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WELCOME TO VICTORIA AND TO A NEW HORIZON FOR HAC

It is my great pleasure to welcome you to Victoria, British Columbia, for HAC Horizons 2026. For me, this year's conference is particularly special. Victoria is home, and it is also home to the head office of VIH, so I am very proud to welcome our members, industry partners and guests to a city that has deep connections to Canadian aviation and to the helicopter industry in particular.

With the historic **Fairmont Empress**, Victoria's harbour, and the downtown conference district as our backdrop, I can think of few better places to bring our industry together. This year also marks an important evolution for the Helicopter Association of Canada.

Horizons 2026 has been deliberately repositioned as a leadership and decision-makers conference. Our industry is fortunate to have a number of excellent aviation events taking place in the weeks immediately preceding HAC Horizons. Rather than simply replicate those conferences, HAC has chosen to create something distinct and complementary — a gathering focused on the people who are making the decisions that will shape the future of Canada's helicopter industry.

Our program has therefore been built with owners, executives, senior managers and industry leaders in mind. The conversations will extend beyond day-to-day operations to the broader issues that influence the health and sustainability of our businesses: regulation, government policy, workforce challenges, aircraft acquisition and leasing, financial planning, emerging technology, international developments and the changing commercial environment.

Just as importantly, Horizons is intended to create room for meaningful conversation.

Some of the most valuable discussions at any conference do not necessarily happen from the podium. They happen over coffee, across a trade-show booth, during a reception, or when a group of industry leaders has the opportunity to sit together and speak openly about the challenges and opportunities ahead. We have intentionally designed this year's event to encourage those connections.

Our **Horizons Exchange** trade show will remain an important centrepiece of the conference, providing a place where operators, manufacturers, suppliers and service providers can build relationships and conduct business. Throughout the program, we will also hear from regulators, government representatives, business leaders and respected members of our own industry, bringing together perspectives that are not always found in the same room.

I am particularly pleased that we are also creating opportunities to reflect on where our industry has come from while looking ahead to where it is going. Sessions such as **Decisions That Shaped an Industry: Canadian Helicopter Leaders in Conversation** will allow us to hear directly from some of the people who helped build the Canadian helicopter industry, while our **HOT TOPICS & Member Workshop** will give members the opportunity to help identify the issues that should guide HAC's priorities in the year ahead.

That combination — experience, leadership and active member participation — is very much what Horizons is intended to represent.

Victoria also gives us an exceptional setting to reconnect socially. Whether at the opening reception, during the Horizons Exchange, or at our off-site Helipad Party in downtown Victoria, I encourage you to take advantage of the opportunity to renew old friendships, build new relationships and spend time with the people who make this industry such a unique community.

On a personal note, I am very pleased to be continuing my service on the HAC Board of Directors in the coming year. It remains a privilege to work alongside colleagues who care deeply about the future of our industry and to support an association that continues to evolve in response to the needs of its members.

The Canadian helicopter industry is changing. The business environment is changing. Government, technology, workforce expectations and customer requirements are all evolving around us. **Horizons 2026** is about bringing the right people together to understand those changes, share perspectives and help shape what comes next.

I encourage you to participate fully: join the discussions, challenge ideas, meet someone new, reconnect with an old colleague and make your voice part of the conversation.

Welcome to Victoria. Welcome to **HAC Horizons 2026**.

I look forward to seeing you here at home and to sharing an exceptional three days with you. HAC



JEN NORIE
Chair, Board of Directors,
Helicopter Association of Canada

THREE DECADES OF BRINGING THE INDUSTRY TOGETHER AND A NEW HORIZON AHEAD



TREVOR MITCHELL
President and CEO

Members, Exhibitors and Guests

Welcome to **HAC Horizons 2026** in Victoria, British Columbia.

This year marks an important new chapter for the Helicopter Association of Canada. Over the past year, we have taken a hard look at how HAC presents itself, how we deliver value to our members, and how our annual conference can best serve an industry that is changing rapidly.

The result is **Horizons 2026** — a new conference identity, a new direction and, most importantly, a clearer purpose. Our rebranding reflects more than a change in appearance. It represents how HAC itself is evolving. We want to be an association that looks forward, engages directly with the issues affecting our members, and brings together the people who have the ability to influence what happens next.

A Conference Built for Leaders and Decision-makers

For more than three decades, HAC has been **bringing Canada's helicopter industry together**. Our annual conference established the tradition of a national gathering for the Canadian helicopter community, creating a place where operators, manufacturers, suppliers, regulators and industry leaders could meet, exchange ideas and address the issues affecting our sector.

Today, Canada is fortunate to have a growing number of helicopter and aviation events. We see that growth as a positive reflection of the strength and importance of our industry.

As the organization that has been convening this community for more than 30 years, we also believe HAC has a responsibility to continue evolving. That is why **Horizons 2026** is not simply a new name for our traditional conference. It represents a deliberate new direction.

Rather than trying to be everything to everyone, Horizons has been designed specifically around leaders and decision-makers — owners, executives, senior managers and those responsible for making the operational, financial and strategic decisions that shape helicopter businesses across Canada.

The aviation calendar surrounding Horizons is busy, with other valuable industry events taking place in the weeks immediately before we meet in Victoria. Our objective is therefore not to duplicate those experiences, but to build upon HAC's long history of bringing the industry together by offering something distinctly focused on leadership, business and the decisions that will shape what comes next.
Our program reflects that direction. The conversations extend beyond aircraft and day-to-day operations to aircraft acquisition and leasing, government policy, labour and workforce realities, regulation, financial planning, tariffs, emerging technology, succession and the changing commercial environment in which our members operate.

The goal is straightforward: bring the people making the decisions into the same room, create meaningful conversations and provide information that helps our members lead their businesses and our industry forward.

Advocacy That Produces Results

While Horizons represents one of the most visible examples of HAC's evolution, much of the Association's most important work continues throughout the year, often well away from the conference floor.

Advocacy remains at the heart of HAC's mandate, and this year we have seen encouraging evidence that sustained industry engagement can produce meaningful results.

A significant example has been the introduction of accelerated depreciation for aircraft and other eligible business assets. HAC worked alongside our aviation association partners in advocating for measures that recognize the extraordinary capital requirements facing aviation businesses. For helicopter operators considering fleet renewal, expansion and other major investments, improvements to the tax treatment of capital assets can have a meaningful impact on business planning and competitiveness.

At the same time, advocacy is rarely about a single issue or a single meeting.

HAC continues its work on Fatigue Risk Management System (FRMS) requirements, where we have consistently raised concerns regarding how certain provisions affect Canadian helicopter operations. Our efforts have included pursuing practical regulatory relief while continuing to engage Transport Canada on the broader issues that remain unresolved.

We are also continuing our challenge regarding Class D aerial work, advocating for an approach that appropriately recognizes the realities of specialized helicopter operations and the capabilities of Canadian operators.

Another important area of advocacy is **workforce development and access to training**. HAC is actively engaging the federal government through a number of ministries and departments to improve access to financial support for individuals pursuing careers as **Aircraft Maintenance Engineers and professional pilots**. Our objective is to have eligible AME and pilot training programs better recognized within federal student financial assistance frameworks, including access to student loans and other available training supports.

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Continued from page 4

For an industry facing persistent shortages of qualified pilots and maintenance professionals, improving access to training is not simply an education issue; it is a **workforce sustainability issue**. Reducing the financial barriers faced by people entering these careers can help strengthen the pipeline of skilled professionals our industry will depend upon in the years ahead.

These files are different, but the principle behind our involvement is the same: when regulatory or government decisions materially affect our members, HAC must be prepared to engage, provide evidence, propose solutions and remain involved for as long as necessary.

Some advocacy initiatives produce visible results quickly. Others require years of persistence. Both are part of the responsibility that comes with being Canada's national helicopter association.

Member Priorities Must Guide HAC

An association is strongest when its direction reflects the priorities of its members.
That philosophy has influenced not only our advocacy efforts but also the design of this conference.

Our **HOT TOPICS & Member Workshop** is intended to provide members with a direct opportunity to identify the issues that matter most to their businesses and to help guide HAC's priorities for the coming year.

That input is extremely important.

The challenges facing our industry are diverse and continue to evolve. Workforce shortages, regulatory complexity, government procurement, aircraft availability, financing, insurance, operating costs and international competition all affect different segments of our membership in different ways.

HAC cannot effectively represent those interests without listening. Horizons is therefore not simply a place where information is presented to members. It is intended to be a place where members help shape the work of their Association.

Business Happens Through Relationships

The helicopter industry has always been built on relationships. That is why the **Horizons Exchange** remains such an important part of this year's conference.

Our exhibitors, manufacturers, suppliers and service providers are essential partners in the success of Canadian helicopter operators. The trade show provides an opportunity to see new products and services, but its greater value is often found in the conversations that develop around them.

A new supplier relationship, a financing discussion, an introduction to a potential customer, or simply an exchange of ideas can create opportunities that continue long after everyone leaves Victoria. We have intentionally built time into Horizons for those conversations to happen.

The same applies to our social program. Receptions, informal gatherings and the **Helipad Party** are not simply entertainment around the edges of the conference. They are part of what makes an industry gathering valuable. Relationships are built when people have time to talk.

Investing in the Association Means Investing in the Industry

It is also important to recognize that participation in Horizons directly supports the work HAC performs throughout the year.

Conference registrations, exhibit booths and sponsorships generate resources that allow the Association to represent the helicopter industry with government and regulators, support our committees, develop industry positions and respond when issues emerge that require a national voice.

The value of this conference therefore extends well beyond these three days.

When members and industry partners support Horizons, they are also helping strengthen HAC's ability to advocate for the Canadian helicopter industry.

Looking Toward the Horizon

The name **Horizons** was chosen deliberately.

Our industry is facing significant change. Technology is evolving. Aircraft acquisition models are changing. Government priorities are shifting. Workforce expectations continue to develop. International events increasingly affect Canadian businesses, and regulatory decisions can have consequences that extend far beyond the original policy objective.

For our industry to remain strong, we cannot simply react to those changes after they occur.

We must look ahead.

That is what this conference is intended to encourage.

Over the next three days, I hope you will take the opportunity to challenge ideas, ask difficult questions, share your experiences and engage with people whose perspectives may be different from your own.

Some of the most valuable outcomes from Horizons may not appear anywhere on the formal agenda. They may begin with a conversation between two people who had never previously met.

In Closing

On behalf of the **Helicopter Association of Canada**, thank you for joining us in Victoria and for supporting this new direction for our Association and our annual conference.

HAC has changed considerably over the past year, and **Horizons 2026** reflects that evolution.

We are proud of the progress we have made, encouraged by the advocacy results we are beginning to see, and fully aware that there remains much more work ahead.

Our responsibility is to ensure that HAC continues to be relevant, responsive and effective in representing the businesses and people who make up Canada's helicopter industry.

I encourage you to participate fully over the next three days.

Connect. **Contribute**. **Challenge**. **Look ahead.**
Welcome to **HAC Horizons 2026**. HAC

From Regulation to Operation

Preparing Canadian Air Operators for the New Dangerous Goods Regulatory Framework

By Miranda Friesen

Canada's requirements for the transportation of dangerous goods by air have undergone their most extensive revision in nearly two decades. Part 12 (Air) of the Transportation of Dangerous Goods Regulations (TDGR) has been comprehensively rewritten, establishing a new regulatory framework for Canadian air operators.

For operators conducting aerial work, fire suppression, search and rescue, law enforcement, or limited access activities, the revised requirements introduce important provisions that directly affect how dangerous goods can be transported within these specialized operations.

The purpose of the rewrite was to modernize the transport of dangerous goods with international standards, particularly with the ICAO Technical Instructions becoming the primary source of requirements for air transport in Canada.

From Experience to Purpose

During my years working as a Transport Canada TDG Inspector, I heard a consistent message from operators. There was a genuine desire to operate safely and comply with the regulations, however, understanding and applying the complex requirements was not always straightforward.

Those conversations stayed with me and helped shape the idea behind Verity DG.



Miranda Friesen founded Verity DG Consulting Inc. in 2021 to assist air operators in achieving and upholding compliance with regulatory framework surrounding the transportation of dangerous goods.

Practical Impact of these Changes

Air operators may have already noticed a greater focus on dangerous goods compliance through an increase of TDG Inspections. Transport Canada Inspectors are verifying that dangerous goods programs are current, with company procedures and training accurately reflecting the latest requirements.

The new TDGR Part 12 dangerous goods framework affects workable procedures, training, documentation, and day-to-day operations, requiring air operators to understand what has changed and how those changes can be applied within their own operations.

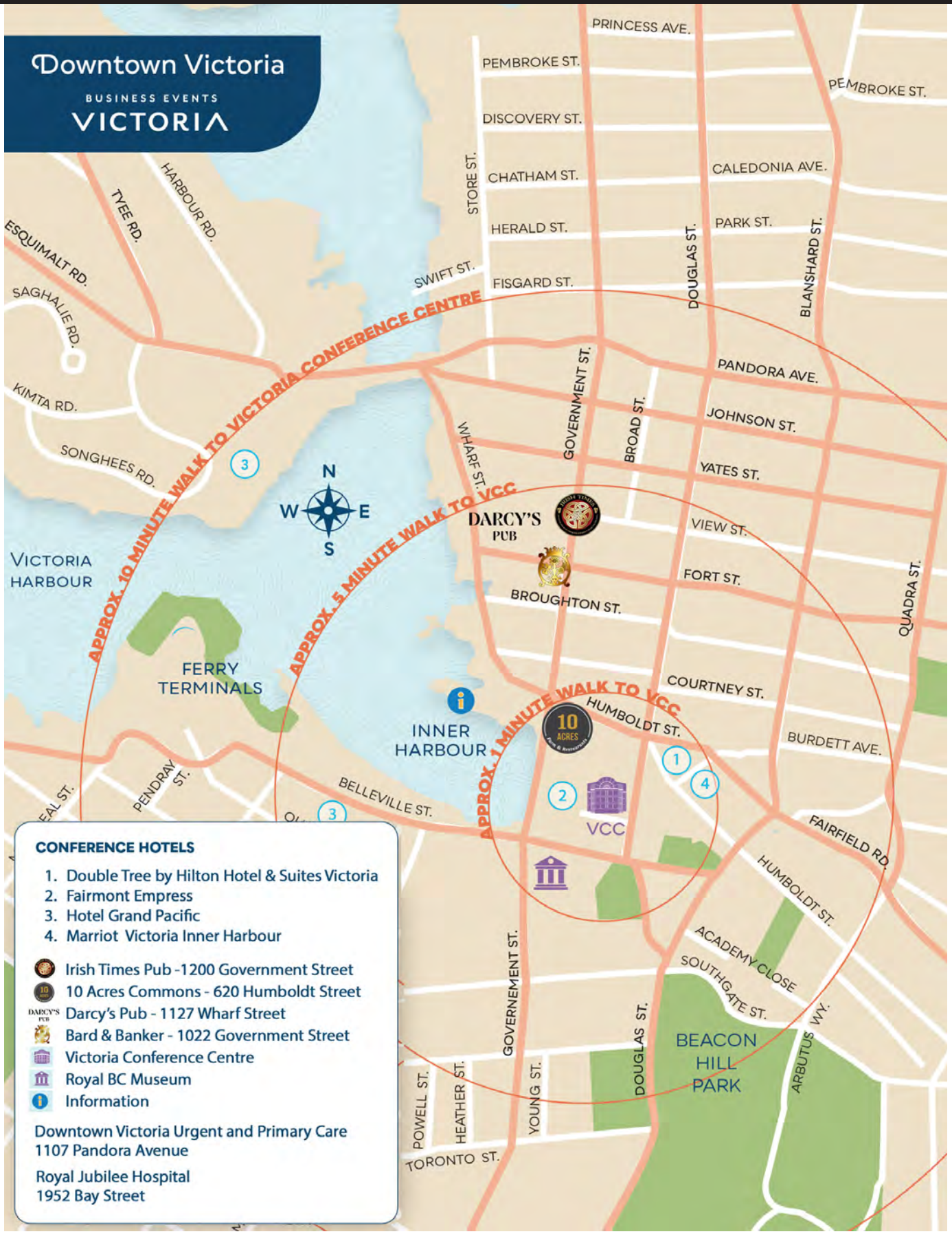
Bridging the Gap between Regulation and Operation

With the framework set, the focus now shifts to implementation. As Canadian aviation enters this next chapter of dangerous goods regulation, we have the specialized expertise, practical guidance, updated training, and the proven ability to develop solutions when they are needed.

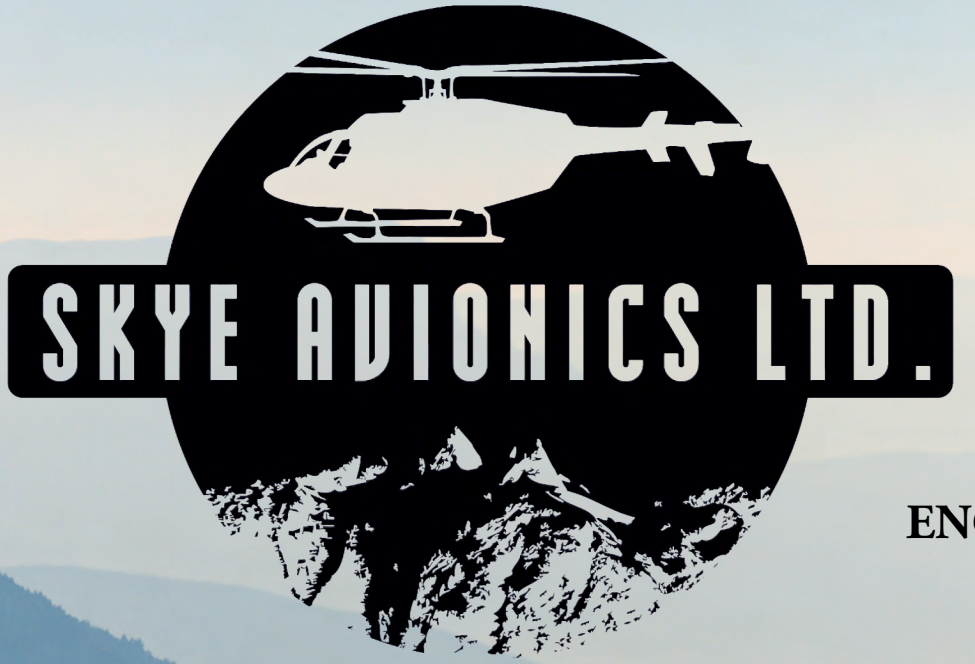
We value the relationships we have built with operators across Canada and continue to work alongside our clients as they transition to the new requirements. As the regulatory landscape continues to evolve, our purpose remains to help operators meet Transport Canada's requirements and translate those requirements into practical procedures, training, and resources that work within their operations.

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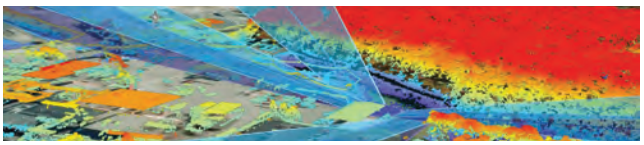
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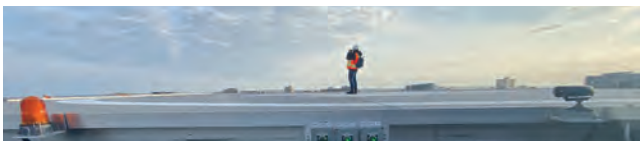
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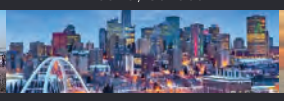
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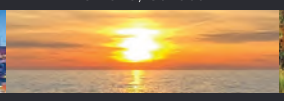
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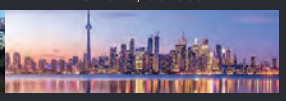
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