



HELICOPTER ASSOCIATION OF CANADA

**30TH ANNUAL CONVENTION
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WELCOME TO ABBOTSFORD!

It gives me great pleasure to welcome you to Abbotsford for this year's convention. Choosing Abbotsford as our venue reflects not only the city's strong ties to aviation, but also its capacity to host an event that continues to grow in size, scope and importance each year. Our association has long been committed to advancing the interests of the Canadian helicopter community, and Abbotsford provides an ideal backdrop to further these goals.

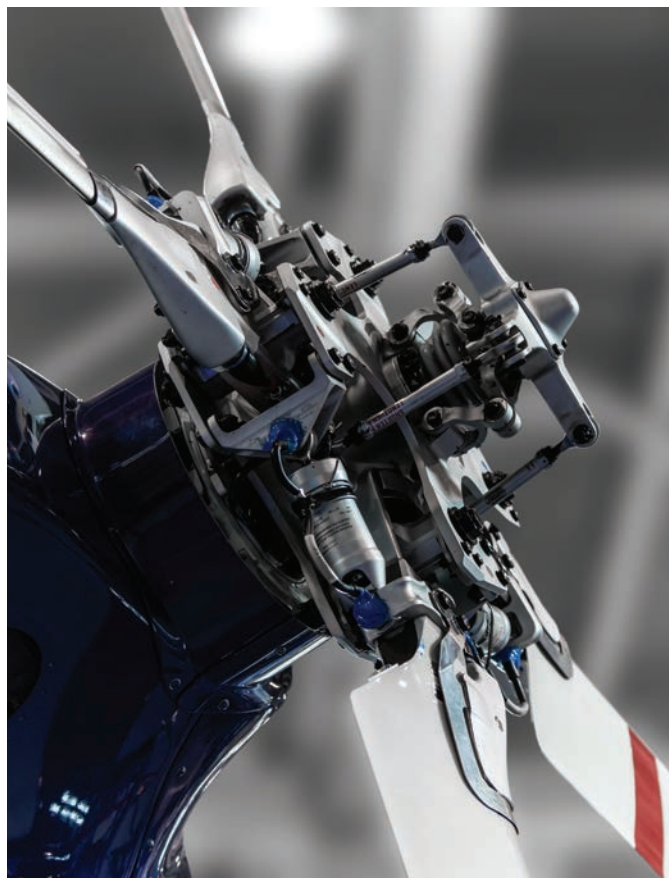
This year's program remains true to our traditional focus on safety, while at the same time offering a well-rounded mix of expertise that will benefit every attendee. We are delighted to welcome back some of our most popular speakers, including Paul Dittman of the Transportation Safety Board and representatives from Transport Canada. Their combined insights continue to guide our industry toward ever-higher standards of operational excellence. In addition, we have broadened the scope of the sessions by including legal and financial experts, along with communications professionals, all providing valuable perspectives on today's challenges and opportunities. Together, this blend of voices ensures a program that is both practical and forward-looking.

One of the highlights of this year's convention is our continued commitment to supporting students, the future of our industry. We have extended free access to students from local maintenance schools and local flight schools, giving them the opportunity to attend sessions, meet industry leaders and build valuable networks without financial barriers. By providing complimentary participation, we aim to create a bridge between students and potential employers, while fostering early connections that will benefit the industry for years to come. This initiative is not only an investment in the future workforce, but also a chance for all of us to share our knowledge, experiences and passion with the next generation of aviation professionals.

Beyond the sessions themselves, Abbotsford and the surrounding community offer a rich social program that we are proud to showcase. There are many activities happening around the city and we encourage you to explore them. The details and locations of these events are outlined in your Conference Magazine, making it easy to plan your time outside of formal sessions. From networking receptions to informal gatherings, these moments are as important as the presentations themselves; allowing colleagues and friends, both new and old, to connect in meaningful ways.

Adding to the excitement, this year we are proud to introduce an indoor static display of aircraft. This feature provides attendees with a rare opportunity to get up close with a variety of helicopters in a comfortable, indoor environment. It is sure to be a highlight for both industry veterans and students alike, serving as a tangible reminder of the innovation, craftsmanship and technical excellence that define our industry.

On a personal note, this convention also marks a turning point for me. After eight years of service on the HAC Board of Directors, I have reached the conclusion of my term. It has been an honour and a privilege to serve in this capacity. Over the years, I have had the opportunity to contribute to the growth and evolution of the association, and most importantly, to get to know so many of you, our members, colleagues, and friends. The experience has been deeply rewarding and I leave my role on the Board



with immense gratitude for the trust you have placed in me and the relationships we have built together.

In summary, this year's convention in Abbotsford promises to be an outstanding event, professionally enriching and socially rewarding. The combination of expert speakers, student participation, community activities and the remarkable aircraft display makes this a gathering not to be missed. I encourage you to take full advantage of the opportunities before you, to learn, to share and to connect.

I look forward to seeing you in Abbotsford and to celebrating the strength and spirit of our industry together. **HAC**



PAUL CARTER

Chair, Helicopter Association of Canada; ACP, Technical & Line Training Captain, Cougar Helicopters, a VIH Aviation Group Company

Aviation and business in Abbotsford



ALEX MITCHELL
CEO, Abbotsford Chamber
of Commerce



PAUL PENNER
President, Abbotsford
Chamber of Commerce

On behalf of the Abbotsford Chamber of Commerce and our vibrant business community, it is our pleasure to welcome the Helicopter Association of Canada to Abbotsford. We are thrilled to host industry leaders, innovators, and professionals from across the country for your national conference.

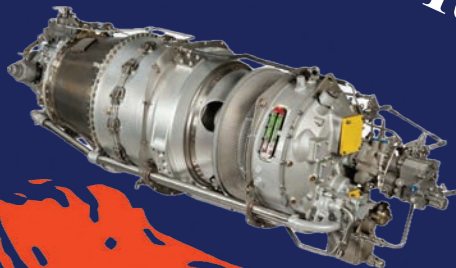
As the proud home of Abbotsford International Airport (YXX), Canada's largest airshow, and a hub for aerospace and aviation innovation, Abbotsford has long been a cornerstone of aviation excellence in British Columbia and beyond. Our city is home to a thriving ecosystem of aerospace companies, flight schools, and advanced manufacturing firms, many of which operate directly out of the Abbotsford International Airport and its surrounding area.

The Abbotsford Chamber is dedicated to fostering a strong, connected business community. With nearly 800 members across diverse sectors, we're committed to supporting economic growth, championing local industry, and creating spaces where businesses and people can thrive.

We wish you a successful conference and hope you'll find inspiration, partnerships, new business opportunities, and a warm welcome here in Abbotsford. **HAC**

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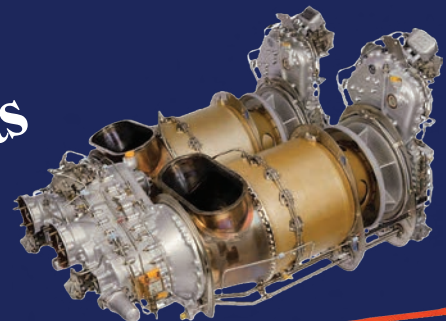
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TREVOR MITCHELL
President and CEO

Members, Exhibitors and Guests

Welcome to Abbotsford Tradex and to the Helicopter Association of Canada's (HAC) 30th Annual Conference & Trade Show! It is a tremendous honour to gather with so many of you here – operators, suppliers, regulators, educators, and students – all representing the very best of our national helicopter community.

Whether you are here to exhibit the latest innovations, to share your expertise as a speaker, or to learn, network, and connect with peers, your presence is what makes this event such a defining and dynamic part of our industry's calendar.

A New Venue, A Renewed Vision

This year's move to the Abbotsford Tradex (YXX) reflects our dedication to listening to our members and acting on their feedback. In recent years, you told us that affordability, accessibility, and revitalized programming were key to a successful show – and we took that to heart.

The TradeX provides an outstanding venue to showcase the strength and sophistication of Canada's helicopter industry. We are especially thrilled to bring back one of our most popular and visually striking features: the indoor static display of 9+ helicopters, a favourite among attendees and a true testament to the diversity, support and innovation that define our community.

Being here at Abbotsford also places us at the crossroads of one of the most active aviation regions in Canada – a fitting backdrop for this milestone year. It is a location that represents both our rich history and the exciting future ahead.

Affordability, Accountability and Accessibility

We know that financial pressures are a reality across every sector of aviation. From fuel and insurance to maintenance and staffing, costs continue to rise. That's why HAC has worked hard this year to hold the line on exhibitor booth rates and entry fees, even as our own operating expenses increase.

This was a conscious, values-driven decision. It reflects our commitment to accessibility and fiscal responsibility – ensuring that every member, exhibitor, and attendee can continue to find value in this annual gathering without compromise.

Importantly, this approach has not come at the expense of quality. The robust program you see in this year's agenda – spanning operations, safety, finance, and workforce development – is proof that prudent financial management and high-impact programming can go hand in hand.

A Program That Reflects the Industry We Are – and the Industry We're Becoming

Each year, HAC's conference is built around the needs and realities of its members. This year's agenda reflects the diversity and complexity of our industry and the shared priorities that unite us – safety, innovation, and sustainability.

Key highlights include:

- **Technical and Maintenance Focus (Tuesday):** As in years past, we will feature dedicated OEM Technical Sessions from Airbus and Bell, along with a presentation from Parker. Maintenance, Repair, and Overhaul (MRO) themes and include HAC Committee Meetings, providing valuable opportunities for collaboration and feedback.
- **Aerial Fire Suppression Day (Wednesday):** A full day dedicated to firefighting operations and associated support activities, one of the most critical and collaborative facets of helicopter work in Canada. Presenters and panelists from across Canada and the United States will share insights, lessons learned, and future strategies in this vital field.
- **Insurance, Contracts, and Corporate Planning:** Sessions addressing insurance updates, contractual issues, and succession planning, designed to help operators and business leaders manage risk, navigate transitions, and sustain long-term success.
- **Human Resources and Workforce Development:** A comprehensive look at labour, training, and retention challenges. These sessions offer continuing education credits for HR professionals, include a government update, and feature a presentation on Loss of Licence insurance – a crucial topic for every aviation professional.

Collectively, this agenda captures the full scope of the helicopter sector – from the mechanical to the managerial, from the operational to the strategic – and reflects HAC's mission to provide programming that informs, inspires, and supports every part of our community.

Investing in Tomorrow's Professionals

One of the most exciting aspects of this year's event is our ongoing investment in students – the future of our industry.

Once again, HAC is proud to offer free access to students from local flight and maintenance schools, removing barriers and ensuring they have the opportunity to participate fully in our conference. This year, we have gone a step further by providing transportation for students, ensuring accessibility for those who might not otherwise have the means to attend.

These future professionals will have the chance to attend technical sessions, engage with exhibitors, explore equipment, and – perhaps most importantly – connect directly with potential employers and mentors.

By extending this invitation, HAC is doing more than offering free admission. We are actively

building bridges between classrooms and careers, ensuring that the next generation of aviators, engineers, and technicians can learn directly from those shaping the industry today.

This initiative speaks to HAC's commitment to inclusivity, mentorship, and workforce development, and recognizes that the future success of our industry depends on investing in people – especially young people – today.

An Industry Gathering with Purpose

It is important to remember that this annual event is not just a celebration or a networking opportunity – it is also one of the most important ways we generate revenue to sustain the Association that serves you.

Every booth, registration, and sponsorship directly supports HAC's advocacy efforts – enabling us to represent your interests with Transport Canada, to engage on regulatory issues, and to strengthen safety and operational standards across the country.

Unlike many other events, the funds raised here are reinvested directly into the industry through programs, initiatives, and resources that benefit both operators and associate members. By participating, you are actively strengthening HAC's ability to advocate on your behalf and ensure that Canada's helicopter industry continues to thrive.

Connection, Community and Celebration

Of course, no conference is complete without moments of celebration and connection. Abbotsford and its surrounding region offer a vibrant social atmosphere, complemented

by a range of networking events, receptions, and community gatherings featured in your Conference Magazine. Whether during structured sessions or casual conversations, these interactions form the heart of this event – reminding us that beyond technology and policy, our industry is ultimately about people.

It is in these informal moments – a chat over coffee, a shared laugh at dinner, a handshake on the trade floor – that the partnerships and friendships that sustain our industry are built.

A Milestone Worth Celebrating

This year marks three decades of the HAC Conference and Trade Show – a remarkable milestone that speaks to the resilience, collaboration, and passion of Canada's helicopter community.

Over the past 30 years, our industry has evolved dramatically – adapting to technological change, navigating regulatory shifts, and responding to new challenges with creativity and courage. Through it all, HAC has remained steadfast in its mission to support, represent, and elevate the Canadian helicopter sector.

As we look to the future, we do so with optimism. Together, we are building a safer, stronger, and more sustainable industry – one that values innovation, respects its workforce, and champions safety and professionalism at every level.

On behalf of the HAC Board, thank you for being part of this milestone year. Your engagement, feedback and participation are what make this community so strong. **HAC**



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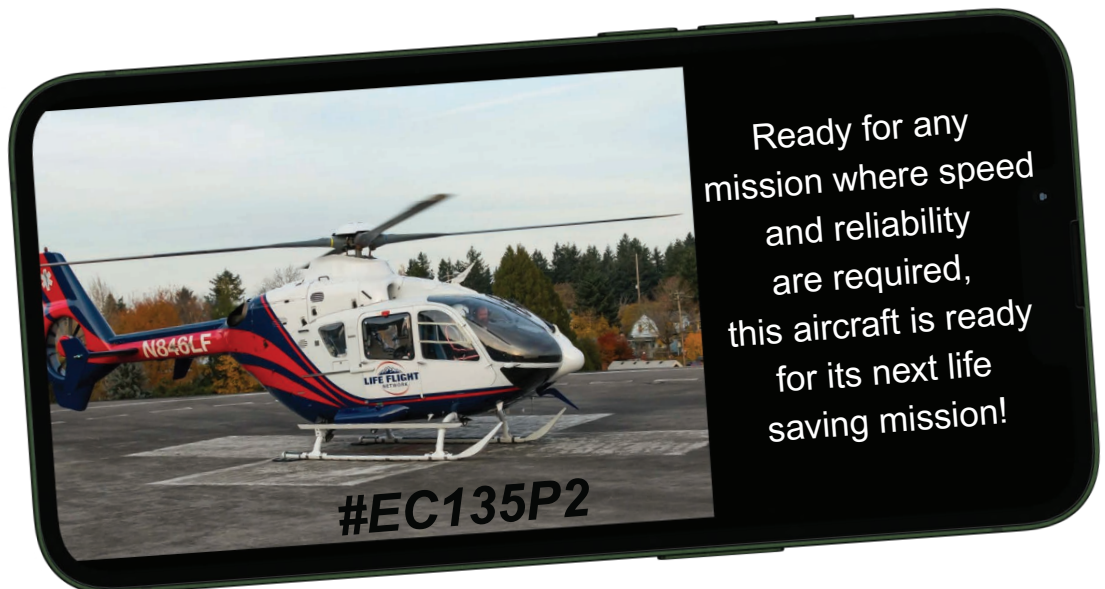
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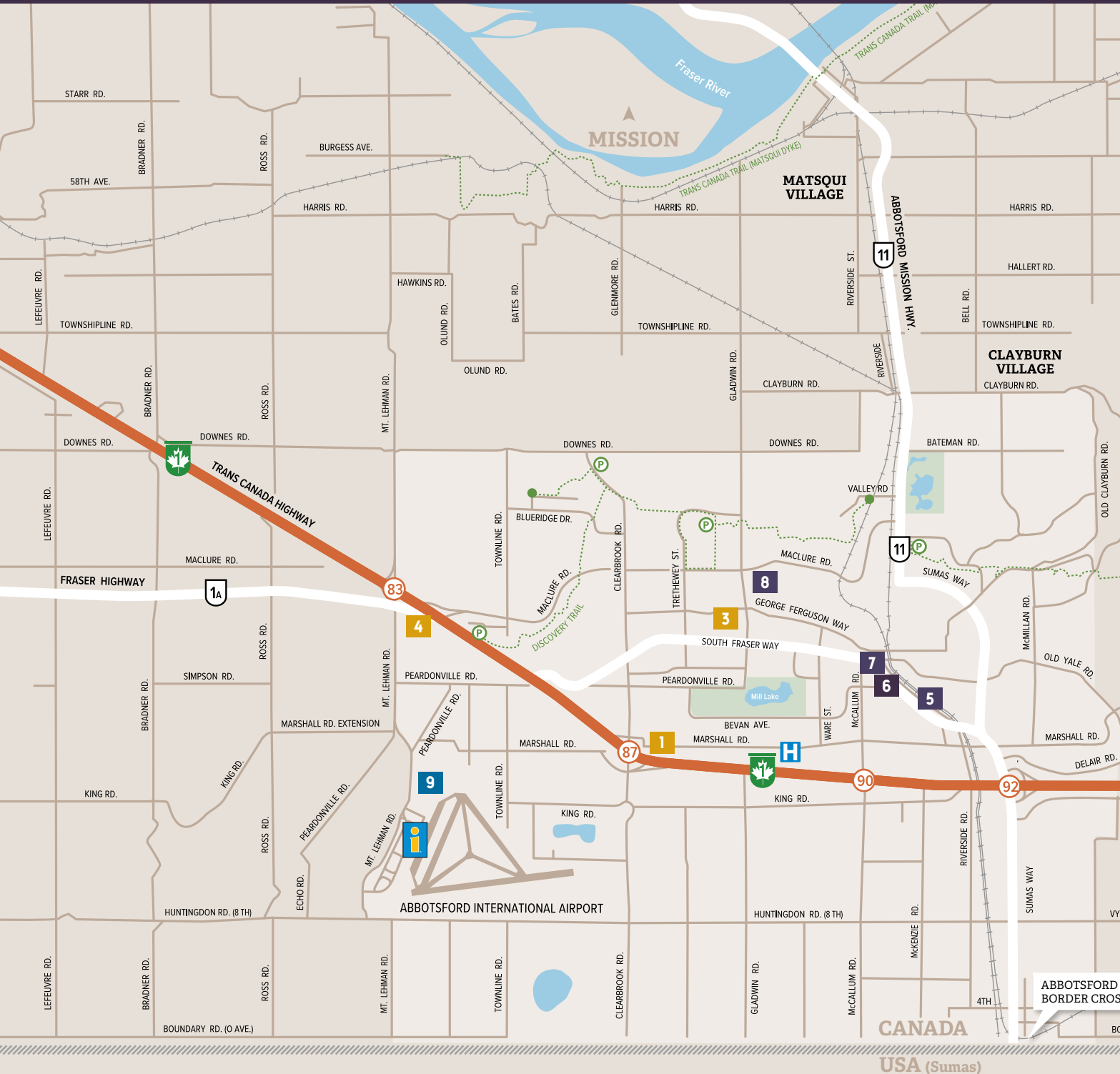
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Risk and resilience strategies for helicopter operators: A Q&A with Marsh's Greg Wyght

GREG WYGHT brings 30 years of diverse helicopter piloting experience across utility, firefighting, airline, HEMS, and offshore oil and gas sectors. Beyond the cockpit, he is a leader in aviation safety, founding the award-winning CHC Safety & Quality Summit and co-chairing the International Helicopter Safety Team's JHSIT Committee.

Marsh is once again sponsoring and attending the Helicopter Association of Canada (HAC) conference. What draws Marsh to the conference?

As the largest insurance broker in Canada, Marsh's ongoing participation in the HAC conference is essential to supporting our clients as they navigate an increasingly complex and uncertain risk landscape. We partner with many helicopter operators across the country and remain committed to the long-term success of the rotary wing industry. Our focus is on taking strategic steps to make the industry safer for all operators while offering a broad range of products and services that can protect our clients and support their growth and success. The HAC conference provides a unique forum for collaboration, allowing us to work alongside industry stakeholders to mitigate risks that impact the Canadian helicopter sector.

What are the current top three flight operation risks facing helicopter operators?

Industry-leading accident data analytics from regulatory authorities have identified three primary accident scenarios for helicopter operators:

First, is loss of control. This remains the leading cause of accidents in Canada, often resulting from human (pilot) factors or environmental factors.

The second risk is aircraft accidents resulting from continuing visual flight rules (VFR) flight into instrument meteorological conditions (IMC), also known as Inadvertent-IMC. This hazard occurs when pilots unintentionally enter



poor weather conditions, leading to spatial disorientation and loss of situational awareness.

The third risk is striking an object or the ground in low-level flight, including collisions with terrain, obstacles, or human-made structures during low-altitude operations.

Why is it important for clients to manage these risks?

Effective management of risks in helicopter operations is crucial for safety and operational efficiency. By proactively identifying hazards early, operational risk management protects crew and passengers, ensures regulatory compliance, reduces downtime, and cuts costs. It also addresses financial risk – before any insurance claims arise – reflecting Marsh's emphasis on managing “risk before insurance.”

What is Marsh doing to help its clients manage these risks?

Marsh's Aviation Safety Advisory team – consisting of highly experienced

helicopter pilots, engineers, risk managers, and aviation safety professionals – work directly with organizations at the operational level to identify and mitigate potential loss-causing risks before they escalate into insurance claims. We then organize and deliver training programs for pilots, leadership, and operational staff. Our offerings include safety management system (SMS) diagnostics and training, safety culture development, human factors education, pilot decision-making, crew resource management, and management of change training.

Each training program is bespoke, developed in close partnership with the client to promote relevance and effectiveness. Additionally, Marsh often creatively manages the costs of these programs, making them more accessible and beneficial for clients.

What role does Marsh play in the aviation industry, and what sets Marsh apart when it comes to aviation insurance?

Our global reach, experienced team of professionals, and industry influence positions Marsh to achieve the best possible outcomes for our clients. One factor that truly sets us apart is our “risk before insurance” strategy. This approach benefits both clients and the industry by proactively addressing the factors that impact insurance programs in the short and long term. By focusing on reducing the risk of accidents and injuries, we help foster strong, healthy partnerships between operators and insurers. This proactive, hands-on approach to aviation insurance is unique and has delivered measurable improvements in safety and risk reduction for our clients.



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Delivering Results, Advocacy, and Value for Our Members

The past year has been a period of **achievement, change, and resilience** for the **Helicopter Association of Canada (HAC)**. As we mark our 30th Annual Conference & Trade Show, it's worth reflecting on the progress we've made – and the vital role your Association continues to play in advancing the interests of Canada's helicopter industry.

A Strong and Engaged Board

HAC recently welcomed a **new Board of Directors**, including four new or re-elected members. This infusion of experience and fresh perspective ensures that the Association remains responsive to its members' evolving needs. Our Board continues to bring together operators, service providers, and industry partners who share a common goal: to strengthen our sector through collaboration, advocacy, and leadership.

Delivering Beyond Expectations

At the start of the year, HAC set out an ambitious agenda – and we're proud to report that we have **achieved more than originally proposed**. From expanded technical programming and safety initiatives to enhanced engagement with members and stakeholders, the Association continues to deliver tangible results that benefit operators and associates alike.

Advocating for a Fair and Predictable Regulatory Environment

A key focus of HAC's work remains **advocacy with Transport Canada and government decision-makers**. We continue to press for clear, consistent and practical regulatory oversight that supports operational safety without imposing unnecessary burden on operators. This collaboration highlights the unique realities of rotary-wing operations, flight standards, maintenance oversight and pilot licensing.

Delivering Value to Members

At the heart of every initiative lies a simple truth: **an association must provide value to its members**. Every decision HAC makes – from the conferences we organize to the policies we advocate for – is guided by this principle. We are here to help operators succeed, promote safety, support innovation, and ensure that the Canadian helicopter industry continues to thrive domestically and internationally.

Looking Ahead

As HAC moves forward, our priorities remain clear:

- To **advocate** for balanced and effective regulation;
- To **strengthen collaboration** across the industry; and
- And to **deliver tangible value** to every member we represent.

Through partnership, transparency, and persistence, we will continue to ensure that Canada's helicopter operators have a strong and unified voice – today and into the future.

— The Helicopter Association of Canada



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