



Waterloo Wellington  
FLIGHT CENTRE

# 2021 ANNUAL REPORT

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## Recovery & Resilience



# 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 most respected flight school in Canada, providing excellence in training, equipment and facilities, creating the highest degree of customer satisfaction and success.



# VALUES

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



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# BOARD OF DIRECTORS

Recovery and resilience is the theme of this year’s annual report. It is fitting as it signifies looking ahead as WWFC and industry work to strengthen for the years to come. In the following pages, it is clear that WWFC made many great strides in achieving this and setting the foundation for more growth ahead, in terms of flight training, processes, safety and engagement.

## DIRECTORS & OFFICERS

Chair: Tony Varga  
Vice Chair: Scott Cornwall  
Treasurer: Paul Hossack  
Past Chair: Charlie Nelson  
Director: Brock Besley  
Director: Contessa Bishop  
Director: Mark Schwartzentruber

This past year, the Board continued to play a key role in strategic planning and provided guidance for the future. We look forward to working with staff, as plans are made to continue WWFC’s next steps in becoming a leader in the aviation community. On behalf of the Board, thank you to the WWFC staff, volunteers and supporters for all their hard work and dedication. There is much to be proud of and much to look forward to as we continue to grow.

# GENERAL MANAGER

Last year I reported on the impact that COVID-19 had on our training operations in 2020. Happily, those uncertain and adverse impacts seem to be largely behind us as I write this in January 2022. We have adopted a full vaccination policy for all staff and students and I am pleased to report that we have full compliance with that policy.

2021 saw a remarkable rebound from the closures in 2020 and while COVID continued to have health and community impact, we were successful in finding alternative ways to deliver most of our vocational courses online.

Student enrolment decreased for both Conestoga College and the University of Waterloo programs since 2020’s enrolment. WWFC had a total of more than 400 active professional program students (CC, UW, PPL, CPL and FIR).

## First Year Post-Secondary enrolment in 2021 was as follows:

- Conestoga College: 23  
(September 2021 in-take)
- University of Waterloo: 90  
(January 2021 in-take, which was delayed)

Our COVID mitigation strategies enabled flying to continue and while we had

students and staff who contracted it, we were able to prevent an outbreak and prevent transmission at WWFC.

Unfortunately, our Fun Flyers continued to be impacted by provincial restrictions for much of the year, but by mid-fall all our activities were back on track.

We have been open for both PCC training and self-paced/Fun Flyers since the early fall of 2021 and none of the most recent provincial restrictions have impacted us.

Although the virus looks like it will be a “learn to live with it” situation, we are hopefully optimistic that we will be able to continue full operations through the coming year.

The flight hours demonstrate our impact and recovery:

- 2019 hours: 28,101
- 2020 hours: 20,202
- 2021 hours: 33,218
- 2022 budget: 38,000

I want to recognize and thank all our staff for their work in achieving this!



**Bob Connors,**  
General Manager



We continue to monitor the public health situation and are conservative in our approach to health protocols.

### Reorganization

Over the last year we implemented several organizational changes designed to improve the consistency and quality of our programs, provide better support for our instructional staff and improve the efficiency of our fleet deployment. More info on the new structure is on page 14.

### Fleet

We continued our fleet renewal program, purchasing two 2010 Seminoles and upgraded both Piper Arrows attitude indicator and HSI with Garmin GI275s.

In the coming year, we plan to replace the oldest 172s models and are considering replacing the DA40s with Piper Archers or Arrows.

### ATO

We also submitted our formal application to Transport Canada to be part of the Approved Training Organization (ATO) pilot project in 2022. In preparation for that we appointed a Safety/Quality Assurance coordinator and expanded our data capture and analysis in both areas.

### UW & WISA

We are working with the University of Waterloo's new research institute, Waterloo Institute for Sustainable Aeronautics (WISA) on several projects, including one to test an electric plane in our flight training environment.

### Enrolment & Employment Outlook

One of the biggest questions was what will the impact be post-COVID on enrolment and employment. I am pleased to report that application rates for our UW and Conestoga College programs remained steady or increased over September 2021.

We deliberately reduced our intakes in order to help us get students who have been delayed by the pandemic to get finished.

On the employment front, all Canadian carriers are now recalling the last of the laid off flight crews and some are relaunching entry level pilot recruitment programs.

From an enrolment perspective, COVID and the slam the Canadian aviation industry has taken in the last two years, has not deterred either professional or recreational future pilots from applying and starting training.

WWFC students had a very productive year, earning more than 450 licences and ratings, including:

- Private Pilot Licence: 125
- Night Rating: 114
- Commercial Pilot Licence: 62
- Multi-Engine Class Rating: 79
- Instrument Rating: 49
- Flight Instructor Rating: 32

More than one hundred students met all of their training goals in 2021, and we wish them the best of luck as they continue on their aviation journey!



# FLIGHT TRAINING PROGRAM

Several changes were made to our flight training programs. In April, a new standardized checklist format was introduced to all WWFC pilots, marking the first time an organization-wide online training module has been used to implement a change in our operating procedures. The modernized checklists cleared the way for new Standard Operating Procedures, which offer students an increased opportunity to prepare for flights and increase standardization across our fleet.

In the second half of the year, new Private Pilot Licence (PPL) lesson plans and training guides were launched. These guides are designed to help students more effectively prepare for their flight training sessions, and so far, the feedback has been positive. The first students using this syllabus will complete their PPL training in the first half of 2022.

A similar set of resources has been created for the Multi-Engine and Instrument Rating training stages, which include extensive use of scenario-based training in our two Alsim flight training devices. This training system has supported our move to central scheduling for the ME/IR phase, which is providing improved access training aircraft and simulators for students.

## The Year Ahead

Specific changes are planned this year for two areas of our training structure: Commercial Pilot training and the Flight Instructor Rating. The CPL stage forms the bridge between the Private Pilot and Multi-Engine/Instrument Rating, and the Lesson Plan/Training Guide concept WWFC has built and implemented for those stages will be extended to the entirety of the CPL. This will provide students within our structured programs and on their own timelines a working reference for the sequence, amount, and performance expectations as they work through Commercial training and will be available to all students by the middle of this year.

Finally, WWFC plans to offer our initial course offering for an enhanced Flight Instructor Rating program in 2022. This version of the FIR is being designed to equip graduates with an increased level of background knowledge and instructional skill. Classroom content is being expanded to include many areas of training relevant to instructors outside of the baseline requirements of TC, and students will be in scenario-based training in a more comprehensive simulator stage. We are excited to share more about this program as the start date nears!





# SELF-PACED STUDENTS & FUN FLYERS

## Ground Schools

There was a decrease in Non-Private Career College students in 2021 due to government regulations and health and safety restrictions. Unfortunately, training had to be halted several times to accommodate. However, students eagerly resumed their training when restrictions were lifted in the fall.

Ground school numbers included:

- PPL = 13
- CPL = 16
- ME = 14
- IFR = 6
- FIR = 32



Unfortunately, WWFC was not able to offer CPL or IFR ground schools in 2021 for new students. However, plans are to offer them again in the near future. A new FIR ground school will be starting in 2022 with many enthusiastic students.



## Fun Flyers

This unique group of fun flyers have a passion for aviation. They continue to come to WWFC for the enjoyment of flying, the friendly staff and well-maintained fleet.

A new study and lounge area was opened in September for fun flyers and self-paced students. This new area gives them a space to call their own and gives them a view of the aircraft.

An Open House event was held in September for self-paced students and renters to see behind-the-scenes at WWFC and to meet with staff. It was a great networking and social event for all who attended.



The new designated space for self-paced students and Fun Flyers

# PROFESSIONAL PILOT PROGRAMS

The majority of WWFC training is for students who want to become professional pilots (approximately 60%). Most of the students are enrolled in the Conestoga College General Arts & Science (Aviation) diploma or the University of Waterloo Bachelor of Science or Bachelor of Environmental Studies honours degree.

These two programs have more than 300 students enrolled. Some 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.

## Conestoga College (CC)

Despite the restrictions imposed by the ongoing pandemic and the delays in flight training that happened as a result, Conestoga College (CC) and WWFC were able to continue to support the curriculum and flight training. In collaboration with CC, WWFC saw a total of 116 active students in 2021, including 23 new aviation students from the September 2021 intake. These students were able to continue working towards the required number of flight hours for each phase of training, as well as all required ratings and licenses.



## University of Waterloo (UW)

Due to the ongoing pandemic, there were continuous delays in flight training. As a result, we had to find other ways to support the curriculum and flight training in order for students to graduate. WWFC saw a total graduation count of 21 students from the years past, which included UW15, UW16, UW17 and UW18 cohorts. WWFC is working diligently to see the graduation rates increase to at least 45 students.



In 2021, the UW/WWFC active student cohort consisted of 188 active students, including three new intake groups from the UW20 class backlog due to the pandemic. This ultimately, delayed the cohort of 90 ab-initio UW21 students into the next year with a flight training start date of September 2022. We expect to clear all the backlog by 2023.

## WWFC Integrated Airline Transport Licence (ATPL)

The ATPL program for students not in CC or UW programs had an enrolment of eight in January 2021 for a total of 32 active ATPL students overall working towards a commercial pilot license. Due to the restrictions imposed from COVID-19, significant delays in training were inevitable. WWFC recognizes Sean McDonald for successfully completing all program requirements in 2021 despite the delays. By the end of 2021, nine students moved into the final phase of training and are expected to graduate by the Spring 2022, making way for the 10 new incoming students.

All programs listed above are approved by Transport Canada, as well as under the Ontario Private Career College regulations.

**Multi-Engine** and **Instrument Rating** training for both private and commercial licence holders, as well as **Instrument Proficiency Check** were also offered. The new **Multi-Crew Coordination (MCC)** course was designed and taught by a senior WWFC Flight Instructor and an alumni airline pilot to prepare students for entry to the airlines.



# SAFETY

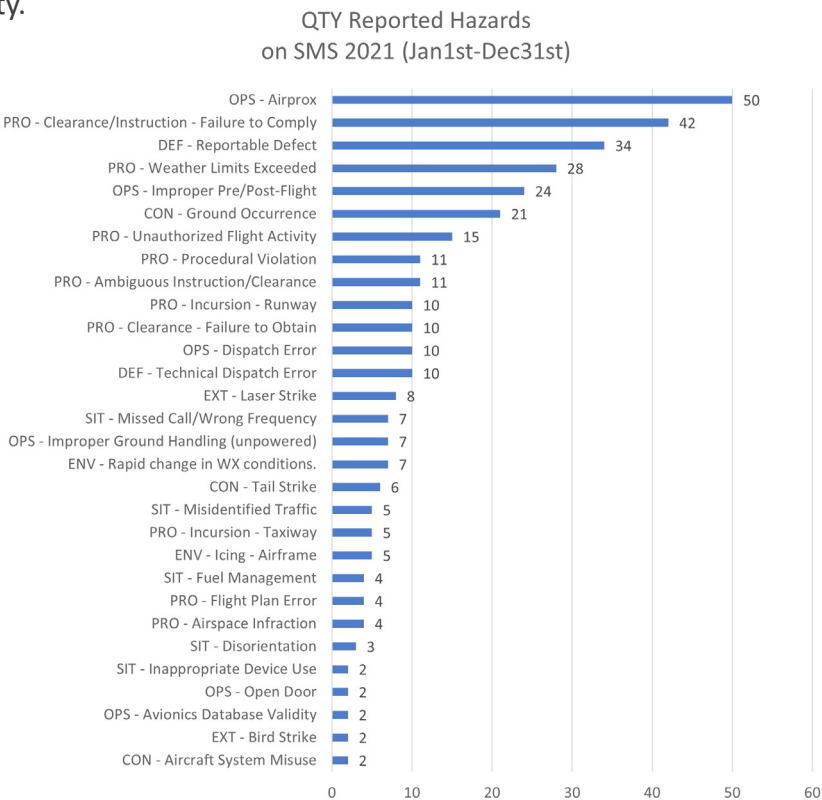
Nearly 500 Safety Management System (SMS) reports were submitted in 2021. We are encouraged to see such active use of our system both by our staff and students. The top two hazards identified in 2021 were Airprox (two aircraft in close proximity to one another) and failing to comply with an Air Traffic Control (ATC) clearance.



The most effective tool in the cockpit for preventing Airprox events is our eyes. Maintaining a proper scan throughout the flight is of up most importance. Other ways to mitigate against this risk include ensuring a clear position report is made on the proper frequency, as well not setting up for Airwork along the boundary of practice areas. In order to facilitate proper flight planning and to reduce congestion in locations in the practice area we are going to create a practice area position board, which will be placed in the dispatch area. This board will allow pilots to put a visual indication on a map as to where they are going to set up for their lesson.

Examples of failure to comply with ATC include taking off or taxiing without a clearance and descending through an altitude restriction. Copy down and read back clearances, as well as maintaining a sterile cockpit in critical phases of flight are effective mitigation strategies. A professional development workshop with all WWFC instructors is scheduled in the first quarter of 2022. In this session we will develop standard operating procedures to prevent this hazard.

This year we have opened two new seats on our safety committee with one of these to be filled by a WWFC student to ensure we hear of safety concerns from across the operation. We will also be nominating a pilot each quarter for a WOW staff recognition award for identifying a hazard or demonstrating a behavior that resulted in increased flight safety.



# REMOTELY PILOTED AIRCRAFT SYSTEMS

We continue to offer Remotely Piloted Aircraft Systems (RPAS) training. WWFC continues to work with Niagara College to provide online learning to the ecosystems restoration class over their Reading Week. Due to COVID restrictions, the program did not run in 2021, but we hope to see it resume in 2022.

## Program Updates

**Basic Ground School:** This course ran three times, but was switched to online in May. Most people can pass the exceptionally easy Basic Transport Canada (TC) test without any training. The test provides enough time so writers can look up every question, so most pass after one or two attempts.

**Advanced Ground School:** The content of this course was updated in 2021 to incorporate updated regulatory changes. It ran four times during the year. We had to cap class sizes and adjust dates to accommodate COVID restrictions. Despite this, classes ran with about ten participants in each class.

**License Renewal:** This new course ran two times and we will continue to offer it to support RPAS pilots who must renew their licence every two years.

**Flight Reviews:** We completed 17 flight reviews during the year. While this is a decrease from the previous year, we expect it to rebound in 2022.

## 2022 & Beyond

The RPAS program attendance has been declining in the last couple of years. WWFC will be re-assessing the program and what it offers to better align with future industry planning. Since its inception seven years ago, the RPAS program at WWFC has become well-known and respected in the industry.

We see our position in Beyond Visual Line of Sight (BVLOS) emerging as further regulations are published and training requirements are introduced by TC. We continue to have to work hard to retain instructors with RPAS experience and at time of writing.

Waterloo Wellington Flight Centre

**RPAS** Pilot  
Training



# SCHOLARSHIPS

There are many opportunities for scholarships to assist with the cost of flight training. WWFC works hard to create partnerships and promote these to students in all programs.

**Jazz Aviation** awarded four full-time students (two Conestoga College and two University of Waterloo) for outstanding contributions to safety, leadership and professionalism. Congratulations to **Blake McCord (CC)**, **Gregory Yoeman (CC)**, **Ashely Chan (UW)**, and **Ashely Gellatly (UW)**.



Julie Beverstein (Jazz) & Blake McCord



Julie Beverstein (Jazz) & Gregory Yoeman

The **Captain Judy Cameron Scholarship** sponsored by Air Canada is a tribute to Captain Cameron’s pioneering leadership and tremendous professional achievements, which are inspiring to all women in aviation. The award is \$20,000 per year for three years and targets young women in pursuit of a career as a commercial pilot or aircraft engineer who may not have the financial means to do so. WWFC had two students receive this award - **Urooj Ali (UW)** and **Winnie Ho (UW)** who received \$5,000 each for the first year. Recipients were announced during the Women of Aviation Worldwide Week leading up to International Women’s Day. Congratulations!



Captain Judy Cameron Award Recipients  
Photo by Andy Cline 2021

**Conestoga College** presented two Aviation Awards for Professionalism (formerly known as Aviation Coordinator’s Award) to **Justin Knight** and **Tyler Vandergaag**. Congratulations to these two deserving students!



Mark Schwartzentruber and Justin Knight



Mark Schwartzentruber and Tyler Vandergaag

**WWFC LIFT Scholarship** was created in 2018 to assist student pilots and to give them a lift in their training both in terms of financial assistance and confidence. WWFC awarded four recipients in 2021. Congratulations to **Arzan Bailiff**, **Janna Chalmers**, **Greg Yoeman**, and **Selina Yong**! **Thank you to the LIFT Scholarship Committee** for all their hard work in reviewing the many applications and to the **sponsors and partners** who continue to support WWFC and its students.



LIFT Recipients, Janna Chalmers and Greg Yoeman



Scott Cornwall (LIFT Committee), Janna Chalmers, Greg Yoeman, and Contessa Bishop (LIFT Committee)



# ALUMNI ENGAGEMENT

WWFC’s alumni list continues to grow each year, with many graduates flying and working in the industry. They’re employed in many aspects of aviation, including commercial airlines, charters, regional, float and bush planes, as well as administration, safety and operations.



**Alumni of Distinction Awards** will return at the Wings Banquet in June 2022. More information about submitting nominations is on our website. WWFC will continue to encourage nominations, as there are many who deserve recognition.

With the many changes in the industry over past couple of years, some alumni reached out to WWFC to offer their expertise in assisting students with their ground school and in-flight training. This has proven to be invaluable, as alumni have real life experience to share and help to guide students.

WWFC continues to work with partners, Sunwing, Jazz, Porter, Private Air and WestJet on career pathways. Connections with Flair Airlines were also made in 2021.

WWFC will continue to keep a close eye on the industry as it changes to provide guidance on other career pathways, such as business aviation, cargo, agriculture and other opportunities. Aviation and tourism have taken a big hit during the ups and downs of the pandemic, but it is expected to ramp up again as the world continues to re-open.

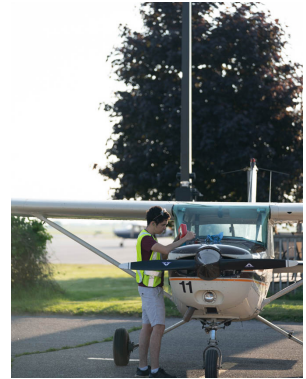


## CUSTOMER SERVICE

Throughout 2021 we worked hard to improve the readiness of our fleet, make it easier for clients to book aircraft and get dispatched promptly. We looked at the overall coordination of effort among dispatch, line crew, fuel and maintenance to reduce or eliminate foreseeable delays.

**Wingman** enhancements included, opening up booking rights to allow bookings further out into the future. We also improved Standby functionality, by auto scheduling flights every two hours.

**Fleet Captain** was improved by enabling clients to notify dispatch of delays by updating it on the ground and in-flight. Pilots can now update their estimated return time, sending a message to the dispatcher and allowing them to monitor flights more effectively.



A new TV screen was added at dispatch, so pilots can see weather coming in and dispatchers can see who is in the area and landing soon. A **Weather Map** was also recently added to show the wind and weather at 30 airports in Ontario. (Thanks to Tony Varga the Board Chair for this.)

In 2021, we started to shift our approach to scheduling. Processes were put in place for dispatchers to be more involved in the scheduling process, including rescheduling cancelled flights within 24 hours. This shift meant that our clients could get rebooked sooner. Dispatch supervisors are now scheduling the Multi/IFR flights to increase student success and improve timely graduation rates. Early indications show that we are flying double the amount of previous years. In 2022, student schedules will be added to help with scheduling.

## HUMAN RESOURCES

The past year has brought significant challenges and uncertainties to our communities. However, during this, WWFC remained committed to ensuring a safe work environment that enables employees to do their best work. Despite all the anxiety and changes, we are proud of the work and steps delivered this year to support our employees.

We have played a significant role in supporting employees through the following:

- **COVID-19 Response and Support** – Focus on the health and safety of our employees, led to the development and execution of health and safety guidelines to ensure the health and safety of everyone. We provided strategy and direction, developed an optimistic protocol for COVID reported cases and provided 1:1 follow up for every case reported.
- **JHSC** – Met regularly, and representatives conducted regular inspections to identify workplace hazards and make recommendations. They worked jointly with management to develop and implement the Workplace Harassment and Violence Policy.
- **Operational Excellence** – Realignment of the management team, employee development, hiring and on-boarding the right people have been areas of focus.

The future at WWFC will continue to represent change and progress. The transformation we have started will continue well into 2022 and beyond. One of the main areas of focus is improving the employee experience. We are committed to making work lives easier and better, and delivering an exceptional employee experience to all our employees. This transformation process and support will positively change the entire employee life cycle – from hire to retirement.

# COMMUNITY RELATIONS

## Regional Impact

WWFC continues to be an important contributor to the Region of Waterloo and employs more than 100 people, with an annual payroll of approximately \$4 million, as well as purchasing services locally worth another \$3.3 million. WWFC also attracts approximately 160 new students per year to its programs in conjunction with Conestoga College and the University of Waterloo. This results in an influx of approximately \$2 million in post-secondary tuition and living expenses for students who are enrolled specifically in the aviation programs.

## Aviation Industry Impact

WWFC has many graduates working across Canada, as well as world-wide. In 2021, 50 new graduates entered the airlines and the number is expected to remain sustainable for the next few years. WWFC made several changes and improvements to the training programs to assist students in preparations for their aviation career.

## Airport Impact

WWFC continues to be a major contributor to the number of aircraft movements at CYKF, which is in large part student training. Construction at the airport started in the summer of 2021, and continues into the first quarter of 2022. Improvements to the terminal building and parking lots, fortunately, haven't greatly impacted WWFC's operations.

# MAINTENANCE & FLEET OPERATIONS

A new tug was purchased for line crew to aid in the movement of aircraft along the ramp. Winter operations training for all line crew and dispatch was put in place to help build teamwork and get planes in the air more quickly. We also increased the communication and coordination for scheduled aircraft maintenance that strives to plan maintenance and keep as many planes online as possible.

Having received the top Canadian Dealership award in 2020 and an Excellence award in 2021, **Summit Fuel Services** continues to provide excellent service for the WWFC fleet and the Region of Waterloo International Airport, as well as an alternative revenue source for other organizations and private pilots. In 2021, it safely accomplished more than 12,000 uplifts and delivered 980,000 litres of Avgas.





# MARKETING & COMMUNICATIONS

Communications continued to be important in 2021. As restrictions and regulations changed and new policies were instated, WWFC worked hard to keep staff and students informed through email campaigns, social media and the websites.

## Social Media

Social media channels continued to be a source of information with original photos and content. Overall, all channels increased in followers and engagement.

## Websites

The website was updated regularly with ground schools, information sessions, as well as updates on health & safety and new policies. Similarly, the drone website ([wwfcdronezone.ca](http://wwfcdronezone.ca)) was updated with information about courses and flight reviews.

## Events

**International Women's Day** in March was celebrated with a week-long campaign on social media, as well as photo shoot featuring the women at WWFC and a virtual event. It was a well-received event all around.



An **Open House** was held in September for self-paced students and renters. The event featured a behind-the-scenes at WWFC and gave attendees a chance to meet staff.

The 2021 **Wing's Banquet** was held at the Delta Hotel in Guelph in November. Although a smaller scale than usual, the event still achieved the goal of celebrating student achievements and awards. Congratulations to all the award recipients and thank you to staff, volunteers, sponsors and partners who supported the event.



## Outreach

The **Northern Lights Aero Foundation** gala was held in October to celebrate women in aviation and aerospace, and WWFC staff and students attended. The **ATAC** Conference was held in Montreal in November, with WWFC staff and board members in attendance.

WWFC actively participated in and supported the **Waterloo Institute for Sustainable Aeronautics (WISA)**, which is the world's leading hub for sustainable aviation and aerospace research, technology, and education. WWFC attended the virtual launch in the fall, as well as the virtual talk series. The Design Competition, which asks students to re-imagine the WWFC facility for the future, closes May 9 and offers three prizes totalling \$8,500. WWFC is also supporting research and development of an electric aircraft.

# STRATEGIC PLAN

## Three priorities for 2022

- 1. Do an excellent job for current students;
- 2. Improve programs and 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 and aerospace in Canada.

## Approved Training Organization (ATO)

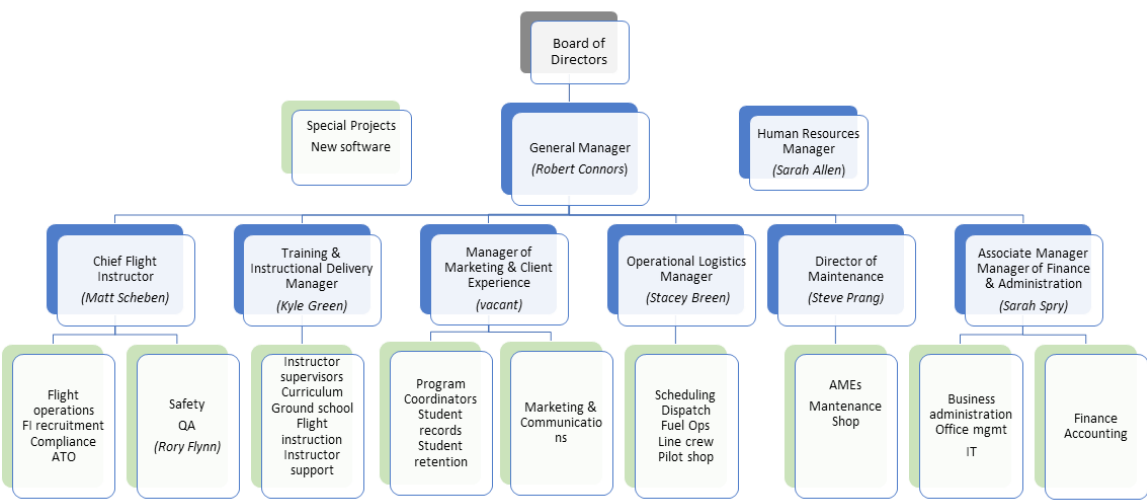
WWFC is a one of a handful of flight schools participating in the Transport Canada Approved Training Organization Pilot Project. This project touches many different areas of the flight training program and will see several key milestones through 2022. The Approved Training Organization (ATO) concept brings an international framework to the Canadian flight training sector and offers professional training organizations new opportunities to build programs of training that meet the needs of their community. The ongoing improvements to our flight training programs are aligned with the ATO concept; continuous improvement and evidence-based training refinement are central features.

## Reorganization

WWFC is a student centric organization. While we are a business which must achieve our business objectives and we must meet regulatory standards, we do this through the lens of our mission and values. We have established an interdependent leadership team that works together to deliver excellent student outcomes. This in turn, supports our “most respected” reputation. The dedication of our staff to customer service excellence reflects the leadership team’s commitment to student success and operational excellence. Our staff are well trained in the technical aspects of their jobs, as well as the customer service roles of the jobs too.

Our attention, as an organization to student experience permeates the culture at WWFC and enables our reputation as the most respected flight school in Canada. The new organization structure is designed to bring this to life in tangible terms.

Throughout 2022 we will continue to work to fully implementing our new organization structure and expect to see results in improved student success in all our programs.



## 2022 GOALS

## Strategic objectives

- Work with our educational and regional partners to bring increased attention to the region as a hub for aviation & aerospace
- Continue the implementation of our new organizational structure



## Flight Hours & Safety

- Continue to grow flight hours. The 2022 budget is based on 38,000
- Increase safety awareness in all our activities

## Pilot Programs

- Sustain enrolment numbers for the CC & UW programs
- Improve retention & completion rates for all programs
- Promote Integrated ATPL & instructor rating programs
- Once borders are fully open, invite international students to return

## RPAS Program

- Continue to offer flight reviews & provide expertise
- Investigate new opportunities due to update Transport Canada (TC) rules and Beyond Visual Line of Sight

## Development

- Expand services for advanced training - i.e. airline transition training
- Continue to improve curricula, syllabi & training materials for all programs
- Expand Quality Assurance across the organization including flight operations, maintenance, & PCC compliance
- Continue to seek out & promote career pathways for graduates
- Provide more engagement opportunities for recreational flyers
- Implement a new client management software system

## Marketing & Special Events

- Continue to promote recreational learn to fly packages & look for different ways to reach current & potential clients
- Reach out & engage with alumni, provide networking opportunities
- Enhance & build on special events as they are reinstated
- Continue to expand Pilot Shop sales & online presence
- Strengthen community & government relationships

## Financial

- Meet or exceed budgetary targets
- Continue to invest in fleet & equipment acquisitions
- Pursue alternative revenue streams, including government subsidies & funding for specific equipment and/or major projects
- Seek financial support for our physical expansion

## Compliance

- Continue to meet or exceed the compliance requirements for TC flight operations & maintenance, labour & occupational health regulations, AODA, MCU compliance for PCC renewal & KPI, as well as sales tax, Canada Revenue Agency, etc.



# SUPPORTERS & PARTNERS



Transport  
Canada

Transports  
Canada



# STAFF

## Management Team

Robert Connors, General Manager  
Sarah Spry, Associate Manager  
Matt Scheben, Chief Flight Instructor  
Kyle Green, Manager, Training & Instructional Delivery  
Steve Prang, Director of Maintenance  
Sarah Allen, HR Manager  
Suzanne Paquin, Marketing & Client Experience Manager  
Stacy Breen, Operations & Logistics Manager  
Matthew Westerman, Multi-IFR Manager  
Rui Pinto, Flight Instructor Supervisor  
Tracy McCabe-DeHaan, Flight Instructor Supervisor  
Steve Johns, Team Leader  
Amnesty Soucy, Program Manager (UW)  
Heather McNorgan, Program Manager (CC & ATP)  
Lisa Pacheco, Customer Relations Manager  
Brian Finnerty, Fuel Oversight Safety & IT

## Dispatch/Pilot Shop

Candice Rossetto, Customer Support Coordinator  
Krystal Starr, Dispatch Supervisor  
Mitchell Hendery, Lead Hand - Hanger 7  
Aaron Cahill  
Blake McCord  
Courtney Mehnert, Dispatch Supervisor  
Elena Brown-Hozjan  
Harrison Wakelin  
Janna Chalmers  
John Koumarelas  
Madison Hiscox, Dispatch Supervisor  
Mustafa Ali  
Ryan Taylor  
Samuel Skorzewski  
Tridha Aravind

## Line Crew

Graham Mantha, Line Crew Supervisor  
Conor Hum  
Ethan Burrison  
Gabriel Song  
Nathaniel Snider  
Ryan Camps  
Keenan McCammon  
Tiffany Goulbourne

## Aircraft Maintenance

Brian Armstrong  
Nicholas Belsito  
Peter Griffioen  
Donna Schmuck, Maintenance Administrator  
Ravi Seecharan  
Edward Sine  
Ken McCandless, Ground & Building Maintenance

## Summit Fuel Services

Katie Cooper, Bookkeeper  
Sean Young, Fuel Supervisor

Devin Grewal  
Jason Tomkins  
Randy Nguyen  
Xanthe Kalanyos  
Skyler Zelinka

## Remotely Piloted Aircraft Systems (RPAS)

Sarah Spry, RPAS Business Manager  
Frederico Garcia, RPAS Instructor

## Flight Instructors

Robert Simpson, Flight Training Device Technician  
Husamuldeen Al-Dahhan  
Akbar Bashiri  
April Shiels  
Ashwin Rajan  
Ben Lu  
Cesar Reano  
Chris Borutskie  
Chris Norris  
Christian Leonard  
Cole Good  
Conor Noad  
Cristian Garzon  
David Babirad  
Dilyn Keogh  
Elaine Gabber  
Ethan Lipskie-Young  
Ethan Title  
Frederico Garcia  
George Miller  
Giovanni Aquino  
Hee Jin Hur  
Hojae Jung  
Irfan Rashid  
Irina Kouznetsova  
Isaac Kim  
Jacob Banderob  
Jakob Dolman  
Jessalyn Teed  
John Picard  
Joseph Du  
Kristen Pollard  
Luca Malchesky  
Meghan Brugess  
Miranda Kwok  
Nathan Law  
Nehal Kanetkar  
Rayman Singh  
Rebecca Bailey  
Robert Malchow  
Robert Semple  
Rory Flynn, Safety & Quality Coordinator  
Ryan Wong  
Sebastian Ballesteros Cabrera  
Tak Ngai Daniel Tse  
Thomas Fleming  
Tyler Schroeder  
Tyler Walker  
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(As of Dec. 31, 2021)

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