Sheard, Glenda, SH  
Shenfield, Allan, SH  
Shenfield, Kevin, SH  
Sherback, Christopher  
'Chris', SH  
Shi, Meng  
Shih, Luc  
Shinde, Sumeet, SH  
Shinkewski, Patsy  
Shirvell, Linda  
Shologan, Mark  
Shustov, Iryna  
Shustov, Marlen  
Sibbald, Bernard  
Sidhu, Roma, SH  
Sieben, Brian  
Silverstone, Peter, SH  
Simmons, Audrey, Deceased  
Simnovec, Kris  
Singh, Sunita  
Skarsen, Moreen  
Skeels, James  
Skelly, William 'Bill', SH  
Skogstad, Ian  
Skoreyko, Alan, SH  
Skoreyko, Dale, SH  
Skuba, Helen  
Slagman, Kimberly  
Sleeman, Marlea, SH

Slugoski, Helen  
Slugoski, Vincent  
Sluzar, Ollie  
Smalian, HLM, Ernie, SH  
Smart, Else  
Smart, Sheldon, SH  
Smart, Valerie  
Smiley, Taina  
Smith Abrams, Lindsay, SH  
Smith, Corey, SH  
Smith, Darryl, SH  
Smith, Gordon  
Smith, Leigh, SH  
Smith, MacKenzie  
Smith, Mary  
Smith, Ronna  
Smith, Sarah  
Smith, Shelley  
Sneddon, Carl  
Snow, Roxane  
So, Kelsey  
So, Megan  
So, Pauline  
Sodoghi, Arina  
Somerville, Stuart  
Sorenson, Melanie, SH  
Sorken, Paula, SH  
Sperber, Jessica  
Sprague, Donald, SH  
Spriggs, Carole  
Srala, Patricia-Lee  
Stadelman, James  
Stark, Orville  
Stein, Edwin  
Stevenson, James  
Stewart, David  
Stewart, Goldie  
Stewart, William 'Bill', SH  
Stolarchuk , Emerson  
Straathof, Christina  
Strachan, Allan  
Strain, HLM, Terry, SH  
Strasser, Charlene  
Strasser, Denise  
Stretch-Strang, Dianne  
Strik, Lori  
Stroh, Joan  
Su, Hongxian  
Su, Thang  
Sudevan, Anu  
Sugai, Nami  
Sutherland, Sandra  
Syed, Edden  
Syed, Mahnoor  
Symic, Elizabeth  
Symic, Ronald 'Ron', SH  
Szoradi, Karin  
Szott, Ben  
Szott, Patricia  
Szumlas, Frank 'John', SH  
Tadman-Kickham,  
Elizabeth, SH  
Taekema, John  
Taekema, Wendy  
Simnovec, Sonia  
Takacs, Piroska 'P.J.'  
Tang, Li Jia Ming  
Tang, Li Jia Ming  
Tang, Tai Kuan  
Tannas, Dawn-Marie  
Tanner, Rob, SH  
Tanton, Evelyn  
Tanton, Victoria  
Tardif, Rene, SH  
Tarnovetskaia, Lana, SH  
Taylor, Donald

Taylor, Douglas  
Tchir, Jeanette  
Teichert, Marjorie  
Thatcher, Kenneth, SH  
Thom, Barbara  
Thomas, Jaleesa  
Thomas, Warren, SH  
Thompson, Carolyn  
Thompson, Cathryn  
Thompson, Sheila  
Threadgold, Leslie  
Thronsdon, Donald  
Tichkowsky, Betty  
Tiffen, Patricia, SH  
Tilley, Keith, SH  
Tobin, Tina-Lynn, SH  
Tong, Jacquie  
Tran, Eric  
Tran, Jennifer  
Travers, Barry, SH  
Trimming, Brent, SH  
Triska, Olive  
Triska, Terry  
Trufyn, Kim  
Truong, Quang  
Tsoukalas, Billy  
Tu, Xiaoran  
Tufty, Jesse  
Tufty, Katey  
Tuleck, Terry  
Turgeon, Shane, SH  
Turgeon, Shelley  
Turingan, Marissa  
Turko, Daniel, SH  
Turner, Barbara, SH  
Turner, Mary  
Turner, Paul  
Turta, Garrett, SH  
Tweddle, John, SH  
Tymchuk, Karen  
Tymchuk, Michelle  
Tymchuk, Tara  
Tymchuk, Tayler  
Urton, Craig, SH  
Vachon, Debbie  
Valastin, Jordan, SH  
Van Hecke, Dalin  
Van Hecke, Judy  
Van Hecke, Nakysta  
Van Meer, Patricia  
Van Vliet, Daniel  
Van Weele, Aleksandr  
VanBrabant, Carlene, SH  
Vanden Boer, Tanya  
Vandermeer, Audrey  
Vandermeer, Cornelis  
'Casey', SH  
Vandermeer, Gerrit 'Jerry', SH  
Vanderveen, Jordan  
Vangardereren, Brian  
VanRiper, Sandra, SH  
Varshney, Vinod, SH  
Vegreville Agricultural Soc., SH  
Velthuizen, Nathan  
Verdad, Iona  
Villanueva, Celia  
Vincent, Christine  
Vinluan, Ruth  
Violette, Louise  
Volgistics, Volgistics, SH  
Von Zur Gathen, Teresita  
Vu, Alexandra  
Wachowich, Allan, SH  
Wachowich, Gladys  
Wagar, Kiandra

Wagenaar, Darcy  
Wagner, Kendra  
Wai, James  
Wakandigi, Fabiola  
Walczak , Sean  
Walker, Kathleen  
Walker, Robert 'Bob', SH  
Wall, Glenda  
Walsh, Adele  
Wanchuk, Rick  
Wang, Chunwei  
Wang, Jingdong  
Wang, Yufeng  
Wards, Shona  
Warring, Doug  
Warring, Molly Anne, SH  
Wartman, Jack  
Wartman, Valerie  
Waschuk, Ricky  
Watchmaker, Andrea  
Waters, Geoffrey, SH  
Watkins, Raymond, SH  
Watt, J. Angus, SH  
Webb, Micheal, SH  
Webber, Garry, SH  
Weber, Walter, SH  
Webster, Bill  
Webster, Roger  
Wedman, Cynthia  
Wegner, Shelley, SH  
Weir, Eva  
Weir, Howard, SH  
Weir, Mahlon, SH  
Weishaar, Jimmy  
Weishaar, Loretta  
Wells, John  
Wendling, Angela, SH  
Wengreniuk, Garrett  
Wengreniuk, Iris  
Weran, Julia  
West, Elana  
West, Gerry  
West, Gordon  
West, James Tyler 'J.T.'  
West, Jason  
West, Lillian 'Lil', SH  
West, Sarah,  
Westbury, Robert 'Bob', SH  
Westerner Exposition  
Assoc., SH  
Weston, Judith 'Judi', SH  
Wetzstein, Jessica  
Wheeler, Rhea  
White, Brianna  
White, Jim, SH  
Whiting, Patricia 'Patty', SH  
Whitlow, Ariana  
Whitnack, Enid  
Whitnack, James  
Wickham, Douglas, SH  
Wickham, Sharon  
Widney, Mark, SH  
Wilkes, Gregory 'Greg', SH  
Wilkes, Penelope 'Penny', SH  
Willard, Alan  
Williams, Cary, SH  
Williams, William  
Williamson, Deborah  
Williamson, Leocadia  
Williamson, Robert, Deceased  
Williamson, Wendy  
Willier, Danielle  
Willoughby, Olivia  
Wilson, C. Gordon, SH  
Wilson, Dawn

Wilson, Donald  
Wilson, Dustin, SH  
Wilson, Heather  
Windjack, Linda  
Windwick, Frederick 'Fred', SH  
Windwick, John, SH  
Wirsta, Kevin  
Wirun, James, SH  
Wittek, Valerie  
Woloschuk, Bonnie  
Woloschuk, David  
Woloschuk, Deanna  
Wong, Denton  
Wong, Ed, SH  
Wong, Richard, SH  
Woo, Tea  
Wood, Jennifer, SH  
Woodman, Bruce  
Woolsey, Matthew, SH  
Wu, Joey Baoyi  
Wu, Juan Lin  
Xing, Yun  
Xu, Wanyue  
Xue, Natalie  
Yacyshyn, Greg  
Yakimchuk, Margaret  
Yakimyshyn, Terry  
Yang, Kerry  
Yankowsky, Julius, SH  
Yaremko, Boris, SH  
Yaremko, Teresa, SH  
Yee, Christopher  
Yee, Joey  
Yee, Kay  
Yee, Sabrina  
Yee, Stacey  
Yee, Tony  
Yee, Winnie  
Yemenu, Elianna  
Yewchuk, Lil  
Youck, Robert 'Ted', SH  
Young, Audrey  
Young, Jacqueline  
Young, QC, Eric, SH  
Yu, Vincent  
Yuen, Candy  
Yuen, Connie  
Yuen, Gerald 'Gerry', SH  
Yuill, Marie  
Yurkiw, Laurence 'Larry', SH  
Yurkowski, Linda  
Zablocki, Nic  
Zapisocki, Ollie  
Zapisocki, Wally  
Zelenak, Betsy  
Zelenak, Brandon  
Zelenak, Laurie  
Zelenak, Michael 'Mike', SH  
Zelmer, H. Aaron  
Zhang, Di  
Zhang, Enwei  
Zhang, Fang  
Zhang, Ke Da  
Zhang, Xinyi  
Zhou, Sally  
Zhou, Yinxue  
Zilinski, Theodore 'Fred', SH  
Zimmerman, Carol  
Zrobek, Caroline  
Zutz, Elaine  
Zylstra, John, SH





# Mission, Vision, Values

Mission (the business we're in)

Northlands is:

- A place where positive community agricultural, cultural, entertainment, sports and recreation 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.
- A place where fun happens every day.

Vision (what we aspire to be)

Northlands will be a vibrant year-round community hub 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.







# The Early Years

The formative years for Northlands can be captured quite simply. A dedicated group of businessmen came together to celebrate the industry that brought them west. Agriculture has been a constant force in Alberta since the first European settlers arrived. As the railroad connected south Edmonton in 1891 with the rest of the country there was greater opportunity to promote travel and trade with the west. The introduction of the Fall Fair in 1879 brought the rural community together in a central location and with horse racing as a signature attraction the organization had solidified its' role as a community leader.

As it had since the first fair 138 years ago, Northlands continues to welcome a variety of guest. Bankers and ranchers; world leaders and those seeking shelter in the midst of natural disaster not matter what the reason Northlands events have brought people together. Whether it was for the opportunity to sell wares and goods the Northlands campus has been the place for commerce and gathering of ideas.

The legacy of this organization has been built on the foundation of doing what is right for the community and ensures those that come to our campus feel welcome and share in the experiences that leave a lasting impression and are for the greater good of the community.



**October 15, 1879**  
First Exhibition was held at Fort Edmonton



**October 4, 1894**  
Horse Racing begins at Edmonton Exhibition



**July 1 – 4, 1901**  
First summer fair takes place



**December 25, 1913**  
First hockey game played in the Livestock Pavilion

**1914 – 18**  
World War I

**1939 – 45**  
World War II

**1948**  
Edmonton Exhibition expands the Arena and renames it the Edmonton Gardens

**July 1962**  
Klondike Days theme introduced for annual summer fair







# An Era of Competition

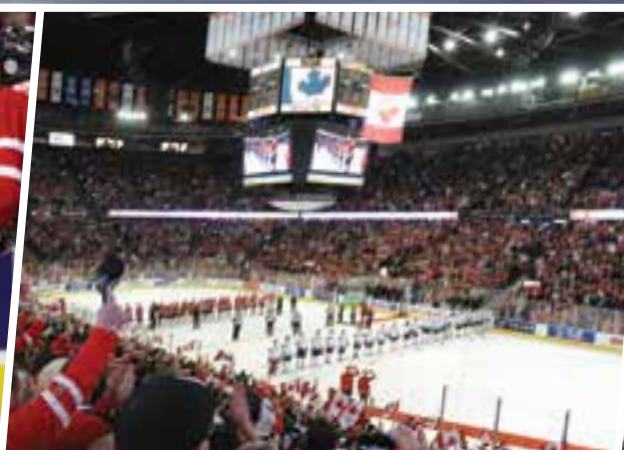
As historians look back on Northlands' history they will view this as the tipping point for what will form next generation of Northlands. During this time period the push was on for a new facility, City Council and Administration were under continuous pressure from all sides to make a decision and Northlands worked every angle possible to maintain a piece of business that was essential to the sustainable future of the organization.

All of this evolved under an intense media spotlight which only furthered the hard lines drawn in the sand by all parties and left little appetite by Edmontonians for any of the entities involved as each presented their arguments to why they were the best option.

Takeaways from this period included:

- The relationship between Northlands, Oilers, the City of Edmonton, Edmonton Economic Development, the media and the public became confrontational.
- Per the new Master Agreement with the City, it was apparent OEG did not want Northlands in any future development and negotiated fiercely to preserve the business viability of a new arena by limiting access to funds and partnerships at Northlands Coliseum (Rexall Place).
- The consensus of the Board of Directors is these discussions are elements of a past and although Northlands has held strong ties to commitments made within the competition era the strained relationships could not afford an opportunity for a quick outcome. Northlands should leave the past in the past and embrace a new era of understanding.

At the end of this era there was still no clear decision or path set for what Northlands would look like when a new arena would open. The City of Edmonton recognized the risk in a new arena on the sustainability of Northlands and highlighted this risk with 2010 motions that discussed the "sustainability" and "long term plans" of the organization and the grounds. Common language surrounding "Keeping Northlands Whole" was discussed but a path and collaborative understanding was not yet achieved. The City of Edmonton and Northlands needed to frame a new discussion and a new approach in the future.



**2009**  
Edmonton EXPO Centre  
opens its' doors

**2010**  
Northlands produced event  
off its grounds (2009-11)

**2011**  
Public debate reaches fever pitch surrounding  
the potential of a new downtown arena

**June 2012**  
City of Edmonton announces the  
construction of a new downtown arena

**July 2013**  
Return of K-Days theme  
to annual summer fair







# An Era of Understanding

With construction well underway in the downtown core it was evident that Northlands needed to determine its own fate. As an organization rooted in the community, Northlands provided their neighbouring communities the opportunity to engage and provide insight as to what the plan for the Coliseum would be. The public was invited to be a part of the solution in an open and transparent process that engaged more than 47,000 people. Northlands engaged in this process because we firmly believe in our community and in speaking with our neighbours. Through the various town halls, meetings and focus groups the feedback provided realities of the current business model to government officials and the public.

Key findings in the era include:

- An understanding from the public that Northlands needed to be more transparent, open, and representative of a changing regional demographic.
- An understanding of the strong relationship Northlands shares with the Province of Alberta and the now strained relationship that evolved with the City of Edmonton but with the realization that with new leadership came a new approach moving forward there was the will to find a better way.
- An understanding of the need to modernize the governance model of Northlands prior to receiving any willingness at the City to support a future state for the organization.
- An understanding that no singular change to the Northlands business model would deliver financial viability and that without drastic imagination a wind down model would need to be prepared.
- The Board of Directors believed the awareness around the financial risk of the organization had been well communicated and understood. To ensure the support of Edmonton's City Council and Administration the Board reaffirmed their support of a modernized governance model. The Board realized the need for a bold and transformational vision for the future of Northlands as well as understanding this era was a path towards building the strategic alliances but the realization that it will take the organization considerable time to build trust with the public.

This period in Northlands history is when the Executive identified the issues ahead and ensured there were addressed. As each milestone was reached with the new building in the downtown core it meant the viability of Northlands was under intense pressure. With the above findings the picture became more clear that Northlands future would require transformational change if sustainability was to be achieved.

**October 20, 2014**  
Board of Directors strikes Northlands  
Arena Strategy Committee (NASC)

**April 2015**  
NASC Report released  
to the public

**May 2015**  
Northlands Board of Directors formally accepts  
NASC Report and Recommendations

**December 2015**  
Northlands Board of Directors accepts  
Vision 2020 Strategic Plan





# An Era of Visioning

Vision 2020 was the introduction to what could be a transformational site wide plan to deliver a sustainable path forward for Northlands. The construction of Rogers Place was the push Northlands needed to forge ahead and set a redefined path to sustainable future. As the finishing touches were put on the new arena, the release of Vision 2020 in February 2016 was anticipated to provide engagement, communication and discussion on the future of Northlands and its' 160-acre campus. An exit from horse racing, a repurposed arena, year-round activation of the campus, the addition of commercial and residential development and introduction of a festival site were all up for consideration and discussion. Vision 2020 received significant feedback from the public which included heavy involvement from neighbouring communities. Through the process community members realized an activated Northlands campus meant a prosperous future for northeast Edmonton and positive impact for the entire City and the Capital Region. The two way dialogue and awareness of the need for a formalized plan at Northlands facilitated another level of discussion with Edmonton's City Council and Administration.

Through the process lessons were learned. These lessons include, but not limited to:

- There are conflicted public views of Northlands and perceptions of the current business model. The support of a viable way forward and general public opinion that Northlands should not receive further public funding was heard loud and clear.
- K-Days, Farmfair International and the volunteer resource at Northlands are valuable assets to the city that drove civic engagement and pride.
- Northlands has a strong link to agriculture and there is a demand for a new approach in showcasing this critical industry and what it brings to the table.
- The consensus of the Board was elements of Vision 2020 are of interest to members of the public as well as City Administration and Council. That said, the City's process needs to run its course. This includes public engagement and due diligence. While elements of Vision 2020 Northlands has financial limitations and maintaining the current operations of the campus are quickly delivering an unsustainable state.

Where do we go from here?

As Northlands moves forward the one thing we know for sure is the organization is set for tremendous change. Our commitment to the community is steadfast. Our people are the foundation of the organization and our volunteer core is made of a talented and dedicated pool of individuals who care about the community we call home. At its core, Northlands is a community service organization that must endeavour to meet the changing needs of our community today and in the future.



**February 2016**  
Decision to exit Horse Racing made public

**March 15, 2016**  
Presentation to Edmonton City Council on Vision 2020

**April 6, 2016**  
Last Oilers game at Rexall Place

**September 6, 2016**  
Edmonton City Council puts forward six-point motion including debt deferral not forgiveness

**October 2016**  
Council motion provides approval of governance model

**November 2016**  
Decision to support Horse Racing Alberta by keeping Northlands Park Racetrack open until June 2018

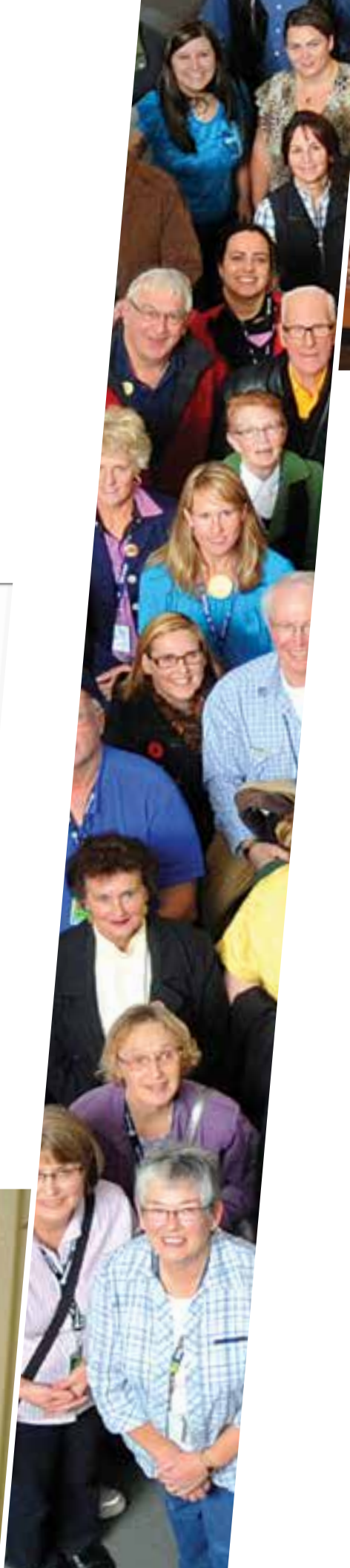
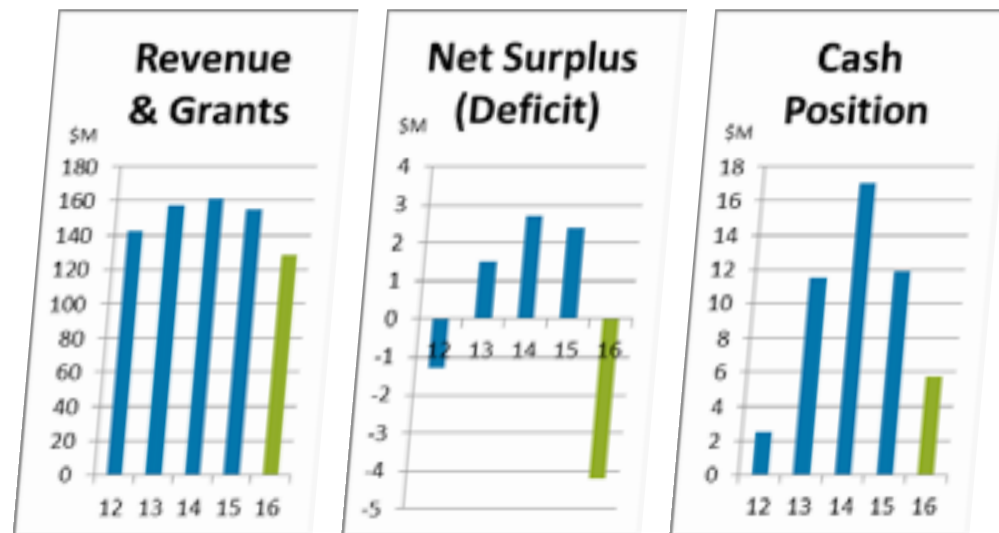






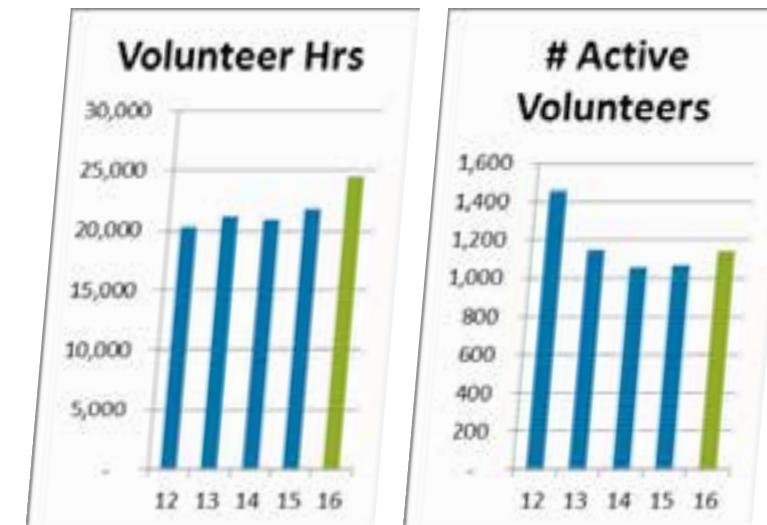
# Financial Highlights

Revenue and Grants of \$128.4 million were down \$26.9 million or 17% from the prior year due largely to lost revenues from Northlands Coliseum and reduced activity at Northlands Park Racetrack and Casino in a challenging economy. Net Deficit of (\$4.2M) was \$6.6M down from the prior year Net Surplus. Cash position of \$5.8 million was down \$6.1 million from the prior year due largely to reduced operating results and lower ticket sales for future events.



During 2016, our 1,143 active volunteers contributed 24,557 hours. This was an increase of 12% over the prior year. This included 1,154 hours to assist those in need following the Fort McMurray wildfire and 3,659 hours to assist 26 organizations and festivals in the Edmonton region.

Northlands permanent, full-time employees, as part of our Day of Sharing program, contributed approximately 730 hours to various charities and organizations in the community in 2016.





## Management Report

The accompanying financial and supplementary information of Edmonton Northlands (operating as Northlands) presented in this annual report is the responsibility of Management and has been approved by the Board of Directors.

The financial information has been prepared by Management in accordance with the Canadian accounting standards for not-for-profit organizations (ASNPO).

The financial information incorporates the use of estimates and judgments. Management has determined that the assumptions used in making accounting estimates, are reasonable and appropriate to ensure that the financial information is presented fairly in all material respects.

Northlands maintains and monitors internal financial and administrative controls. These controls are designed to provide reasonable assurance that the financial information is complete, reliable and accurate, and that the Company's assets are appropriately accounted for and adequately safeguarded.

The Board of Directors is responsible for ensuring that Management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial information. The Board carries out this responsibility principally through its Finance and Audit Committee.

The Finance and Audit Committee is appointed by the Board, which is comprised of seven members, none of whom are employees of the Company. The Committee meets periodically with Management and the independent auditors, to discuss internal controls over financial reporting, auditing requirements and other financial matters to satisfy their respective fiduciary responsibilities, and to review financial information and the auditor's report.

The Committee reports its findings to the Board for consideration when approving the financial information for issuance to the shareholder members. The Committee also considers, for review by the Board and approval by the shareholder members, the engagement or re-appointment of the auditors.

The financial statements, from which the financial information was derived, have been audited by Grant Thornton LLP in accordance with Canadian generally accepted auditing standards, on behalf of the shareholder members. Grant Thornton LLP has full and unrestricted access to the Finance and Audit Committee, with or without management being present.

To access the full version of the 2016 Audited Financial Statements, please visit [www.northlands.com](http://www.northlands.com).

Tim Reid  
President & CEO

Kevin Gunderman  
Vice President, Corporate Services  
Corporate Secretary & Treasurer

## Edmonton Northlands

## Statement of Financial Position

	December 31, 2016	December 31, 2015
<b>Assets</b>		
<b>Current</b>		
Cash and cash equivalents	\$ 5,849,276	\$ 11,905,141
Short-term investments	-	5,024,308
Accounts receivable	5,342,595	4,752,952
Inventories	907,089	658,437
Prepays	612,177	564,590
	12,711,137	22,905,428
Leased assets and capital assets	134,472,458	141,024,320
Land use right	4,001,572	4,124,384
	\$ 151,185,167	\$ 168,054,132
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 11,161,544	\$ 11,928,751
Deferred contributions and revenue	221,123	1,079,423
Funds held for others	2,370,756	8,034,267
Current portion of long-term debt	2,690,981	1,794,427
	16,444,404	22,836,868
Long-term debt	45,858,867	47,747,699
Deferred capital contributions	86,900,883	91,301,981
	149,204,154	161,886,548
<b>Net Assets</b>		
Share capital	1,765	1,640
Invested in capital assets	3,428,088	4,962,376
Unrestricted	(1,448,840)	1,203,568
	1,981,013	6,167,584
	\$ 151,185,167	\$ 168,054,132

On behalf of the Board:

Director

Director



Edmonton Northlands

Statement of Operations

Year Ended December 31

	2016	2015
<b>Revenues</b>		
Northlands Park	\$ 48,175,770	\$ 55,440,272
Northlands Coliseum	22,523,371	38,587,062
Agriculture and Signature Events	22,889,716	24,437,676
EXPO Centre	18,006,935	17,743,447
	111,595,792	136,208,457
<b>Expenditures</b>		
Northlands Park	53,539,096	59,845,141
Northlands Coliseum	20,735,214	33,146,522
Agriculture and Signature Events	20,859,946	20,290,200
EXPO Centre	14,851,928	14,488,644
	109,986,184	127,770,507
Excess of revenues over expenditures before other items	1,609,608	8,437,950
<b>Other items</b>		
Advertising and promotion	4,251,855	4,544,317
Amortization of deferred capital contributions	(4,274,603)	(3,805,395)
Depreciation of leased assets and capital assets	7,826,353	8,135,015
Loss (gain) on disposal of capital assets	40,195	(37,670)
General, administration and corporate programs	10,044,026	10,605,553
Indirect grounds and building maintenance	4,988,378	5,919,092
Interest on long-term debt	2,541,699	2,530,458
Sales, marketing and sponsorship income	(2,842,115)	(2,766,126)
<b>Total other items</b>	22,575,788	25,125,244
Deficiency of revenues over expenditures before grant revenue	(20,966,180)	(16,687,294)
<b>Grant revenues</b>		
Alberta Culture & Tourism	7,324,014	7,824,014
Horse Racing Alberta	6,877,569	8,058,832
Other grant revenue	2,577,901	3,234,340
<b>Total grant revenues</b>	16,779,484	19,117,186
(Deficiency) / excess of revenues over expenditures	\$ (4,186,696)	\$ 2,429,892

Edmonton Northlands

Statement of Cash Flows

Year Ended December 31

	2016	2015
<b>Cash Provided By (Used In):</b>		
<b>Operating Activities</b>		
Excess of revenues over expenditures	\$ (4,186,696)	\$ 2,429,892
Items not affecting cash:		
Depreciation of leased assets and capital assets	7,826,353	8,135,015
Bad debt expense	-	7,591
Loss (gain) on disposal of capital assets	40,195	(37,670)
Amortization of deferred capital contributions	(4,274,603)	(3,805,395)
	(594,751)	6,729,433
Increase (decrease) in non-cash operating working capital		
Accounts receivable	(589,643)	497,424
Inventories	(248,652)	(158,656)
Prepays	(47,587)	67,025
Accounts payable and accrued liabilities	(767,206)	656,008
Deferred contributions and revenue	(858,300)	35,241
Funds held for others	(5,663,511)	(4,523,722)
<b>Cash (used in) provided by operating activities</b>	<b>(8,769,650)</b>	<b>3,302,753</b>
<b>Investing Activities</b>		
Decrease (increase) in short-term investments	5,024,308	(4,922,976)
Proceeds on disposal of capital assets	39,911	-
Purchase of capital assets	(1,231,785)	(2,261,745)
<b>Cash provided by (used in) investing activities</b>	<b>3,832,434</b>	<b>(7,184,721)</b>
<b>Financing Activities</b>		
Contributions for capital assets	(126,495)	505,780
Repayment of long-term debt	(992,278)	(1,724,310)
Increase in share capital	125	185
<b>Cash used in financing activities</b>	<b>(1,118,648)</b>	<b>(1,218,345)</b>
<b>Net decrease in cash and cash equivalents</b>	<b>(6,055,864)</b>	<b>(5,100,313)</b>
Cash and cash equivalents, beginning of year	11,905,141	17,005,454
<b>Cash and cash equivalents, end of year</b>	<b>\$ 5,849,277</b>	<b>\$ 11,905,141</b>



Edmonton Northlands

Statement of Changes in Net Assets

Year Ended December 31

	Share Capital	Invested in Capital Assets	Unrestricted	2016	2015
Balance, beginning of year	\$ 1,640	\$ 4,962,376	\$ 1,203,568	\$ 6,167,584	\$ 3,737,507
(Deficiency) / excess of revenues over expenditures	-	-	(4,186,696)	(4,186,696)	2,429,892
Purchase of leased assets and capital assets	-	1,231,785	(1,231,785)	-	-
Depreciation of capital assets	-	(7,826,353)	7,826,353	-	-
Proceeds on disposal of capital assets	-	(39,911)	39,911	-	-
Loss on disposal of assets	-	(40,195)	40,195	-	-
Amortization of deferred capital contributions	-	4,274,603	(4,274,603)	-	-
Change in deferred capital contributions	-	(126,495)	126,495	-	-
Repayment of long-term debt	-	992,278	(992,278)	-	-
Increase in share capital	125	-	-	125	185
Balance, end of year	\$ 1,765	\$ 3,428,088	\$ (1,448,840)	\$ 1,981,013	\$ 6,167,584

Exhibit A

Net Funds Generated by Northlands to Federal and Provincial Agencies

\$ Millions	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	10 Year Cumulative
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
HRA <sup>1</sup> fees & levies	4.5	5.3	5.4	5.5	5.5	6.1	6.1	6.4	7.0	6.6	58.4
AGLC <sup>2</sup> gaming proceeds	20.3	23.8	24.6	25.8	28.4	29.6	31.7	32.8	35.4	36.4	288.8
Federal tax	0.7	0.8	0.8	0.8	0.8	0.9	0.9	0.9	1.0	1.0	8.6
Generated by Northlands	25.5	29.9	30.8	32.1	34.7	36.6	38.7	40.1	43.4	44.0	355.8
Discretionary grant/pari-mutuel tax rebate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.1	0.9	1.2	3.2
HRA Operating Grant	6.9	8.1	7.4	7.7	8.4	8.6	9.2	6.8	7.3	5.4	75.8
HRA Transitional Funding Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.9	1.1	0.0	4.0
HRA Capital Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.1	1.1
Alberta Lottery Grants	7.6	8.1	9.4	9.5	9.4	9.4	9.6	10.1	10.1	10.1	93.3
Received by Northlands	14.5	16.2	16.8	17.2	17.8	18.0	18.8	20.9	19.4	17.8	177.4
Net funds generated by Northlands	11.0	13.7	14.0	14.9	16.9	18.6	19.9	19.2	24.0	26.2	178.4

<sup>1</sup> HRA (Horse Racing Alberta)

<sup>2</sup> AGLC (Alberta Gaming and Liquor Commission)







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Toll Free: 1.888.800.7275 Phone: 780.471.7210  
[northlands.com](http://northlands.com)

