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The Sky Pilot Suspension Bridge stretches towards Summit Lodge at the top of the Sea to Sky Gondola.







#### **In-Flight Review Magazine**

M T M T

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In a Crisis, Hope is Not a Strategy



# FTER NEARLY 40 YEARS in communications and public relations I've seen more than my share of crisis situations that can make or break an organization.

The fact is, on any given day, most organizations are mere seconds away from a potential crisis, whether it be from a natural disaster, technical failure, human error, bad luck or bad judgement that is broadcast to the world through social media. The key to navigating that crisis successfully is not just having a robust communications plan at the ready, but activating and following it when the time comes.

Too many organizations get caught up in the moment and hope the crisis will simply go away. It's the organizational equivalent of pulling the covers over your head and hoping for the best. This almost always results in damage to the organization, staff, customers, reputation, sales or stock price, because when it comes to a crisis, hope is not a strategy. It's a recipe for disaster.

For more than 25 years, I've had the privilege of having Helijet and its President and CEO, Danny Sitnam, as clients. As one of B.C.'s most trusted and safest brands, Danny and his team knew early on that having a constantly updated crisis communications plan in place just makes good sense.

That's because, to paraphrase Rudyard Kipling, while some crises can be horrific, every crisis can be managed, particularly if you have a plan and keep your head while others around you are losing theirs.

At a high level, here are some fundamentals to

consider when building and activating your crisis communications plan:

- Plan ahead: You cannot build a crisis plan in the middle of a crisis. A good plan saves time and lets you hit the ground running.
- **Be transparent:** Tell the truth, be upfront and take responsibility. How you handle a crisis tells your team, clients, investors, regulators and the public what you're really made of.
- Every voice matters: Look at things from every stakeholder's perspective, and acknowledge and address their concerns in real time.
- Stick to the facts: By its very nature, a crisis is an
  information vacuum. Address and acknowledge
  what you do know, but never speculate or make assumptions that will only make things worse.
- Take an active role: Get engaged early and stay engaged for as long as it takes. Otherwise, others will determine the narrative of your story.
- A good spokesperson speaks volumes: A caring, credible, competent and confident spokesperson is critical. They are the face and voice of your organization through this ordeal, so choose carefully.

By having and executing a thorough crisis communications plan when needed, your organization and its future will be defined not by the crisis that occurred, but how you and your team responded to it. A successful response always begins with careful planning long before that crisis ever hits. •



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#### **CREW PROFILE**

BY GARTH EICHEL



# When Opportunity Knocks

T IS A RARE SOUL who gets through life without facing a crisis. How one responds can make, or break, their personal and professional lives. The global pandemic certainly changed lives, particularly for those working in aviation. In a matter of weeks, airlines everywhere were grounded, forced to lay off hundreds of thousands of employees.

Among them was Amundeep "Amun" Nahal. In March 2020 he was a First Officer with All Nippon Airways (ANA), based in Tokyo, Japan. Suddenly out of a job, he returned to Vancouver with his wife, Jaspreet, and began looking for work.

Airline pilots have few portable skills beyond flying, so many took jobs doing everything and anything. When Helijet posted an opening for Chief Pilot Fixed-Wing in December 2020 the company was flooded with hundreds of applications. Competition was fierce, but few had Amun's combination of flying and management experience.

Amun started his career in 2006, learning to fly at Juan Air in Sidney, B.C., before landing his first flying gig in 2008 with Nav Air in Vancouver. Over the following years he progressed through a variety of Vancouver-based air carriers, gaining experience

flying in B.C.'s challenging mountain environment.

His years of experience at Carson Air, a Richmond-based air ambulance carrier, were especially formative and he steadily moved upwards within the organization to become the company's Medevac Manager at YVR airport.

"Air ambulance is a challenging and satisfying type of flying like no other," says Amun. "When you're flying a big airliner you don't know why your hundreds of passengers are travelling, and there is no personal connection with them. With air ambulance you're working closely with a team of paramedics to get someone helpless to hospital. That creates a strong sense of mission and camaraderie — something I see in Helijet's Air Ambulance pilots."

Amun's job as a medevac pilot was also a source of pride for his grandfather who emigrated to Canada from India. "He used to say, 'This is why I wanted to come to a country like Canada. They send jets and helicopters to help people in distress where in other countries people can't even get an ambulance!"

After several years managing medevac operations, Amun applied to ANA in Japan where he completed a rigorous training program and was hired as a First Officer on the Boeing 767 in 2015.

"It was quite the adjustment," says Amun. "I had never worked for a huge airline before. ANA is an impressive and efficient organization, with pilots from around the world. Living and flying in Japan was something of a culture shock, too. Japanese standards are extremely high; the training is long and intensive. That said, the people are extremely polite and self-aware, and that carries over to flight operations. My wife and I really enjoyed our time in Tokyo."

Amun's daughter, Sanah, was born shortly after their return to Vancouver in 2020, prompting him to look for work close to home. The opportunity to join Helijet as Chief Pilot Fixed-Wing in February 2021 was ideal, and his background in senior management, combined with extensive mountain flying experience made him the obvious choice to operate the company's fixed-wing airplanes.

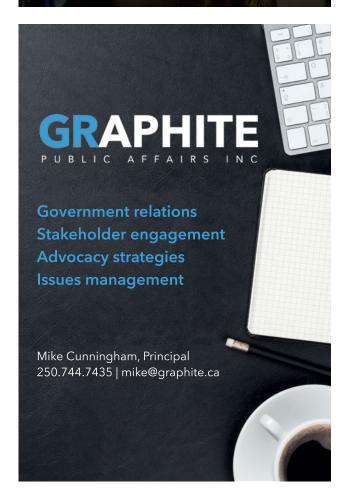
"The thing that appealed to me most was the prospect of being able to live and fly in Vancouver, and work with a small group of dedicated people as we grow a first-rate fixed-wing program."



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#### **AGENDA**

# BC HOME + GARDEN SHOW MARCH 16-19: VANCOUVER

Find inspiration for your next home improvement project at the BC Home + Garden Show at BC Place. Connect with industry pros to get expert advice on everything from interior décor and landscaping, to culinary trends and construction. Be sure to catch HGTV Canada's celebrity contractor Bryan Baeumler live on the Main Stage and popular pastry chef Bruno Feldeisen on the Cooking Stage.

bchomeandgardenshow.com



oto: Pavel Suslov

#### **RED HOT CHILI PEPPERS 2023 TOUR**

**MARCH 29: VANCOUVER** 

Following their recent Grammy nomination for Best Rock Song for "Black Summer" and the release of two brand new studio albums, acclaimed California rock band the Red Hot Chili Peppers will make a stop this spring at Vancouver's BC Place. Fun fact: With over 120 million records sold worldwide, the Red Hot Chili Peppers are one of the best-selling rock bands of all time. **redhotchilipeppers.com** 

#### DAVID SPADE: CATCH ME INSIDE

**MARCH 30 & 31: VANCOUVER** 

Perhaps best known for his five-year stint as a *Saturday Night Live* cast member or his role as a sarcastic receptionist on the office sitcom *Just Shoot Me!*, David Spade returns to his roots when he hits the stand-up stage. Performing this March at the Vogue Theatre, Spade brings his signature comedic style to his Catch Me Inside tour. **mrglive.com** 



#### SENSE AND SENSABILITY

**MARCH 2-APRIL 2: VANCOUVER** 

Experience a new take on Jane Austen's beloved classic tale of rumours, romance and reputations. After the sudden loss of their family fortune, gossip swirls around the Dashwood sisters — sensitive Marianne and sensible Elinor — as they navigate the complexities of 18th-century English society. See this smart, playful adaptation on stage at the Stanley Industrial Alliance Stage. **artsclub.com** 

#### **HEY VIOLA!**

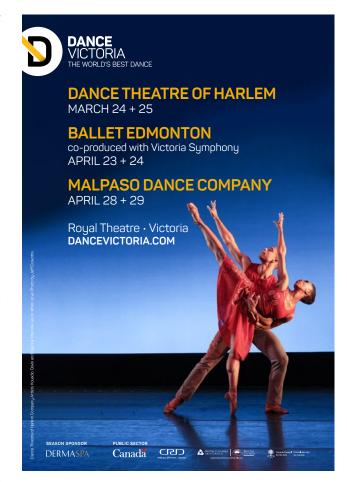
**APRIL 13-22: RICHMOND** 

Award-winning jazz singer Krystle Dos Santos brings to life the fearless Canadian civil rights trail-blazer Viola Desmond on the Gateway Theatre stage. Drawing on brilliant hits of the era, this musical follows the events that shaped Viola's stand against systemic racism in Canada, including her refusal to leave the whites-only section of Nova Scotia's Roseland cinema in 1946. **gatewaytheatre.com** 

#### **VANCOUVER SUN RUN**

**APRIL 16: VANCOUVER** 

Whether you run, walk or jog, there's something for everyone at Canada's largest 10K road race. Registrants can choose to participate in the full 10K event in person on Sunday, April 16, or join the event wherever you are during this year's Virtual Sun Run, April 14-16. Get the kids involved with the 2.5K Shaw Mini Sun Run, or join with colleagues in the Team Division. **vancouversunrun.com** 

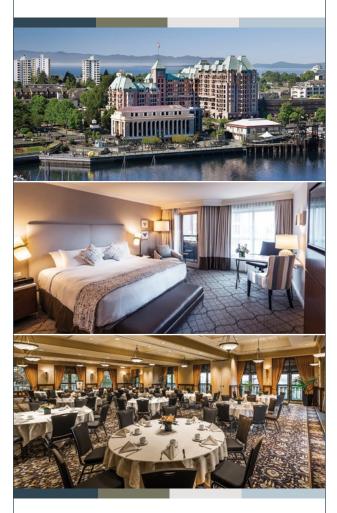






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#### **AGENDA**

#### **OLD STOCK: A REFUGEE LOVE STORY**

**APRIL 18-MAY 14: VICTORIA** 

Co-created by Ben Caplan, Christian Barry and Hannah Moscovitch, Old Stock: A Refugee Love Story is a triumphant musical inspired by the true story of Moscovitch's great-grandparents' immigration to Canada in 1908. On stage at the Belfry Theatre, this presentation offers a beautiful and relevant glimpse into the experience of being a stranger in a strange land. belfry.bc.ca



#### MUSIC IN MOTION

**APRIL 23 & 24: VICTORIA** 

In this first ever co-production by Dance Victoria and the Victoria Symphony, the exquisite artists of Ballet Edmonton will set Music in Motion with contemporary dance choreographed to Vivald's The Four Seasons, Ravel's Ma mère l'oye suite and Ian Cusson's Le loup de Lafontaine. dancevictoria.com

#### PROMS ISLAND STYLE

**APRIL 29: NANAIMO** 

Under the baton of guest conductor Arthur Arnold, Proms Island Style promises a fun-filled evening of classical and popular music performed by the Vancouver Island Symphony on the Port Theatre stage.

vancouverislandsymphony.com

#### **COME FROM AWAY**

**MAY 10-21: VICTORIA** 

Now on international tour, the award-winning Broadway musical Come From Away brings the remarkable true story of hospitality and humanity to the Royal Theatre stage in Victoria.

broadwayinvictoria.com



#### **ART VANCOUVER**

**MAY 4-7: VANCOUVER** 

Galleries and artists from across the nation and around the world will gather at the Vancouver Convention Centre for Western Canada's international art fair. Explore a wide array of artist exhibits and be inspired by live events such as Art Masters, featuring creators producing art in real time, and Art Talks, a panel discussion on current art trends.

#### artvancouver.net

#### **LUKE COMBS WORLD TOUR**

**MAY 27: VANCOUVER** 

Hot on the heels of releasing his fourth studio album, *Gettin' Old*, country superstar and reigning CMA Entertainer of the Year Luke Combs will make a highly anticipated tour stop at BC Place this spring. His Vancouver stop is one of 39 shows across three continents and 16 countries, making it the largest tour ever for a country artist. **lukecombs.com** 



Mark your calendar for these not-to-bemissed concerts coming to Vancouver this summer and fall:

#### Nickelback

Get Rollin' Tour June 28: Rogers Arena

#### Madonna

The Celebration Tour July 15: Rogers Arena

#### **Rod Stewart**

with special guest Cheap Trick Aug. 12: Rogers Arena

#### Sam Smith

GLORIA the tour Aug. 22: Rogers Arena

#### **Ed Sheeran** +-=÷× Tour Sept. 2: BC Place

**Bonnie Raitt** 

Just Like That... Sept. 3: Queen Elizabeth Theatre

#### Beyoncé

Renaissance World Tour Sept. 11: BC Place

#### Coldplay

Music of the Spheres World Tour Sept. 22 & 23: BC Place

#### Morgan Wallen

One Night at a Time World Tour Oct. 3 & 4: Rogers Arena



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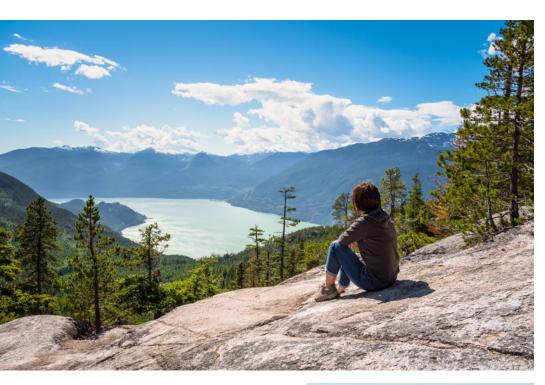


PLUS SIDE TRIPS ALONG THE WAY

BY STEPHANIE CUNNINGHAM

Sky Pilot Suspension Bridge: Bridge leading to Summit Lodge with Howe Sound far below. Photo: Tara O'Grady





# Sky Pilot Suspension Bridge: Squamish

From Basecamp to summit, Sea to Sky Gondola cars sweep visitors 885 metres up the mountainside in less than ten minutes. Along the way, enjoy aerial views of Shannon Falls, B.C.'s third tallest waterfall at 335 metres, and marvel at the skill of those braving the rockfaces of the famous Stawamus Chief.

Once at the top, multiple walking and hiking trails branch out in all directions through coastal forest, but head to the 100-metre-long Sky Pilot Suspension Bridge for the most swoon-worthy 360-degree views of Howe Sound below.

If a wobbly walk across a suspension bridge isn't your thing, enjoy the vistas from terra firma at Summit Lodge where you'll find a large viewing deck, fully licensed patio and indoor dining options. Or take a stroll along one of two easy loop trails to find dramatic viewing platforms can-



Photo: Tara O'Grady

tilevered over the sheer drop off below.

Interpretive signs throughout the area help visitors identify the surrounding Tantalus Mountain Range, including the bridge's namesake Sky Pilot Mountain, and its neighbour, Co-Pilot Mountain.

side trip: On the drive home, make a stop at Shannon Falls Provincial Park to see this natural wonder up close. An easy 350-metre walking trail along Shannon Creek leads to several viewing platforms where you can enjoy views of the cascading waterfall and bask in its cooling mist.



# Capilano Suspension Bridge: North Vancouver

THE ORIGINAL Capilano Suspension Bridge was a very different structure than what you see today.

In 1888, George Grant Mackay, a Scottish civil engineer and land developer, purchased 6,000 acres of dense forest on either side of the Capilano River. He built himself a cottage along the canyon wall and the following year, with the help of a young Coast Salish man named August Jack Khatsahlano, they constructed the first precarious foot-



bridge across the canyon using only hemp ropes and cedar planks. It soon became a popular destination for early adventurers dubbed the Capilano Tramps who would journey across Burrard Inlet by steamship before tramping up the rough terrain.

That original rope bridge was replaced in 1903 by a sturdier wirecable crossing and was completely rebuilt again in 1956. Incredibly, it took just five days to construct this modern iteration of the bridge that is still in use today. Stretching 137 metres across, its steel cables are encased in 13 tons of concrete at either end — enough to support a fully loaded 747 aircraft.

While the suspension bridge offers aerial views of the Capilano River 70 metres below, the Cliffwalk gives visitors another perspective with a series of cantilevered walkways, stairs

and viewing platforms stretching out from a granite precipice.

Across the canyon, visitors can explore the old-growth forest in the Treetops Adventure. Built to accommodate the growth of the 250-year-old Douglas fir trees, engineers used an adjustable tree-collar system rather than nails and bolts to secure a series of walkways and platforms as high as 33 metres above ground.

Park Suspension Bridge may not get the same level of attention as its larger neighbour to the west, but the swing and bounce of this narrow 50-metre high bridge is sure to give you pause. As part of the Baden Powell Trail system, it's free to cross this suspension bridge and enjoy the many other hiking trails and swimming holes located at the park.



# Golden Skybridge: Golden

DESPITE ITS SINGULAR name, Golden Skybridge is in fact two bridges crossing an expansive canyon just north of Golden's town centre. These incredible feats of engineering opened in 2021 with the upper Skybridge a dizzying 130 metres high and 150 metres long, and the lower bridge 80 metres high and 140 metres long.

A three-kilometre trail around the edge of the canyon links the two bridges with of viewpoints along the way for selfie stops. And, if the bridges don't take your breath away, Golden Skybridge has plenty of other attractions sure to do the trick including a cross-canyon zipline, a treetop challenge course and a thrilling Rail Rider Mountain Coaster that picks up speed as it whisks along the canyon edge. The giant Canyon Swing promises ultimate thrills as it pendulum swings two passengers at a time between the canyon walls.

side of town, take the Golden Eagle Express Gondola to the summit of Kicking Horse Mountain Resort where you'll find Canada's highest restaurant, The Eagle's Eye. At an elevation of 2,347 metres, diners can enjoy views of five National Parks in the surrounding area.

# Hell's Gate Airtram: Boston Bar

EXPLORER SIMON FRASER first paddled down the mighty Fraser River in 1808 in search of a fur-trading route. When he and his crew abruptly encountered roiling white-water rapids, they were forced out of their boats and onto the cliff walls to scale their way past the watery hazard. "We had to travel where no human being should venture," he later wrote in his journal, "for surely these are the gates of Hell." Thus, the area had a new name: Hell's Gate.

Little did Fraser realize at the time, this is in fact the narrowest and deepest point in the entire Fraser River at 33 metres wide and water depths of up to 55 metres. For centuries, it has been a popular summer fishing area for Indigenous communities and each fall hundreds of thousands of salmon fight their way upriver through this narrow passage to reach spawning grounds on the other side of Kamloops.

One of the steepest fully suspended trams in North America, Hell's Gate Airtram was built in 1970 and still offers the best views of this tumultuous waterway and the towering canyon walls on either side.

Trams depart every ten to 15 minutes, carrying passengers from upper terminal to lower terminal in about five minutes. A suspension bridge below offers visitors a closer look at the 200,000,000 gallons of water that pass through this channel every minute and if you time your visit right, you might catch a glimpse of river rafters running the rapids.

Located just off the Trans Canada Highway, 52 kilometres north of Hope and only two and half hours from Vancouver, Hell's Gate is open mid-April through October.



from Hell's Gate, Alexandra Bridge Provincial Park offers another historic view of the Fraser Canyon. Originally completed in 1865 and rebuilt in 1926, this suspension bridge played an integral role in the gold rush economy as part of the Cariboo Wagon Trail.

# Grouse Mountain Skyride: North Vancouver

THE GROUSE MOUNTAIN Skyride is North America's largest aerial tramway system, operating year-round to carry snowshoers and sliders up to the resort during the winter months, and weary Grouse Grinders back down during spring, summer and fall. During the summer months, however, there's an extra special way to ride the tram: on top.

For a view of the Lower Mainland like no other, Grouse Mountain's Skyride Surf Adventure invites passengers onto the roof of a tram car to "surf" the 1,610 metres up the mountainside à la James Bond.





Starting at the base, surfers are greeted by a guide to get a behind-the-scenes peek at the mechanics of the tramway before receiving a quick rundown of the rules. Then it's time to pop on a helmet and climb up to the rooftop platform for unobstructed views as you fly through the sky.

side trip: For another unbelievable viewpoint from Grouse Mountain, check out the Eye of the Wind, the world's first and only wind turbine with a clear glass viewPOD at the top of the tower. Standing just three metres from the massive rotating blades, you'll gain a new perspective on the size of these turbines and the power they generate.





# Malahat SkyWalk: Vancouver Island

Towering high above Saanich Inlet, 30 minutes north of Victoria, the Malahat SkyWalk offers sweeping views of Finlayson Arm, the Gulf Islands and Mount Baker.

Like an immense crown on the mountaintop, the SkyWalk is a tenstory-high spiral tower with an accessible ramp from bottom to top. This architecturally stunning \$15-million project opened in the summer of 2021 and quickly received accolades and awards including the 2022 BC Tourism & Hospitality Award for innovation.

With pristine nature at every bend, visitors make their way to the tower by way of the TreeWalk, a 600-metre-long elevated boardwalk through the treetops of an arbutus grove. Once at the SkyWalk, panoramic views abound all the way to the tallest level where the brave can venture out onto the sturdy-but-very-see-through Adventure Net suspended across the tower centre.

For those who choose to add a little speed to their visit, descending the tower may be even more fun than going up: a 50-metre long spiral slide whips visitors from top to bottom in no time.

side trip: For a different kind of viewpoint, check out the historic Kinsol Trestle in nearby Cowichan Valley. A 25-minute drive from the Malahat SkyWalk, this 1920s bridge over the Koksilah River is one of the tallest free-standing wooden railway trestles in the world. The last train to cross this gently curving span was in 1979, but thanks to a multi-million-dollar restoration, the 187-metre-long trestle was re-opened in 2011 as part of the Trans-Canada Trail network.

## Cloudraker Skybridge: Whistler

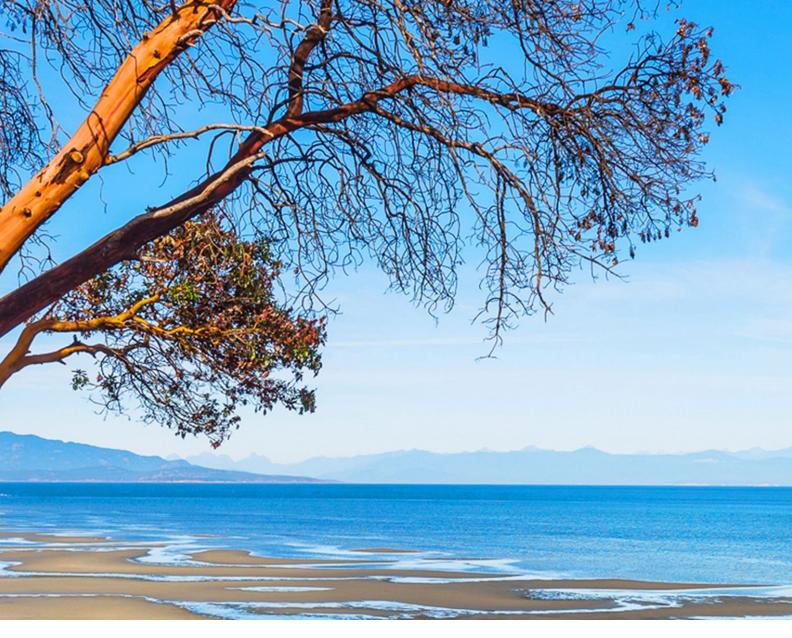
FOR A SCENIC TRIP to an even more scenic outlook, check out Cloudraker Skybridge at the peak of Whistler Mountain.

Located almost 2,200 metres above sea level, this impressive bridge is ranked one of the highest suspension bridges in the world and spans 130 metres from Whistler Peak to the West Ridge.

To get there, first board the 25-minute Whistler Village Gondola to the Roundhouse where you can stop for a bite to eat before making the short hike to the Peak Express Chairlift. It's a seven-minute ride on this open-air lift to the suspension bridge and Raven's Eye viewpoint, a cantilevered platform extending 12.5 metres out from the rockface, high above the valley below.

The attraction first opened in 2018, and after a two-year hiatus, resumed operations last summer, but be sure to check weather conditions and chairlift operating times before heading up the mountain: this summer-only viewpoint is best experienced on a calm, clear day and the Peak Express Chairlift is known to shut down during windy conditions.

side trip: Looking for a cardio workout to go along with your high alpine views? High Note, the longest trail on Whistler Mountain, begins at the Peak Express chairlift and leads around the back of the mountain for sky-high views of Black Tusk, the Garibaldi Ranges and the stunning turquoise waters of Cheakamus Lake. This intermediate trail is 9.5 kilometres and takes about four hours to complete, not including time spent gazing at the incredible views.



orporate retreats have long been a valuable tool in the HR toolbox, known to help boost employee morale, build connectivity across departments and support staff retention. Now, as we move into our post-pandemic world, employee retreats are proving themselves more beneficial than ever.

"Companies are looking for ways to help their employees reconnect," says Suzy Kirkland, Marketing Manager at Parksville's Tigh-Na-Mara Seaside Spa Resort and Conference Centre.

"After the last several years of working remotely and in hybrid arrangements, many corporations are using retreats to help celebrate their employees and to recognize them for their loyalty," she says. "It seems to work – we've noticed the retreats we're hosting are more lively now and you can tell people are happy to be together again."

We reached out to Kirkland and the other experts at Tigh-Na-Mara Seaside Spa Resort and Conference Centre for their top tips for planning an extraordinary corporate retreat.

#### **1**) S

#### Start with the why

Before getting down to the nitty gritty details of when, where and how for your retreat, it's most important to figure out the why.

"First, determine the focus of your meeting – is it the bottom line or is it team building?" says Joanne Thomson, Tigh-Na-Mara's Director of Sales and Marketing.

Her suggestion: consider implementing one of each type of retreat in the spring and fall.

"Hold your wellness retreat in the spring with a focus on your employees," she says. "Your team will



be much more engaged and eager to participate in your future business planning and will certainly appreciate your efforts."



#### (2) Getaway from the everyday

Like its name suggests, a retreat should be departure from the day-to-day workplace where employees can relax and build rapport in a completely different environment.

A location like the Tigh-Na-Mara Resort in Parksville is the perfect example. With 10,000 square feet of event space, a variety of room configurations, a private rooftop relaxation area and newly renovated oceanfront rooms, the resort has facilities to fit every type of meeting need for any size group. Set on three kilometres of beachfront with trails galore and an award-winning spa onsite, outside amenities at the resort are just as versatile as inside.



#### **Tackle transportation**

Once the location is chosen, its time to consider transportation for your team. Will employees drive themselves, or will you arrange transportation? How much extra time will travel add to the time away?

Consider all options when planning your transportation and, if possible, make it a memorable part of the event. Helijet, for example, offers speedy flights between Vancouver and Victoria or Nanaimo with free shuttle service to many hotels, resorts and conference centres.



#### Timing is everything

Booking a retreat mid-week has more than one advantage. Not only will employees appreciate having their weekend free, attractions and accommodations are often less busy mid-week.

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#### (5) Let experience be your guide

Wherever you plan your retreat, ask the venue what has worked well in the past and listen to their expertise. Conference planners will know the advantages and limitations of their venue and can help you come up with creative ideas for local activities, outings and team-building events that will be sure to generate both memories and camaraderie.

"For one group, we recently brought in a local artisan cheesemaker to give lessons on how to make cheese," says Kirkland. "We've also arranged everything from sand sculpting competitions on the beach to adventure sea kayaking, Horne Lake Cave tours, group painting parties, whale watching trips, winery visits and more.

"We can also recommend DJs, photographers and even motivational speakers," she adds.

#### Be realistic with your budget

A corporate retreat is an investment in employee morale and engagement and those priorities need to be considered when setting your budget.

Here again your conference planner can assist with costing out various options for room rentals, catering, on-site and off-site activities and other incidentals.

#### **Devise some downtime**

"Sometimes people plan too much in a day," says Wendy Johnson-Reid, Senior Sales and Events Manager. "I've been to conferences where I've never left the event and didn't even get a chance to explore the hotel!"

Instead, she suggests, "allow some relaxation time to sit at the beach or enjoy the property, rent a bike or paddle board, go to the spa or simply go for a walk."

#### (8) Plan your Plan Bs

Weather is always the wild card when it comes to event planning. No matter the season or the favourable weather forecast, be prepared before the event with a Plan B in case Mother Nature throws a rainstorm — or worse — into the middle of your event.



#### Flag needs in advance

Make sure you are aware of the allergy and dietary restrictions of your staff and communicate those to the food services department or restaurant well ahead of time.

Likewise, if employees have accessibility requirements, be sure to flag those with the venue and find solutions or alternatives before arriving on site. •





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