

2019 Annual Report

World Class Flight Training





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MISSION

To provide members of the aviation community with the opportunity to pursue their goals supported by the highest quality resources in the safest environment.

VISION

To be the top flight school in Canada, providing excellence in training, equipment and facilities, creating the highest degree of customer satisfaction and success.

VALUES

- | | |
|--------------------------------------|-----------------------------|
| • Dedication to customers | • Respect and recognition |
| • Commitment to a culture of safety | • Leadership and innovation |
| • Collaboration and camaraderie | • Honesty and integrity |
| • Accountability to our stakeholders | • Open communication |

BOARD OF DIRECTORS

As a volunteer group of eight, the board worked hard to oversee and guide the long-term development and operation of WWFC and its programs. We foster stronger relations with the communities we serve and partner with: airlines, the college and university and the personal aviation community.

DIRECTORS & OFFICERS

Charles Nelson, President

Mark Schwartzentruber, Vice President

Contessa Bishop

Gord Kenworthy

Graham Downer

Paul Hossack

Scott Cornwall

Tony Varga

WWFC has come a long way since it was established in 1932, and we continue to strive to meet needs of the Canadian aviation community, while maintaining superior program quality and exceptional client service.

WWFC is well situated to position itself as a key leader in flight training in our local community, as well as across Canada. In the coming year, we will focus on planning for meeting the expanding demand for Canadian professional pilots and growing interest in general aviation in the region. We are pleased to serve on the Board of Directors for WWFC and would like to extend our thanks to all the staff, students and partners for an exceptional year.

GENERAL MANAGER’S MESSAGE

2019 was a year of unprecedented growth!

The “pilot shortage” continues to be a topic in the news across the county and around the world, which has boosted application numbers in all Waterloo Wellington Flight Centre (WWFC) programs. Our student population is up, and flying hours increased by 40%.

Over the last year, WWFC has focused on initiatives to enhance flight training with **more equipment, more staff, increased programs and support**. We purchased seven aircraft through the year, bringing our fleet up to 30.

We continued to update our Strategic Plan through 2022. Our vision is to create an Aviation Innovation Hub in the region. This work will continue through the first quarter of 2020.

WWFC has also spearheaded initiatives to increase its contribution to the Canadian aviation industry, education and our regional community. WWFC continues to work with Conestoga College (CC) and University of Waterloo (UW) to manage the student in-take and to provide the best outcome for students by providing high quality education and training. We also have looked to Europe for innovative

training tools and enhanced Multi Crew Coordination training for new grads starting as First Officers with major airlines.

Career pathway programs and partnerships continued with **Sunwing, Jazz, Air Georgian, Porter and WestJet**. Three more UW grads were hired into the Sunwing cadet program in 2019, which brings WWFC direct-entry grads at Sunwing to a total of 22. A number WWFC instructors also moved on to Westjet Encore throughout the year.

Financing and scholarships were also a focus in 2019. Jazz awarded four more scholarships and Porter awarded two more scholarships at the annual Wings Banquet. WWFC matched the proceeds from our Annual Golf Tournament awarding four scholarships and Private Air awarded three scholarships as well. We are looking for more aviation organizations to offer financial assistance in the coming year.

Although our Fun Flyers activities were down in 2019, our flying hours for the non-professional training and renters remained steady. We also established a flight instructor position to focus on the needs of our recreational trainees and renters.

GENERAL MANAGER'S MESSAGE

We continued to collaborate with COPA 26, hosting some of their monthly meetings, promoting their events and fly-outs to our clients and supporting the COPA for Kids initiative.

New in 2019, WWFC sponsored **Elevate Aviation**, which works to promote aviation careers to girls, as well as boys, across Canada. Other programs and organizations WWFC supported included **Ready Set Fly**, **Northern Lights Aero Foundation** and many community programs.

Special events continued to play a major role in our community outreach. These included:

- Wings Banquet
- Girls Can Fly
- Aviation Fun Day
- 3rd Annual Golf Tournament

Financially, WWFC had another very strong year, enabling us to invest in seven new aircraft and continuing to reduce debt. WWFC is in a very strong financial position to add additional resources to strengthen and grow our training programs.

Remotely Piloted Aircraft Systems (RPAS) program went through some changes in 2019 after the new regulations came into affect in June. A new dedicated RPAS website was launched and an online training program is in the works for 2020.

Interior renovations included an upgrade to the main floor washrooms, moving the Pilot Shop, creating more briefing room and meeting space, instructor room with lockers and cupboards for storage, as well as many touch-ups throughout the facility.

In order to better manage our aircraft we continued to use of Fleet Captain to dispatch our aircraft. At year's end we launched a new online booking system, called Wingman to gain additional efficiencies in the fleet deployment.

The Alsim also served as a valuable training tool for VFR, IFR and Multi Crew training. It also provides an alternative for students to train during bad weather.



Bob Connors,
General Manager

Our dedicated maintenance staff ensured fleet reliability for day-to-day operations and the new planes were brought online in a timely manner. Regulatory compliance continued with requirements from AODA and PCC KPI audit. WWFC staff works hard to stay on top of these requirements and communicate items that directly affect staff and students.

WWFC is committed to building programs and events that support future professional and recreational pilots. With the pilot shortage issues, our dedication is that much more important. We are a **key player in Canadian aviation training** and look forward to continuing to be engaged locally, nationally and internationally.

I would like to acknowledge and thank the WWFC staff. This year's achievements would not have happened without their outstanding dedication and effort. Thank you also to the Board of Directors, members and volunteers who give many hours to provide guidance, hands-on assistance and support in making WWFC an exceptional organization.

In the next year, WWFC will work towards:

- finalizing and launching our Strategic direction to 2022;
- increasing flying hours and building the fleet to enable this;
- enhancing partnerships with UW and CC;
- extending airline career pathway programs;
- enhancing RPAS training;
- increasing services for recreational pilots;
- strengthening community engagement; and
- building strong government ties.

PROFESSIONAL PILOT PROGRAMS

60% of WWFC training is focused on students who want to become professional pilots. The majority of these come in conjunction with enrolling in the Conestoga College General Arts & Science (Aviation) diploma or the University of Waterloo Bachelor of Science or Bachelor of Environmental Studies honours degree. The current enrolment in these two programs is more than 300 students. Some of the university students are in an Integrated ATPL, while others are in an enhanced modular program. Both programs enable students to obtain a post-secondary education in combination with entry level commercial pilot qualifications.

First Year Post-Secondary enrolment in 2019 was as follows:

Conestoga College (September 2019 in-take): 65

University of Waterloo (January 2019 in-take): 67



Student enrolment in both programs increased again in 2019. WWFC had a total of more than 400 active students (CC, UW, PPL, CPL and FIR).

In addition, WWFC offers an Integrated Airline Transport Licence (ATPL) program for stand-alone students, which there are 34 students in three intakes. In addition, there are nearly 60 students pursuing a commercial licence in the traditional (modular) way. Finally, there are between 10-20 commercial licence holders working on their Flight Instructor rating at various times through 2019.

All of the programs above are approved by Transport Canada, as well under as the Ontario Private Career College regulations. WWFC is one of the five largest flight schools across Canada. WWFC mainly focuses on domestic students for employment in Canada.

Multi Engine and Instrument Rating training for both private and commercial licence holders and Instrument Proficiency Checks (formerly IFR Renewal) are also offered. All the above programs are also available to international students, as WWFC is approved by Canada for International student acceptance.

Professional Programs meet or exceed Transport Canada minimum requirements and look across Canada to Europe (EASA) and the USA (FAA) for best practices that can be incorporated. WWFC staff attended both US and European flight training conferences in 2019 to network and bring back new ideas. WWFC also seeks input and advice from Canadian airlines to ensure students are ready to meet expectations.

Flight Hours

Hours for 2019 were significantly higher than last year (37% higher).

The following chart illustrates the totals for the past nine years:

	2019	2018	2017	2016	2015	2014	2013	2012	2011
Total Hours	28,101	20,517	17,012	17,932	15,841	14,811	16,505	16,719	14,434

A total of 711 **Client Access Cards** were issued in 2019. This included 314 PCC and 397 Non-PCC. Yearly totals are as follows:

	2019	2018	2017	2016	2015	2014	2013
Total Cards	711	600	493	549	475	492	473

CAREERS & ALUMNI

WWFC is proud to have many alumni flying around the world. Whether they are flying for companies globally or simply flying the outback for pleasure, pilots with connections to WWFC can be easily found.



New alumni program initiatives launched in 2019. An enewsletter specifically designed for alumni was created and distributed four times throughout the year. It featured news and events at WWFC, as well as opportunities for alumni to network and an alumni profile in each issue. The profiles in particular are popular.



A free ticket to the annual Wings Banquet was also offered. More than two tables were filled at the banquet with alumni, which was an excellent turnout for the first time of this initiative. Also at the Wings Banquet, the new WWFC Alumni of Distinction Award was presented to two recipients – **Erica Schmidt-Weller** and **Mike Thornton** for their

contributions to WWFC, the aviation community and community involvement. Nominations are accepted all year and anyone can submit.

More alumni also came back to WWFC to assist with teaching and simulator training, which assists students as they transition from flight training to airline cadet programs.

An exclusive WWFC alumni pin was also given to graduates at the banquet, as well as sent to alumni as requested throughout the year. More plans are in the works for this important initiative to engage alumni with WWFC and students.

Three University of Waterloo grads were hired to the **Sunwing** cadet program in 2019. This has increased the number of grads who have joined the cadet program to 22. It has worked well for all parties and will most likely continue.



The **Destination Porter** program also continued with opportunities for students and flight instructors to connect and build mentorships with pilots.



Jazz career pathway program was also utilized by WWFC staff and students in 2019 with many taking the next career step.



WWFC also joined **WestJet**'s career pathway program later in the year. Many flight instructors have moved on to Encore, and some to mainline.



CHALLENGES

WWFC flight training students (as well as most other Ontario flight schools) are not eligible for OSAP assistance. This means that students must have their own or family financing to support the approximately \$80,000 cost. WWFC has done several things to assist:

1. Work with airline partners who offer financial scholarships (Jazz, Porter, Private Air).
2. Made arrangements with the Royal Bank in our area and Libro Credit Union for Line of Credit financing for those who meet credit requirements.
3. Identify and promote more than 236 known scholarship opportunities that are available to students (COPA, various banks, The 99s and others).
4. Started our own scholarship fund, LIFT. We fundraise through the annual golf tournament and then the proceeds are matched by the WWFC Board.
5. In 2019, WWFC also sponsored the cost of a number of initial flight instructor ratings in exchange for an 18-month employment commitment.
6. WWFC's General Manager is a Director on the board of the Air Transport Association of Canada, which has been advocating with the federal government to assist with new financial supports for flight students in order to address the ongoing pilot shortage.

For the first time in recent memory, WWFC was unable to accept all the students who were qualified and had the funds to enrol in September 2019. Our physical spaces are maxed out and in order to grow, WWFC needs additional resources. Addressing this is a key component of the 2020-2022 Strategic Plan.

We are working with our partners, The Region of Waterloo, Conestoga College and the University of Waterloo to develop a plan for accommodation of the current student demand. In this regard, we will be seeking financial support from both Federal and Provincial governments to create much needed additional capacity and establish an Aviation Centre of Excellence in the region.



SCHOLARSHIPS

Two **Porter Star Awards** were also presented at the Wings Banquet. Candidates are recognized for academic achievements and their contributions towards helping others. Recipients received a bursary of up to \$1,000.



Jazz Aviation awarded four full-time students (two Conestoga College and two University of Waterloo) for outstanding contributions to safety, leadership and professionalism. Each award consisted of a \$3,000 scholarship and an opportunity to participate in the Jazz Aviation Pathway Program selection process.



Private Air also awarded three \$500 scholarships to CC students at the Wings Banquet in 2019. The scholarship opportunity will continue in 2020.



LIFT Scholarship & Golf Tournament

The third annual golf tournament was held at Rebel Creek Golf Club with 90 golfers, golfing events, a silent auction of more than 90 items ranging from gift certificates, BBQ, wine tours, VIA Rail voucher and more. The tournament kicked off around 11am with a BBQ lunch and tee off at noon followed by dinner and awards, as well as the launch of the new LIFT video. A total of \$8,000 was raised and WWFC matched it for a grand total of \$16,000 for student pilot scholarships. Four scholarships of \$4,000 will be awarded at the Wings Banquet in 2020. Thank you to all the sponsors, donors, golfers, staff and volunteers who made this event a great success!



Star Porter Award



Jazz Award



PrivateAir Award



EXCELLENCE & CUSTOMER SERVICE



During 2019, WWFC added seven aircraft to the fleet, bringing the total to 30. In 2020, WWFC plans to add at least three additional planes and one simulator to ensure resources are available to students.

The **Pilot Shop** was re-located in 2019 to the front entrance. New shelving, displays, lighting and counter were installed, as well as a new Waterloo Wellington Flight Centre decal. The new layout made a big difference in welcoming visitors to the Flight Centre, as well as showcasing merchandise. Sales all-round increased in 2019.

Further interior renovations were also made to maximize space for briefing room and meeting rooms, instructor space and storage, offices, upgrades to the main floor washrooms and many other upgrades throughout the building.

A dedicated crew at **Dispatch** provided fantastic customer service, assisting students and customers with planes and administrative needs. In late 2018, WWFC launched a new dispatch system called Fleet Captain. It is designed to make the best allocation of aircraft that is ready for a specific flight. This software is a significant contributor to last years growth in flight hours.

In January 2020, a new booking system, called Wingman, was launched, which will allow for more fleet efficiencies. As a result, instructors and students will be able to search for available aircraft unlike the previous booking software.

New electronic flight bags were available, which provided maps and approach charts to assist in-flight. Front end staff was also a priority to ensure proper supervision and customer service representation was available during all regular operating hours.

Other **Information Technology (IT)** initiatives were regular maintenance and updates to the websites, as well as other programs to provide more efficient customer service.

Last, but not least, four new part-time instructor assignments were created to manage student progress and support instructors in their teaching. This has produced encouraging initial results and will be refined through 2020. The expected outcome is better student completion rates in the planned time frame.

COMMUNITY RELATIONS

Regional Impact

WWFC is an important contributor to the Region of Waterloo in that it employs more than 70 people with an annual payroll in excess of \$2mm and it purchases services locally worth another \$2mm. WWFC also attracts approximately 160 students per year to its programs in conjunction with Conestoga or the University of Waterloo. This results in an influx of approximately \$2mm in post-secondary tuition and living expenses for students who are here to enrol specifically in the aviation programs.

Industry impact

WWFC has hundreds of graduates working across Canada. In 2019, WWFC graduated more than 50 new entrants to airlines and this number will grow over the next three years to 100 per year. In 2020, WWFC will add new components to training offerings to better prepare students (grads) for direct entry to a flying position in an airline.

Airport Impact

WWFC is the major contributor to the annual aircraft movements, making CYKF among the busiest airports in Canada. In 2019, movements (take offs & landings) were approximately 140,000 and WWFC activity is estimated to account for 90,000 of the total.



FUN FLYERS

Although professional flight training is most of WWFC's business, non-professional flight training is 40% of the business. There are a lot of people still training for their private pilot licence, as well as flying recreationally. A Team Lead Flight Instructor was also assigned to manage fun flyers in 2019.

Ground school numbers for 2019 included: PPL = 92, CPL = 22 and IFR = 8. The total number of students working on PPL as of November 2019 was 129 and Renters was 62.

This is a dynamic group of passionate WWFC members who have their Recreational Pilot Permit, Private Pilot Licence or Commercial Pilot Licence and a love of flying. It's a great way for pilots to connect and share flying stories and build friendships. The sky truly is the limit for this group. In 2019, Fun Flyers made various trips to places across Ontario.

New in 2019, WWFC hosted an Open House event for renters. The event showcased the new booking system, as well as various departments at WWFC - i.e. maintenance, administration, marketing & events and RPAS. It was a successful event and plans are in the works to host it again in 2020. Other events included Transport Canada and NAVCanada seminars.



Designing Our Future:

WWFC is already heavily in the midst of exponential growth, which affects the Flight Centre in all departments and in various ways. Many initiatives were taken in 2019 and short-term and long-term strategic planning is also in development. Preparations for projected increases in student enrolment, as well as recreational flight training growth, community outreach and the RPAS program, while remaining adaptable to pursue new opportunities remains a high priority.

Three priorities for 2020:

1. Do an excellent job for current students;
2. Improve programs & resources within existing capacity limitations; and
3. Plan for the next phase of growth for WWFC in a way that brings national focus in the Region as a key contributor to Aviation & Aerospace in Canada.



Airline Partners



**Remotely
Piloted Aircraft
Systems**



**Industry
Stakeholders**



**Waterloo Wellington
FLIGHT CENTRE**



**Recreational
Flyers**



**Region of Waterloo
INTERNATIONAL
AIRPORT**



Strategic Plan 2018-2022

2020 Goals

Strategic Plan

- New plan includes strategic direction for the short- and long-term in regards to growth, partnerships, training resources & curriculum



Flight Hours & Safety

- Continue to grow flight hours. The budget is based on 30,000, but it is expected to reach 33,000

Pilot Programs

- Meet the rapidly growing enrolment for the CC & UW programs
- Improve retention and completion rates in all programs
- Promote international students, Integrated ATPL & instructor ratings

RPAS Program

- Increase presence & participation in BVLOS workshops
- Increase course registration, maintain presence in the community & build network

Development

- Expand services for advanced training - i.e. airline transition training
- Continue to improve curricula, syllabi & training materials for all programs
- Continue to implement Quality Assurance across the organization & continue with QA for flight ops, maintenance, PCC compliance & flight training programs
- Continue to build & promote career pathways for grads
- Provide more engagement opportunities for recreational flyers

Marketing & Special Events

- Continue to promote recreational learn to fly packages & look for different ways to reach current and potential clients
- Reach out & engage with alumni, provide networking opportunities
- Enhance & build on current special events
- Continue to expand Pilot Shop sales

Financial

- Meet or exceed budgetary targets
- Continue to pay down debt
- Invest in fleet and equipment acquisitions
- Pursue alternative revenue streams, including government subsidies & funding for specific equipment and/or major projects

Compliance

- Continue to meet the compliance requirements for Transport Canada flight ops & maintenance, labour & occupational health regulations, AODA, MTCU compliance for PCC renewal & KPI, as well as sales tax, Canada Revenue Agency, etc.

FLIGHT HOURS & SAFETY

Safety is a fundamental for any flight school. In 2019, WWFC experienced a large increase in flying hours, more ab-initio students as well as less experienced instructors. WWFC has a Safety Management System (SMS) in place and action is taken on both these reports and CADORs (that originate from ATC for the most part). In 2019, the number of incidents grew in higher proportion to the growth of flight hours.

Throughout the year we took action to raise awareness of instructors and students of a variety of issues as they arose. The action included internal poster campaigns, instructor meetings and adding a third practice area and implementing improved routes/altitudes to and from each one from the airport. WWFC has done this in collaboration with ATC. Also, testing several “aircraft position reporting devices” throughout the year has taken place, and in 2020 will equip the entire fleet.

In 2020, WWFC will also expand the safety management system to include a wider cross section of WWFC staff, the airport safety officer and ATC. This enhanced process will be managed by a new internal staff member assignment.

The breakdown is as follows:

Year	Total Flight Hours	Total Reported CADORs	Breakdown of CADORs
2019	28,101	0.17%	41 - WWFC 8 - External Hazards
2018	20,517	0.11%	15 - WWFC 7 - External Hazards

MAINTENANCE & OPERATIONS

The **maintenance** team at WWFC does an excellent job of maintaining and monitoring the fleet. Maintenance continued implementing the renewal of the aircraft fleet, day-to-day maintenance and stayed on top of any issues. Five new planes were added to the fleet in 2019. Two engines were also re-built, seats were re-upholstered and spare parts inventoried.

The operation of **Summit Fuel Services** continued to ensure a reliable fuel service for WWFC, as well as an alternative revenue source for other organizations and private pilots. The Summit team received an excellent rating in its performance review, as well as an award for the Best Fueling Operations in Canada.



MARKETING

It was a very busy year in terms for marketing, advertising, public relations and communications activities to create engagement with the community, clients, associates and staff.

A summer student was hired in 2019 to assist with marketing, social media, website, events and photography. This position provided daily support for all social media channels, special events materials and activities, design, promotional materials, writing, marketing research and other tasks. The summer student program continues to be beneficial in assisting with existing programs and new initiatives.

Tradeshows & Conferences

WWFC participated in more tradeshows and conferences in 2019. These continue to be successful in reaching out to future pilots, as well as a networking with the community and aviation industry.

Here's a list of just a few:

- AAA Air Cadets Career Expo (Toronto & Abbotsford)
- Aircraft Maintenance Engineer Association of Ontario
- Air Transportation Association of Canada (ATAC)
- Build A Dream (Spring & Fall)
- Chamber events (KW, Cambridge & Guelph)
- European Airline Training Symposium (EATS)
- Explore Your Future
- Ontario School Counsellors' Association (OSCA)
- Wings Careers in Aviation Expo (Toronto & Calgary)
- World Aviation Training Summit (WATS)



Public & Media Relations

Partnerships continued to be a positive part of WWFC's marketing and public relations. Throughout the year, WWFC worked with Conestoga College, University of Waterloo, COPA Breslau Flyers 26 and Region of Waterloo International Airport, as well as organizations within the aviation industry to promote WWFC, aviation and connect with the community.

WWFC also attended a number of networking events and meetings, participated in tradeshows and conducted regular communications with partners throughout the year. See page 20 for a list of more WWFC's partners, supporters and associates.

Media Relations was also conducted throughout the year with media releases distributed for each event, as well as other newsworthy items, such as WWFC alumni stories, award recipients and women in aviation. WWFC continues to work with its media partners in the industry and community to share news and events.

Girls Can Fly! • May 11, 2019 • 10am-4pm



Girls CAN Fly!
A celebration of women in aviation

TOUR the Flight Centre, **MEET** women pilots, **LEARN** more about the industry and try a **FREE FLIGHT**.*

Find out more at wwfc.ca/girls-can-fly

*Free flights for girls aged 8-18 years only. Advance registration is wwfc.ca required.

Supported by:      



WEBSITE

Website

The primary source of information continued to be the website. The launch of the new site early in the year, increased WWFC's online presence and created a more user-friendly interface. After the launch, continual improvements and maintenance was ongoing. Top pages visited were: Homepage, Flight Planning, Courses & Rates, Girls Can Fly, Private Pilot Licence, Pilot Shop, Commercial Pilot Licence, Fly Professional, Contact Us and Fleet Rates.

Flight Status, Courses & Rates, as well as Girls Can Fly ranked the three highest informational pages visitors were interested in last year. Average visits to the new site increased 45% since it was launched. The audience was made up of 65% male (3% down from 2018) and 35% female (3% up from 2018). The primary age of visitors tends to be 25-34.

The RPAS section of the website was moved to its own official website (www.fcdronezone.ca) in 2019. More details about the site are included in the RPAS section of this report.

COMMUNICATIONS & SOCIAL MEDIA

Communications

WWFC enewsletter and email campaigns were also a major source of communication with staff, students, stakeholders, media and the community. Information included happenings, events, scholarships and other WWFC and general aviation news. The Hub, an internal newsletter, shared information specially about WWFC. The average open rate for the internal news was 73% (70% in 2018). The Come Fly With Us newsletter was distributed to a database of more than 3,500 subscribers. The average open rate was 26%. Other databases included students, educators, RPAS customers, alumni, stakeholders and Fun Flyers.

Advertising included print and online ads with four of the top aviation magazines – Wings, Skies, Canadian Aviator and COPA Flight, as well as many other community and business publications.

Social Media

This was a major source of engagement last year, particularly in the summer months and into the fall. More content and images were shared on all platforms showcasing happenings, events, stories and profiles on all platforms.

Facebook continued to be the most popular. Total followers reached 1,084 (334 up from 2018), which is made up of 57% men and 42% women. Followers were primarily from Kitchener, Toronto, Waterloo, Cambridge, Guelph, London, Mississauga, Hamilton and Ottawa. Followers also live in India, the US, Bangladesh, Hong Kong, Saudi Arabia, United Arab Emirates, Nigeria and Kenya. Popular posts included staff, student and alumni profiles, pilot shortage, women in aviation, events, scholarships and general aviation news.



COMMUNICATIONS & SOCIAL MEDIA

Instagram became a more popular source of engagement in 2019, largely due to the increased professional photos WWFC had to share. The account has 818 followers (349 up from 2018). Posts included Flight Centre photos, events, as well as staff and student profiles, conferences and tradeshow and other aviation news. Followers are primarily from Kitchener, Toronto, Waterloo, Cambridge and Mississauga. The top two age ranges of the followers are 18-24 and 25-34, with 70% men and 30% women.



The two **Twitter** accounts were also active in sharing news, information, events and flight status. The [@flywwfc](#) account has 299 followers (94 up from 2018), which is made up of 61% male and 39% female. The followers are mostly from Canada (80%). The [@flightstatus](#) account has 804 followers (211 up from 2018), which is made up of 69% male and 31% female. The followers are mostly from Canada (92%).



Other social media used throughout the year were **YouTube** and **LinkedIn**. WWFC has had these accounts for a few years, but they were not being utilized to their full extent. With the increased availability of professional photos and videography, WWFC increased its presence and news on these channels.



SPECIAL EVENTS

New in 2019, WWFC hired a part-time Special Events Coordinator to coordinate the various events and happenings, as well as provide support for social media, media relations and storytelling. This new position will help to support the growing WWFC events, such as Wings Banquet, Girls Can Fly, Aviation Fun Day and Golf Tournament, as well as alumni events and many other new events to be launched in 2020. Daily social media and storytelling support will also be a major asset for this position.

Events continue to be major outreach and awareness initiatives for WWFC. A number were organized and/or attended throughout the year.

Wings Banquet

The annual banquet was held in April at the Delta Hotel in Guelph to recognize recent WWFC graduates and award recipients. The formal gala included cocktails, dinner, speeches and awards. The guest speaker was Elevate’s Founder and Executive Director, Kendra Kincade, who spoke of her career path in aviation and outlook from an air traffic controller perspective. The 2019 event had the highest attendance to date of about 300 attendees, which included students, families & friends, staff, industry representatives and local dignitaries. The new venue was a huge success and will be used again in 2020.



Girls Can Fly

A free event held in May, focusing on celebrating women in aviation and offering free flights to girls aged 8-18 (pre-registration required), as well as industry exhibitors, face painting and simulator demonstrations. Supporters included Air Georgian, COPA Flight 26 (Breslau Flyers), Kitchener Aero, Northern Lights Aero Foundation, Pilot’s Friend, Porter Airlines, Region of Waterloo International Airport and Waterloo Ninety Nines. The 2019 was the most successful yet with more than 900 attendees and 380 free flights. Thank you to all the staff, volunteers and sponsors who make this a truly inspiring event!



OUTREACH

Aviation Fun Day

Held in August, this free event showcases the aviation industry in Waterloo Region and raises funds for the local food banks. It was organized by a collaborative of Region of Waterloo International Airport, WWFC, COPA Flight 26 (Breslau Flyers), Flite Line Services, 822 Squadron Royal Canadian Air Cadets and Great Lakes Helicopter. It was the most successful yet with more than 8,100 in attendance. WWFC offered simulator tours, scenic flights and access to exhibitors. A raffle for WestJet tickets was also conducted by the local food banks.



Webster Memorial Trophy Competition

In August, WWFC student Tyler Walker represented Western Ontario at this event in Moncton. He was one of eight to compete for the title of Top Amateur Pilot in Canada. All candidates completed a written exam and flight tests in both an airplane and simulator, as well as an in-depth interview before a panel of three judges. The winner and runner up received numerous prizes donated by the competition’s sponsors. The WWFC is slated to host the event in 2021.



Webster Trophy Competitors 2019

COPA for Kids

Sponsored by the Canadian Owners and Pilots Association (COPA) Flight 26, this event is geared toward kids aged 8-17 years. It offers a free sightseeing flight in a small airplane or helicopter. Although the event was cancelled due to weather, plans are in the works to host again next year.

CWIA Conference

In June, WWFC sponsored students to attend the conference in Ottawa. The event provided opportunities to network with military and civilian aviation professionals from across Canada and the globe, as well as tours of aviation business facilities, workshops, speakers and a tradeshow.



Elevate Aviation Gala

In the fall of 2019, WWFC sponsored and attended the Elevate Aviation Inspire Gala in Edmonton. It was an annual fundraising gala where incredible women in the aviation industry are recognized. Eight women were featured, which included a fighter jet pilot, a helicopter pilot, an aviation lawyer, an aviation business owner and a civil astronaut. Filled with inspirational stories, entertainment and a raffle and silent auction prizes, it was a very influential event to be a part of.



Northern Lights Aero Foundation Gala

The 11th Annual Elsie McGill Awards Gala was held in September to honour eight women in aviation and aerospace. WWFC nominated recipient Dr. Suzanne Kearns, who was awarded the Education award. WWFC was proud to attend and support this inspirational event and to celebrate women in aviation.

REMOTELY PILOTED AIRCRAFT SYSTEMS (RPAS)

The RPAS program underwent many changes in order to stay current with all the updates to drone regulations. June 1, 2019 was a landmark date where the second and final version of CARs part nine came into effect.



The largest change was that instead of filing SFOCs and NOTAMs for every flight, licenses were created, which give RPAS pilots permission to fly in different areas. A Basic certificate allows any pilot to fly up to 400ft in class G, whereas an Advanced certificate opens up the rest of the airspace below 400ft, so long as the pilot proves they can co-ordinate with manned aviation.

Kyle McKinnon was hired in early February as the RPAS Program Coordinator. As well as being the Program Coordinator, Kyle is also an RPAS pilot. He began flying drones in 2014 in order to collect geospatial data for stockpile management, NDVI creation and silviculture management. His experience with drones and teaching skills have made him a great asset to the RPAS team.

Website

A new RPAS website was also launched. The need for its own website was identified, as it was getting lost in the WWFC site and it was needed to better showcase the program. The new site has a distinctive design and provides detailed information about programs, news and general RPAS information. Since its launch in early 2019, the site has proved to be very beneficial in locating information in a user-friendly manner.

Conferences & Tradeshows

WWFC attended several conferences and trade shows including Discovery 2019, Esri Toronto, Unmanned Systems Canada and a First Nations Career Fair. Several outreach programs were conducted at local idea exchanges, tech groups and WWFC exhibited at “The Culture of Drones” organized by Conrad Grebel University.



REMOTELY PILOTED AIRCRAFT SYSTEMS (RPAS)

Program Updates

Advanced Ground School: The advanced ground school program was completely overhauled to help people pass the online advanced test. After initially receiving feedback in July the course was updated to contain hundreds of additional sample questions and answers to help prepare students. Flight Instructor, Chris Borutskie joined the team filling the void left by Dave Wilson. With his wit and charm Chris has breathed new life into the monthly courses.

Flight Reviews: The second part of getting an advanced certificate is to pass an in-person flight review. Much like a driver’s test but for drones, this is a practical assessment of mission planning and flying ability. WWFC has become one of the major providers for flight reviews in Southern Ontario and with indoor locations in Cambridge and Niagara, it has positioned itself to continue that trend through the winter.



Basic Ground School: The Basic version of the ground school still runs a few times a year, but is being reduced. Most people can pass the exceptionally easy basic test without education.

Refresher Course: The Refresher course ran from June to October and was very successful in helping past students be brought up to speed on the new regulations. This was a very dense course which compressed 20 hours of information into only eight hours.

Drone Mapping Course: The first ever drone mapping course was created and offered in October. Students gave excellent feedback on the level of detail and practical experience they acquired during the course. Students were able to bring their own drone to a gravel pit and perform an aerial survey. They walked away with both experience and a sample project to show future employers.

Custom Courses: The WWFC continued to offer custom courses for organizations like the Waterloo Regional Police, The Department of Fisheries and Oceans and Niagara Water and Waste Water. WWFC continues to have a strong relationship with Niagara College, educating their students and teachers during Reading Week to enable them to pursue thesis projects and incorporate drones into their own curriculum.

In 2020, the RPAS program is looking to expand its courses online. Offering both in-class ground school and online instruction should help students from a wider geographic area.

RPAS is also investing heavily into Beyond Visual Line of Sight (BVLOS). Eventually RPAS will be sent off on missions beyond what the pilot can see and we want to be at the forefront of this development.

Thank You Supporters, Partners & Associates!



STAFF

Management Team

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Matt Scheben, Chief Flight Instructor
Kyle Green, Training Manager
Shawna Atkinson, Team Lead Supervisor
Sarah Spry, Associate Manager
Sarah Finch, Program Manager
Moez Tahir, PCC Program Coordinator
Lisa Pacheco, Customer Relations Manager
Peter Griffioen, Director of Maintenance
Stacy Breen, Front End Manager
Brian Finnerty, Fuel Oversight Safety & IT
Caroline Rose, Marketing Manager

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Natasha McKenty, Special Events Coordinator

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Remotely Piloted Aircraft Systems (RPAS)

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Chris Borutskie, Team Lead
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(As of Dec. 31, 2019)

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