



2023 ANNUAL REPORT

Waterloo Wellington Flight Centre





For the students and future pilots, we are ready for you.



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Thank you to our partners & supporters:



We are honoured to acknowledge that the Waterloo Wellington Flight Centre is situated on the traditional territories of the Neutral, Anishnawbe and Haudenosaunee peoples.

About Us

Founded in 1932 and originally established as a flying club, WWFC has continued to grow over the past 90 years. Today, WWFC offers a state-of-the-art facility that is partnered with Conestoga College and the University of Waterloo aviation programs, offering industry recognized training as well as the WWFC accelerated Airline Transport Pilot Program. WWFC also strongly supports the general aviator, offering self-paced programs and support to Fun Flyers. We proudly train over 500 pilots a year.

Waterloo Wellington Flight Centre is a non-for-profit corporation, reinvesting all profit back into the training centre. WWFC is comprised of 110 team members including Flight Instructors, Dispatch, Line Crew and Fueling, Administration, Maintenance, Client Experience, Operations, and Pilot Shop.

Together, we help make dreams take flight.



OUR MISSION

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.



OUR VISION

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



OUR 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*

Photo by Nick Wilton

Board of Directors



TONY VARGA

Chair
Aircraft owner,
business executive

As members of the Board of Directors, we are deeply committed to steering WWFC toward continued growth and success. Our role involves overseeing program execution, fostering community connections, and collaborating with key partners in the aviation industry. Serving on the board is a privilege, and we express our gratitude to the dedicated staff, students, and partners who contribute to the achievements and positive impact of WWFC. Together, we look forward to the exciting journey ahead!



JOHN HUDSON

Director
Senior Captain at U.S. CBM



MARK SCHWARTZENRUBER

Director
Retired airline pilot



PAUL HOSSACK

Vice Chair
Private pilot, long-term
WWFC member,
business executive



BROCK BESLEY

Director
Senior airline pilot



CONTESSA BISHOP

Director
Airline pilot, graduate from
WWFC/CB Program



SCOTT CORNWALL

Secretary/Treasurer
Senior Captain at major
Canadian airline



CHARLIE NELSON

Past Chair
Private pilot, business
executive



HEATHER JENNINGS

Recording Secretary
Airline pilot, WWFC/CB
Alumni, WWFC Alumni

A Year in Review

A MESSAGE FROM THE GENERAL MANAGER



Bob Connors,
General Manager

WISA/WWFC Collaboration

Our collaboration with WISA produced tangible evidence of the benefits that will be possible in innovative projects to enhance excellence and sustainability in flight training.

The first electric training aircraft in Canada took flight on June 9th at CYKF and since then, WWFC instructors and WISA researchers have conducted over 70 hours of trials. Transport Canada is monitoring this research effort as part of their work to certify the Pipistrel Velis Electro as a new aircraft type in Canada.

In October, WWFC broke ground for an extension of Hangar 7 to house new airliner category FTDs, and in December, the first of three new Flight Training Devices arrived thanks to funding through WISA from Fed Dev. The building has been designed to be energy efficient and, in the future, use solar technology to meet its power requirements.

2023 was a record year! We flew the greatest number of hours ever, just over 35,000. The bigger achievement was through the collaboration with WISA and the initiatives to make flight training more sustainable.

Strategic Plan Update

In the fall, our board of directors initiated a process to update our strategic plan for the next several years, considering the developments and opportunities noted above. This process is continuing into 2024.

Pilot Shortage and Staffing

Throughout the year, the pilot shortage continued to be an issue for all Canadian airlines and flight schools. While this provided many opportunities for our graduates (and instructors) to move to positions as First Officers, at the same time, this mobility created large pressures to hire and train instructors. As noted elsewhere, we experienced a continuation of more than 50% turnover through 2023. To help mitigate this, in addition to hiring new Class 4 instructors, we have contacted our grads who are now flying with airlines to support our Multi IFR and MCC programs in ground schools and sim work. We plan to recruit more of our former students and reach out to retirees to bring more “real-world” experience to our training programs. This is especially important with the new 737, A320 and Q400 FTDs that will enter service in the spring of 2024.

Client Success and Training Excellence

During the year, we increased the staff resources to enhance our training by supporting instructors and improving training materials. This was done by adding more Instructor Supervisors and a Ground school Supervisor to our Instructional Delivery Team. Our Client Experience group also stepped-up real-time progress monitoring of our students and intervening more quickly to keep students on track in their programs.

ATPL and ATO

During 2023, we continued the preparatory work in order

Total flight hours in 2023 were **35,031**, above budget of **34,800**. The following chart illustrates the totals for the past ten years:

Hours	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Flight	35,031	31,688	33,218	20,202	28,101	20,517	17,012	17,932	15,841	14,811	16,505
Sim	4,638	4,631	3,846	1,760	1,605						

A Year in Review

A MESSAGE FROM THE GENERAL MANAGER

to be part of Transport Canada's Approved Training Organization framework for flight training units. TC is working on new regulations for the ATO category, and we expect to become part of this project by mid-year 2024. One of the anticipated benefits of the ATO will be more opportunity to demonstrate "alternate means of compliance" to some of the current CARS regulations.

In 2023, we began to increase the enrolment in our 18-month ATPL program to provide individuals who have postsecondary education or 5 or more years work experience with a pathway to a frozen ATP licence.

Software Project

In the summer/fall, we completed selecting new software for our administrative and accounting needs and a flight school management software. Configuration is underway, and we anticipate rolling it out in early summer 2024. The new suite will provide staff and students with improved portal access to their account information as well as their training records.

Board and Staff

WWFC has a talented board of directors who provide policy direction, strategic guidance, and valuable advice to me and our staff team. As volunteers, they offer hundreds of hours of their time and expertise to the benefit of WWFC because of their interest and dedication to our organization.

I would also like to thank all our management team, instructors, and staff members for their ongoing efforts to support and train our students.

The year ahead is certainly exciting!



Flight Training Programs



Matt Scheben,
Chief Flight Instructor

Overview

Our commitment to continuous improvement provided positive results in different areas of our operations. We have taken significant strides to enhance the accessibility of lesson plans and Standard Operating Procedures (SOPs) for both students and staff, ensuring a more seamless learning experience.

While experiencing some turnover in our management and instructor teams, we view these changes as opportunities for fresh perspectives and dynamic leadership. Embracing this change, we are actively implementing strategies to improve student success, aiming to streamline graduation processes, reduce probation instances, and minimize deferrals. These initiatives underscore our dedication to fostering a supportive and thriving learning environment.

University of Waterloo

The University of Waterloo is one of the largest aviation programs at the university level in Canada, featuring two Bachelor programs integrated with an aviation component. In 2023, we welcomed 107 new students to WWFC and celebrated the graduation of 51 individuals.



Conestoga College

The General Arts & Science and Aviation program is a 2-year diploma program that encompasses courses in math, physics for aviation, student success, and communications.

The Conestoga College September 2023 cohort of 16 students represent the last group of Conestoga College students at Waterloo Wellington Flight Centre. The aviation program is transitioning to the new Conestoga campus in Milton, emphasizing a clearer distinction between academic and flight training components.



Airline Transport Pilot Licence Program (ATPL)

This program is designed to have all integrated flight training requirements met in an 18-month period, making it one of our most demanding. The ATPL program includes comprehensive ground, simulator, and in-aircraft training that prepare students for entry-level positions as commercial pilots within the airline industry.



In the year ahead, we are developing this program aimed at providing comprehensive and specialized training for aspiring pilots. Moreover, we actively sought and established new business opportunities and partnerships with airlines, with a specific focus on tailoring training programs to meet the unique needs of the airline industry. The new simulators arriving in 2024 will advance our aviation education and creating impactful collaborations within the industry.

Enrollment (Dec. 1, 2022 - Nov. 30, 2023)

Program	# Enrolled	Total #
Conestoga College	16	69
University of Waterloo	107	241
ATPL	7	25

Graduation (Dec. 1, 2022 - Nov. 30, 2023)

Program	# of Grads
Conestoga College	29
University of Waterloo	51
ATPL	6

Flight Training Programs



April Shiels,
Manager, Delivery
and Training

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

MCC Program

In 2024, we will enhance our Multi-Crew Coordination (MCC) Program to ensure our students receive top-notch training for effective collaboration in type-specific cockpit environments. We have

a new initiative to improve content and include more real life scenarios to make the students “flight deck ready” for when they move onto the airlines.

Modular CPL

The Modular Commercial Pilot License (CPL) course offers aspiring aviators a flexible and step-by-step approach to achieving their commercial pilot certification. Designed to accommodate individuals with varying schedules and commitments, our modular CPL course breaks down the training into manageable modules, allowing students to progress at their own pace.

Multi IFR

In 2023, we laid the groundwork for expanding our Multi-IFR program. In 2024, our focus shifts to enhancing Hangar 7’s efficiency by attracting external business opportunities. The planned expansion, scheduled for completion in the fall, includes the addition of three state-of-the-art flight simulators. This expansion not only accommodates growth but also introduces extra content and training opportunities to our syllabus.

Staff

In 2023, our team welcomed 24 new Flight Instructors (FIRs), bringing our current staff total to 56 dedicated instructors. The addition of these skilled professionals not only enhances the depth of our team but also

strengthens our commitment to providing high-quality flight training. We value the expertise and enthusiasm each instructor brings, contributing to a dynamic and supportive learning environment for our students.

In late 2023, we onboarded a Ground School Supervisor with the responsibility of coordinating all ground schools, including our self-paced programs. This role entails overseeing ground school instructors, managing scheduling, recruiting new classroom instructors, and providing training for them. The addition of this supervisor contributes to the efficiency and quality of our ground school programs, ensuring a well-organized and supportive learning environment for our students.

Instructor Guide

We developed and introduced a Flight Instructor Guide designed to streamline and standardize flight training operations, fostering organizational efficiencies. This guide serves as a comprehensive resource, guiding instructors through established processes and communication flows with their students. Our commitment to continuous improvement is reflected in ongoing edits to enhance and refine this guide further.

WWFC students earned 421 licences and ratings in 2023! Well done!

Licence/ Rating	2023	2022	2021
PPL	125	69	125
CPL	95	86	62
ME	79	92	79
IR	93	91	49
FIR	29	47	32

Fun Flyers, Renters & Self-Paced



Gayle Campbell,
Program Coordinator,
Client Experience

This past year has been a dynamic and bustling period for the Client Experience Department where we have been actively engaging with aviation enthusiasts, answering inquiries, and guiding individuals through the intricate landscape of flight training. It is both a pleasure and a privilege to have the opportunity to play a role in initiating aspiring pilots in their aviation journey and reintroducing aviation to others.

component of our training offerings with 35 students participating in the FIR course this past year. We are pleased to report that 32 individuals successfully graduated from the FIR program. Streamlining our waitlist process has allowed us to more efficiently accommodate the demand and we plan to conduct regularly scheduled courses throughout the coming year.

Fun Flyer Renters:

We encourage our Fun Flyer rental clients to maintain their currency for rentals, which will make booking flights more accessible for them. We registered 60 new fun flyers to our community, and we were happy to see approximately 1,300 hours of rentals logged this past year. This highlights the engagement of our Fun Flyers and we thank you for contributing to the utilization of our fleet.

Overall, we registered 260 new clients into our self-paced/fun flyer programs. The achievements of the past year underscore our commitment to providing high-quality training and services to a diverse range of aviation enthusiasts. We are proud of the progress made and look forward to building on this success in the coming year. Our focus remains on fostering a thriving aviation community, one that embraces the joy and responsibility of flight. We express gratitude to all those who have been a part of the Waterloo Wellington Flight Centre, and we are excited about the opportunities that lie ahead in 2024.

Enrollment (Dec. 1, 2022 - Nov. 30, 2023)

Program	# Enrolled	Total #
Self Paced PPL - new clients	95	184
PCC-CPL - new clients	21	88
Group 1 IFR - new clients	14	14
Renters	60	86

Graduation (Dec. 1, 2022 - Nov. 30, 2023)

Program	# of Grads
ATPL	6
PCCFIR (Flight Instructor Rating)	32

We promote our Introductory Flights as an excellent opportunity to engage new clients in aviation. The allure and enthusiasm of the Intro Flight brings the Client Experience Department numerous inquiries from those eager to begin their flight training. The testimonials received from clients resonated with satisfaction, expressing delight in the time spent with our excellent instructors.

Self-Paced Training:

In 2023, we conducted three Private Pilot Licence ground schools – all had excellent interest and attendance, as it has in previous years. Notably around 30% of participants from these ground school students transitioned into flight training for either Recreational Pilot Permit or Private Pilot Licence. There continues to be a high demand for self-paced training with 95 new clients this year registered for PPL and RPP flight training.

We have seen a steady influx of inquiries and visits from pilots interested in recurrency training, earning a Night Rating, training for their Multi-Engine, Single IFR or Group 1 IFR rating. The Instrument Proficiency Check (IPC) has been a particularly sought-after area of interest for many contacting the Flight Centre.

Flight Instructor Rating:

The Flight Instructor Rating course has been a consistent

Client Experience



Stacy Breen,
Manager, Client
Experience

on your journey, helping you reach your goals and achieve success!

Review Classes

In 2023, we provided complimentary review classes to support students in achieving success in their TC written exams. This initiative proved beneficial, and we are committed to continuing this support in 2024, reinforcing our dedication to assisting students in their academic pursuits.

Career Prep Course

In the fall, we provided a four-part career preparation course for clients at WWFC delivered by Brock Besley, an aviation professional with a career spanning over 16 years. It offered a valuable opportunity for students nearing the completion of their flight training and preparing to enter the workforce in the next year.

The course centered on the structure of the Canadian aviation industry, covering key aspects such as job preparation, crafting effective resumes and cover letters, and mastering interview techniques. Its objective was to tailor each participant's career trajectory to their individual goals. Recognizing the challenges inherent in navigating the aviation industry, the program emphasized the importance of mentorship and thorough preparation for success. The course was specifically designed to assist new pilots in their job search and included an entry-level position research assignment. We were pleased with

Waterloo Wellington Flight Centre (WWFC) takes pride in being among the most respected flight schools in Canada, offering outstanding training and mentorship to aspiring pilots.

Our dedication extends beyond expectations, fostering meaningful relationships with our students and clients. We are here to support you

the response and aim to offer this course again in both the spring and fall of 2024.

Feedback

Feedback plays a crucial role in our ongoing efforts to enhance operations at WWFC. It offers valuable insights into your experience, identifies areas for improvement, and enables us to customize our efforts to better align with the needs and expectations of our clients. Although we have collected some feedback, we are exploring different methods to gather insights that will contribute to refining our training processes.

Guest Speakers and Tours

In 2024, we plan to enhance our training programs, by bringing in industry guest speakers from the aviation industry. These speakers, who could even be past graduates of WWFC, will share their valuable insights, experiences, and motivational stories with our students. This initiative serves as a powerful source of encouragement, helping our students gain a broader perspective on the industry and providing them with mentorship to navigate their own aviation journeys. We will also be hosting more tours in 2024, including creating a video tour that potential clients and students can view online.

Employment Outreach

Following the success of our inaugural Industry Day in March 2023, we are thrilled to announce its continuation in 2024. This time, we plan to expand the event by inviting even more industry partners and extending the duration to facilitate greater participation and presentations from our airline guests. We look forward to building on the positive momentum and creating an even more impactful experience for all participants in the upcoming year.

We will also work to strengthen our collaboration with airlines partners, revitalizing and expanding the significance of our partnerships and cadet programs.

Dispatch & Pilot Shop



Lesley Gomes,
Front End Manager

We are excited to meet our flying hours budget and enhance the overall customer experience of our clients here at WWFC.

Reservations

Our commitment to refining the aircraft reservation processes has maximized availability which has

not only benefited our program students and self-paced learners in meeting their respective flight hour goals, but has also granted renters increased access to our resources. The ongoing enhancements, combined with the upcoming implementation of new software, should allow for a repeat performance in 2024.

Dispatch

The increase in reservations meant the need for additional staff for scheduling and adapting swiftly to changes. Consequently, we expanded our dispatch team, introduced new shifts, and made sure we were

there for our customers. Aircraft were also able to be turned around faster, making them readily available and preventing delays.

Pilot Shop

The Pilot Shop continued to diversify its offerings, introducing new and niche products. Increased demand for special order items may prompt their inclusion in regular stock. Our partnership with Runways Café has expanded our reach, attracting a broader audience, including potential future pilots. New products brought in the year before for events, such as Girls Can Fly, continued to sell well and encouraged us to look at adding a larger variety of goods.

Introductory and Scenic Flights

The demand for scenic tours and introductory flights remained consistent throughout the year, experiencing an upward trend during special occasions such as Valentine's Day, scenic autumn flights, and the holiday season.

A total of **994** Client Access Cards were issued in 2023. Yearly totals are as follows:

Client Cards	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
	994	787	497	723	711	600	493	549	475	492



Testing Centre

WWFC continues to be a recognized Transport Canada Testing Centre for PPAER and CPAER exams. We are open outside of Transport Canada hours and have no date restrictions!

At WWFC, clients can write their PPL, CPL, FAA to TC Conversion, Glider Exam, Ultra Light Exam, Balloon Exame, Helicopter PPL Exam and Gyro Plane Exam.

In 2023, we conducted a total of 513 exams at WWFC, up from 304 in 2022:

- PPL Full Exams: 220
- CPL Full Exams: 178
- PPL Partial Exams: 47
- CPL Partial Exams: 62
- Other: 6 (2 FAA exams, 1 PPL Heli, 1 Glide, 1 Ultra)

OFFICIAL TC TESTING SITE

WHAT CAN I WRITE AT WWFC?

- PRIVATE PILOT EXAM
- COMMERCIAL PILOT EXAM
- FAA TO TC CONVERSION
- GLIDER EXAM
- ULTRA LIGHT EXAM
- BALLOON EXAM
- HELICOPTER PPL EXAM
- GYRO PLANE EXAM

Waterloo Wellington FLIGHT CENTRE

Summit Fuels

Summit Fuel Services maintained a steadfast commitment to providing dependable fuel services to the WWFC fleet. Additionally, they played a crucial role in supporting the general aviation community, catering to private pilots and organizations at CYKF through the sale of general avgas. Summit has 55 regular outside customers plus fly-ins.

Summit Fuel Services was awarded its 7th Aviation Operations Excellence Award from World Fuels Network Canada. Established by World Fuel Services, the awards program is designed to recognize excellence in the operation and management of into

plane and storage services at WFS Operated facilities.

The airports considered for an award were required to exemplify exceptional operating standards which were monitored upon site inspections and seven health and safety audits for which they needed to achieve 100 per cent or exceed the audit plan requirements. Additional, Summit Fuels was named the 2023 Top Canadian Dealer.



951,000 litres of avgas were pumped in 2023. Yearly totals are as follows:

litres of avgas	2023	2022	2021	2020	2019	2018	2017
	951,000	870,000	982,000	587,000	816,000	626,000	574,000

Maintenance & Fleet Operations



Greg Side,
Director of Maintenance

The WWFC maintenance team consists of a group of hard-working Aircraft Maintenance Engineers, Technicians, and an Administrator. We are responsible for maintaining all aircraft in the fleet to airworthy standards, as well as carrying out maintenance for private customers. With over 35,000 flying hours in 2023, that is no small feat, especially with some staffing changes

taking place. Everyone on this team should be proud of the work that they accomplished in the past year, and we look forward to tackling 2024 head on!

The Team

We currently have 4 full time and two part time licensed Aircraft Maintenance Engineers (AME) holding Aircraft Certification Authority (ACA) in the department, including the Director of Maintenance. In addition to this we have two Aircraft Maintenance Technicians (AMT) who have completed college training in Aircraft Maintenance and are now working towards becoming licensed AMEs. Finally we have an Administrator who keeps us all in order and ensures we have the parts and equipment we need.

Of note, congratulations are in order for Edward for completing the experience and tasks required to obtain his AME licence, and subsequently receiving Aircraft Certification Authority at WWFC. In addition to this he has completed avionics training to further enhance his skillset and build on our collective knowledge.

We welcomed Matias to the team as a Technician in November, and Greg as Director of Maintenance in December.

Pipistrel Velis

Currently, WWFC is the only AMO in Canada that is certified to maintain an all-electric aircraft. In addition to that, Ravi is currently the only AME in Canada with Aircraft Certification Authority on an all-electric aircraft.

We are setting the path for all that will follow, working closely with the Waterloo Institute for Sustainable Aeronautics (WISA) and Transport Canada on this. The future regulations that will dictate how electric aircraft are maintained in Canada will reflect our experience right here at WWFC.

The first Velis accumulated about 70 flying hours, with the second aircraft arrived late in December. As there are cold weather restrictions for operating this aircraft, the first one is being carefully maintained in the main hangar throughout the winter, while the second one remains unassembled, waiting for the fresh spring air!



Looking Forward

With a strong core group of skilled and knowledgeable workers, we are well suited to taking on some new challenges. Currently we are examining areas that we can expand on the capabilities of our AMO. This will allow us to enhance the work we are able to do on our fleet, as well as attract more outside customers.

We are looking at new opportunities to bring more training into the organization, in order to increase our knowledge, as well as showcase the commitment to excellence in this department, and at WWFC as a whole.

Safety



Kevin Buchanan,
Safety & Quality Officer/
Flight Instructor

In 2023, our Safety Management System (SMS) received just under 500 reports, showcasing active engagement from our staff, students, and renters. This robust system serves as a crucial tool, enabling us to identify and address potential issues, fostering a proactive approach to mitigating and preventing future challenges. The

primary hazards identified through the SMS system were Airprox incidents (two aircraft in close proximity) and failures to comply with Air Traffic Control (ATC) clearances, primarily related to ground clearance.

For preventing Airprox events, our most effective tool in the cockpit remains situational awareness. Emphasizing the importance of a thorough scan throughout the flight is paramount. Additional strategies involve clear position reports on designated frequencies and

avoiding airwork near practice area boundaries or transit zones like Elmira.

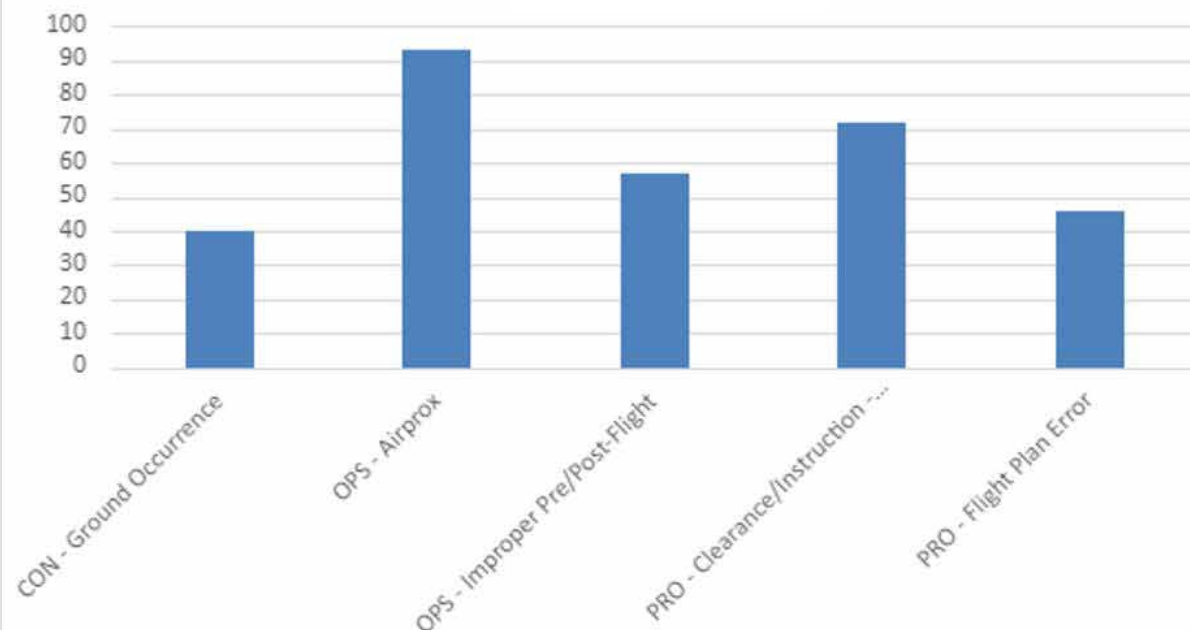
To enhance flight planning and alleviate congestion in our practice area, pilots now utilize the practice area board located in Dispatch to indicate their intended lesson setup locations, contributing to reduced congestion, especially in high-traffic airspaces.

Instances of failing to comply with ATC clearances, such as taking off or taxiing without clearance or descending through altitude restrictions, were addressed with mitigation strategies. These include diligently copying down and reading back clearances, maintaining a sterile cockpit during critical flight phases, and adhering to ATC instructions.

Throughout 2023 we strongly encouraged all stakeholders to submit QMS reports for suggestions or concerns, ranging from training quality to suggestions for improving the fun flyer's program.

Looking ahead, we plan to launch awareness campaigns targeting clearance infractions at WWFC. We continue to urge everyone to actively contribute by submitting SMS/QMS reports, furthering our commitment to maintaining a safe and secure operational environment.

2023 Top Hazards



Remotely Piloted Aircraft Systems (RPAS)



Chris Borutskie,
RPAS Manager/
Flight Instructor

The Canadian Remotely Piloted Aircraft Systems (RPAS) industry has been experiencing a surge in growth and innovation in recent years. According to the Drone Zone Newsletter, the number of drone registrations in Canada has increased by 88% since August 2020, reaching a total of 94,472 as of August 31, 2023. The same source also reports that the number of Basic Operations Licenses has

more than doubled, surging from 42,989 to 89,022 between August 2020 and June 2023. This indicates that RPAS operators in Canada are not only raising the bar but also eager to tackle more challenging missions.

The RPAS industry in Canada is also contributing to the country's economy. According to the Transport Canada Briefing Documents, the air sector in Canada is facing viability, capacity, and performance issues, and infrastructure constraints in hub airports impeded performance. However, the RPAS industry is providing a much-needed boost to the sector. The growth of the RPAS industry has created new job opportunities and is driving innovation in the field of aviation. The industry is also helping to reduce the risk to personnel involved in combat operations on the ground, as well as aircrew. Overall, the RPAS industry in Canada is poised for continued growth and innovation in the coming years.

Our own drone training program bears witness to this trend. Candidates for training in 2023

more than doubled over 2022 totals for both the Basic and Advanced certificate courses. In an industry that offers several online RPAS training programs, we are constantly hearing from students that they appreciate and, in many cases, need the personal classroom experience offered by our instructors. In one notable case, our advanced certificate student confessed that he had already passed the Transport Canada written exam before taking our drone course. In such a situation, most people who have passed the exam would not participate in a class. The student stated that although he had passed the exam, he did not feel adequately prepared to fly his drone until our instructor carefully illustrated the relevant material at WWFC. We continue to offer custom courses for organizations who cannot make it to our facilities for training and see further growth opportunities in this area.

Due to collaborative efforts with stakeholders at the airport, we are encouraged with a new training development for the RPAS program. We have achieved an agreement to be able to fly our drones for limited training purposes within the control zone at CYKF. This exciting development will enable us to offer some more practical training opportunities for our students. This enhancement, combined with the continued refinement of the training syllabus will encourage greater student success into the future.



RPAS Program Enrollment	2023	2022
Basic Course Enrollment	33	16
Advanced Course	43	21
Flight Reviews	26	12
Custom Courses	4	6

Human Resources

The fiscal year 2022-2023 presented its customary challenges, marked by significant staff turnover. However, our team members have displayed remarkable resilience and adaptability, consistently engaging, training, and supporting the WWFC community.

Overall, we experienced an exceptional year, and here's a snapshot of our achievements.

Career and Personal Development

- Four team members progressed in their careers at WWFC
- Two Apprentices achieved their AME M1 license
- 25 individuals accepted career growth opportunities with the airlines.

The HR strategic plan initially set for 2022 was extended into 2023, with a refined focus on supporting a renowned flight training institute and becoming the employer of choice. Our dedication to enhancing the employee experience and simplifying work processes for all staff members remained a top priority. The primary areas of focus were on training and development, along with recognition initiatives.

Training and Development

- Recognizing certain competency gaps in the maintenance department, we enrolled a member in the CCAW Avionic Training: Fundamental Skills for Aircraft Electronic and Electrical Systems to address these areas.
- One Aircraft Maintenance Engineer was sent to Slovenia for training on the Pipistrel Velis Electro. He will train others on the AME team about the mechanics of the aircraft.
- One Manager was enrolled in a leadership development program and some of our team members attended continued education or webinars hosted by local organizations.
- Furthermore, all flight instructors received training on an Instructor Guide document. This document aims to streamline and standardize flight training



operations, providing guidelines on how flight instructors can effectively communicate students' progress and training needs.

- In alignment with AODA, our flight instructors have undergone training in our AODA for Educators program.

Recognition

Collaborating with department managers, we successfully introduced an online recognition selection program for our long-service award recipients, marking a significant milestone. The Years of Service Award was presented to eight employees, commending their dedication of three or more years. Notably, we celebrated one employee's remarkable 10-year service and another's outstanding 25-year commitment.

Currently, we are in the process of revitalizing our WOW Program to enhance its immediacy and impact.

Ongoing Initiatives

We continue to uphold our commitment to employment equity, federal compliance and pay equity at WWFC.

Our team members are the core of this organization, and we remain dedicated to fostering a work environment that empowers them to bring their best every day.

Marketing & Communications



Julie Mudry
Marketing &
Communications Manager

Social Media

Our social media platforms continued to serve as crucial communication channels for engaging with students, staff, and the community. Going forward, we plan to maintain a consistent presence by sharing new branding, industry updates, and highlights of student and employee achievements. Additionally, we aim to enhance audience participation through contests and

community photo sharing. Regular posts promoting our pilot training programs, ground schools, Pilot Shop, and upcoming events at WWFC will be featured, with an emphasis on incorporating more videos and reels to further create excitement!

Websites

Our website serves as the primary information source for current and future clients of WWFC. We are committed to adding more detailed information on our website about our programs, including info on “how to get started”, FAQ’s, and benchmarks to cater to the needs of current and future clients of WWFC.

Email Campaigns

Throughout the year, we sustained a consistent stream of

email communications directed towards staff, clients, and prospective clients. These communications aimed to keep recipients abreast of the latest developments in WWFC, including news, upcoming events, program enhancements, and other valuable industry insights tailored to our clients and audiences. In the coming year, we are exploring alternative email platforms for improved functionality and design. For staff, we reinstated “The Hub” internal newsletter, focused on employees news and company related information.

Video Marketing Strategy

In 2023, we collaborated with Current Media, an external video production company, to create “feel good” videos and worked on developing a video marketing strategy for 2024. These videos showcase our programs, aiming to attract potential students and position WWFC as a prominent leader in the aviation industry.

In the upcoming year, we are gearing up to showcase key events such as the WWFC Annual Wings Banquet and Girls Can Fly, along with the release of promotional videos for the WWFC ATP program. Additionally, we plan to unveil a video tour of WWFC and a feature the new Innovation Hub and Sim Centre at Hangar 7 once it’s operational. Stay tuned for an exciting visual journey into the world of WWFC!



New Likes and Followers		
Platform	2023	2022
Instagram	657	920
Facebook	190	411
LinkedIn	474	570
Twitter/X	68	105

New Email Subscribers				
2023	2022	2021	2020	2019
1,225	1,992	385	1,094	1,560

Events & Outreach

In 2023, we experienced a dynamic and eventful year, participating in numerous engagements to connect, reconnect, and foster relationships with the community, industry, and our valued partners.

Wings Banquet

In March, we held our annual Wings Banquet to commemorate the accomplishments of our 2022 student pilots. Despite encountering the snowstorm of the year, our event was attended by a room full of deserving students and outstanding airline and regional partners.



The evening began with a networking event where our industry partners were welcomed to set up a table and speak with WWFC graduates. The evening also included Wings recipients, licence and ratings presentations, awards from Conestoga College, the University of Waterloo, Porter Airlines, Jazz Aviation, Private Air, WestJet, and Sunwing Airlines. We also announced our LIFT Scholarship winners, WWFC Alumni of Distinction Award winner, Highest Scoring awards and more.

Industry Day

On March 23, we successfully organized our first Industry Day @ WWFC! Airline and industry representatives were present to engage with our students and clients, offering valuable insights into their recruitment processes. Alongside industry exhibition tables in the main hangar, informative presentations took place in the classrooms. We extend our gratitude to our partners, including Jazz

Aviation, Air Canada, Porter Airlines, Sunwing Airlines, NAVBLUE, Chartright Air Group, PopUpVr, and Flair Airlines, for their participation. We eagerly anticipate hosting this event again in 2024.



University of Waterloo Aviation Gala

In April, we had the honour of attending the University of Waterloo Aviation Gala, where we engaged in their networking event and appreciated the guest speakers and awards presentation. Congratulations to all the graduates!

Wings Careers in Aviation Expo - Mississauga

In May, we participated in the Careers in Aviation Expo at Westjet South Bay Hangar at Pearson. The Expo provided attendees with access to dozens of exhibiting



companies and organizations focused on hiring and inspiring a new generation of aviation professionals. The event also included presentations by industry leaders discussing the challenges and opportunities within various aviation careers. We had lots of interest at our booth from high school students looking to start flight training and many pilots looking to get their flight instructor rating.

In 2023, we experienced a dynamic and eventful year, participating in numerous engagements to connect, reconnect, and foster relationships with the community, industry, and our valued partners.

Air Cadets at WWFC

In May, we welcomed the 121 Red Arrows Squadron from Guelph for a flight! We flew 78 Air Cadets at YKF. Special thanks to our 8 flight instructors who flew, our incredible dispatch team, as well as everyone else involved in this event!

Events & Outreach

Girls Can Fly

On Saturday, May 13, we hosted our annual Girls Can Fly event. This year's event marked the biggest yet, with over 300 girls experiencing flight and a record turnout of over 2,000 visitors to WWFC throughout the day. We are genuinely humbled and grateful for the overwhelming support from the industry and everyone who contributed behind the scenes to make this event such a success.

The event was the largest ever, featuring over 35 exhibitors and industry partners who provided an interactive and engaging experience for attendees of all ages. The event was established to promote the aviation industry to girls and young women.

WISA AGM

We had the privilege of attending the second Annual General Meeting of the Waterloo Institute for Sustainable Aeronautics on Monday, June 12th. The day offered great networking opportunities and discussions focused on building a more sustainable future for aviation.

Find YOUR Wings

On September 23, we had the privilege of taking part in the inaugural "Find YOUR Wings" event hosted by the Prince Edward Flying Club (PEFC) at the Picton Airport.

The event celebrated PEFC's 70th anniversary and aimed to motivate girls and young women to explore the aviation world by offering opportunities to connect with accomplished women in the field and hear their inspiring stories.



OSCA/ASOCO Conference

The OSCA Conference provided a networking opportunity with over 300+ Guidance and Career Educators. WWFC was on-site to showcase our programs and ensure that career and school counselors were aware that becoming a pilot is a viable option.

Northern Lights Aero Foundation Gala

On October 21, we attended the 2023 Elsie MacGill Northern Lights Awards Gala at the Pearson Convention Centre, celebrating the achievements of eight Canadian women in aviation and aerospace. Former WWFC student Yasna received the Rising Star Award. Congratulations to all Elsie Award winners and our



Events & Outreach



WWFC members who received scholarships: Kyra, Charlotte, Tridha, Yasna, and Elena!

Wings Careers in Aviation Expo- Calgary

On October 24, the team traveled to Calgary for the Careers in Aviation Expo, engaging with prospective students interested in pursuing a career in aviation.

WISA Summit

On October 25th, we participated in the Sustainable Aeronautics Summit hosted by Waterloo Institute for Sustainable Aeronautics (WISA). The event united experts from academia, government, and industry to discuss environmental innovation, ESG reporting, workforce sustainability, emerging technologies, and more. We are grateful for the chance to collaborate for a sustainable future in aviation!

Waterloo Warbirds

On October 29, we seized the incredible opportunity to participate in the Waterloo Warbirds' annual Open House! The day included hangar tours, aircraft



displays, and appearances by guest aircraft. We engaged with attendees, providing information about our pilot training programs and upcoming events.

ATAC

The ATAC Conference was held in Vancouver in November, with WWFC staff and board members in attendance. Congratulations to WWFC's General Manager, Bob Connors, on receiving the ATAC Lifetime Honoree Award!



Build a Dream

In November, WWFC was excited to participate at Career Discovery Expo hosted by Build a Dream. The event is an educational and interactive experience, welcoming students in grades 7-12 to explore career options. The WWFC table was consistently busy throughout the evening with inquiries about our programs and airline partners.



Scholarships & Awards

privateair

There are multiple scholarship opportunities aimed at assisting with the expenses of aviation training. WWFC actively establishes partnerships and advocates for these opportunities among students enrolled in our programs. In 2023, we were delighted to introduce a variety of new awards for our students, generously supported by our esteemed airline partners and presented at the **WWFC Annual Wings Banquet**. Despite facing the snowstorm of the year, our event was graced by a room filled with deserving students and exceptional airline and regional partners.

Jazz

Aviation recognized six full-time students (two from Conestoga College, two from the University of Waterloo, and new in 2023, two ATPL students) for their exceptional contributions to safety, leadership, diversity, and professionalism. Congratulations: **Quinn Meyer, Suhail Mohammed, Tyler Jing, Tridha Aravind, Steven Alves, and Calvin Tang.**



Professionalism to one deserving student: **Suhail Mohammed.**

Private Air Award

- Sponsored by Private Air, this is an annual scholarship awarded to a second year Conestoga College Aviation student. The award includes \$500 and an interview with the Chief Pilot and/or Operations Manager at Private Air. Congratulations **Quinn Meyer!**



The **WestJet Culture Award** is intended to acknowledge the student who throughout their training has displayed personal values most aligned with those of WestJet. Congratulations to **Giao To!**

WESTJET

In 2023, **Sunwing Airlines** introduced the Sunwing Airlines Uplift Award, presented to two graduates

of the University of Waterloo program. Recipients receive \$1,000 and the opportunity to participate in the Sunwing Cadet program.

sunwing



porter

Porter Star Award - Students are recognized for academic achievements and their contributions towards helping others. Candidates are peer

nominated and the winner selected by each school's administration. Porter Star Award recipients receive a bursary up to \$1,000. Congratulations **Quinn Meyer and Kyra Jarvis.**



Conestoga College presented the Aviation Award for



Scholarships & Awards



The **WWFC LIFT Scholarship** was established to support aspiring student pilots. Pilot training comes with significant costs, and many aviation students do not qualify for OSAP or other financial aid. Since the inception of the WWFC LIFT scholarship program, a total of \$76,000 has been awarded to provide financial assistance to students. In 2023, WWFC was pleased to offer four awards of \$4,000 to: **Kaden Lac, Jaden McGregor, Jennifer Earnshaw, and Alysha Bryant.**

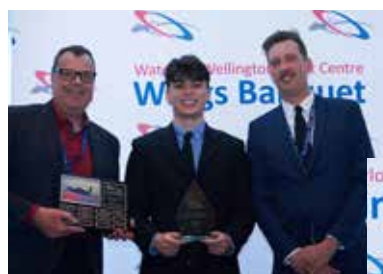
Thank you to the LIFT Scholarship Committee for all their hard work in reviewing the many applications and to the **sponsors and partners** who continue to support WWFC and its students.



Top Scoring Students:

Highest Combined Score (PPL): **Jing Qiu Zhou**
Highest combined Score (CPL): **Alexander Coleman**
Flight Test Score (ME): **Marcus Wilson**
Highest Combined Score (IR): **Elena Brown-Hozjan**
Highest Written Score (FIR): **Manvir Bains**

In 2023 we introduced the **MCC Top Performing Crew Award**, recognizing the top scoring team in the MCC program. Congrats to **Calvin Tang and Anthony Galushka.**



Alumni

With a legacy spanning over 90 years, WWFC alumni have circled the globe, whether flying professionally or recreationally. Pilots associated with WWFC can be found making their mark worldwide.

We are proud to carry forward our tradition of the annual Alumni of Distinction Award, presented during our Wings Banquet. This peer-nominated award recognizes individuals for their outstanding contributions to WWFC, the aviation industry, and their support. Congratulations to the 2023 recipient, **Dan Tse.**

Looking ahead, WWFC is dedicated to expanding our Alumni Program. This initiative provides alumni with

information about WWFC, along with events and networking opportunities to contribute to the aviation community and act as mentors for current and future students. Anticipate exciting networking and volunteering opportunities as we reach out and engage with alumni in 2024.



The Velis

WISA and the Innovation Hub

The Velis

2023 was an exciting year for WWFC! On June 9th, we invited media and industry guests to witness the maiden flight of Canada's first all-electric training aircraft - the Pipistrel Velis Electro!

In partnership with the Waterloo Institute for Sustainable Aeronautics (WISA) and the University of Waterloo, WWFC welcomed guests to be part of history and watch as the Slovenia-built, battery-powered aircraft took off for the first time.



The Pipistrel is the only type-certified electric plane in the world and was the only one in Canada. It brings with it the ability to train student pilots, reduce emissions, and replace the needs of a fuel-powered



aircraft. WISA, the University of Waterloo, and WWFC will use this aircraft to research the capabilities and limitations of battery-powered



electric flight in Canada.

Throughout 2023, the plane logged approximately 70 flight hours, dedicated to data collection and

a comprehensive evaluation against our existing training protocols. This valuable information will guide the seamless integration of electric aircraft into our flight training programs.

In December, a second Velis arrived and is expected to be operational in spring 2024.



Hangar 7 Expansion

WISA and the Innovation Hub

Hangar 7 Expansion

On October 31, we broke ground on the much-anticipated hangar 7 expansion project. Distinguished guests, including regional and industry reps, were on site to commemorate this significant milestone and congratulate WWFC on this project.

The Aviation SIM Centre and Innovation Hub embodies WWFC's commitment to building a sustainable future. This expansion of Hangar 7 is the first step in a long-range plan to create a new campus just north of WWFC's existing facilities. WWFC invested over \$1.5 million in this facility that will house three state-of-the-art flight simulators dedicated to training the next generation of pilots on Boeing 737, De Havilland Q-400, and Airbus 320 aircraft types.

The simulators and green technology, including upgraded HVAC systems and solar panels, are from funding received by WISA as part of an overall Government of Canada investment of nearly \$9.2 million, through the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). Through this new facility and equipment, students will have access to the latest technology to propel their training to new heights and

produce a future crew of *Flight Deck Ready* pilots.

The expansion includes three simulator rooms, briefing spaces, a kitchenette, and accessible washrooms. Additionally, it is an energy-efficient building, with plans to integrate the solar power in 2024.



2024 Major Objectives

Flight Hours & Safety

- Modest increase in flight hours (36,000 from 35,000)
- Continue to monitor and mitigate safety concerns on the ground and in the air.
- Continue to explore satellite base options

Pilot Training Programs

- Expand and enhance M-IFR and MCC programs and new airline sim activities
- Grow and strengthen the Integrated ATPL program to two intakes of 20 each
- Improve our “on-time” graduation rate in all programs
- Expand our Quality Assurance initiatives in all our programs
- Continue to expand the number of part-time instructors from industry

Financial & Administrative

- Meet or exceed budgetary targets
- Complete implementation of new software

Compliance

- Continue to meet or exceed the compliance requirements required by TC and other regulators.
- Priority item is the new federal Pay Equity regulations

Fleet Renewal

- Avionics upgrades in the Seminoles and Arrows.
- Begin the refurbishment of the 152s.

Waterloo Institute for Sustainable Aeronautics (WISA) Collaboration

- Support WISA research initiatives
 - Innovation projects
 - Continue to support the electric plane research trials for TC certification
- Complete the H7 expansion & launch the new SIM Centre
 - Hangar 7 solar energy addition
 - Commission the second electric plane into WWFC activities



The WWFC Team

Management Team

Bob Connors, General Manager
April Shiels, Manager, Training & Instruction Delivery
Brian Finnerty, Facility Operation Manager
Greg Side, Director of Maintenance
Julie Mudry, Marketing & Communications Manager
Lesley Gomes, Front End Manager
Matt Scheben, Chief Flight Instructor
Melissa Hamilton, Accounting Manager
Sarah Allen, Human Resources Manager
Stacy Breen, Manager, Client Experience

Office/Administration/Building

Gayle Campbell, Program Coordinator
Jennifer Costello, Program Coordinator
Ken McCandless, Building/Grounds Maintenance
Lisa Pacheco, Authorized Examination
Udit Patel, IT Systems Administrator

Aircraft Maintenance

Donna Schmuck, Maintenance Administrator
Andrew Bender, AME
Bennett Ryan, AME Technician - Apprentice
Brian Armstrong, AME
Edward Sine, AME
Matias Tessel, AME Technician - Apprentice
Peter Griffioen, AME
Ravi Seecharan, AME

Summit Fuel Services/Line Crew

Heather Wao, Bookkeeper
Sean Young, Ramp Supervisor
Frank Dang, Ramp Lead Hand
Aiden Albrechtas, Ramp Operator
Benjamin Smith, Ramp Operator
Emma Toth, Ramp Operator
Hayden Lewis, Ramp Operator
Jacob Bescek, Ramp Operator
Trent Harris, Ramp Operator
Connor Johnston, Ramp Operator
Jonah White, Ramp Operator

Kayleb Kanji, Ramp Operator
Kevin Ahn, Ramp Operator
Matthew Toy, Ramp Operator
Ruby Hopkins, Ramp Operator
Sawyer McCammon, Ramp Operator
Shaldon Jennings, Ramp Operator
Steve Kwong, Ramp Operator
Teg Dhariwal, Ramp Operator

Dispatch/Pilot Shop

Diane Persaud, Customer Support Coordinator
Callista Thompson, Dispatcher
Carolina Moreno, Dispatcher
Edward Zhao, Dispatcher
Jessica Isaacs, Dispatcher
Kathryn Kolkman, Dispatcher
Lauren Hannan, Dispatcher
Nikola Stanojic, Dispatcher
Raahul Narayanan, Dispatcher
Rebecca Moro, Dispatcher
Tiffany Goulbourne, Dispatcher

Flight Instructors

Brandon Rodenhurst, ACFI, Advanced Training
Elaine Gabber, Instructor Supervisor
Rebecca Bailey, Instructor Supervisor
Spencer Leckie, Ground School Supervisor
Steve Johns, Team Lead
Kevin Buchanan, Flight Instructor/QA & Safety Officer
Chris Borutskie, Flight Instructor/ RPAS Manager
Aaron Cahill
Abhijith Ajith
Ahmed Khalili
Akbar Bashiri
Alysha Bryant
Anders Ramlackhansingh
Andrew Gu
Armeau du Bois
Ashwin Rajan
Balakiran Veluvolu

Ben Pesowsky
Brooke Ireland
Chris Lam
Celine Lin
Cole Good
Craig Veenstra
Dan Tse
Darius Secasan
Derek Cheng
Graham Mantha
Harleen Bains
Jacob Stubbington
Jelani Connolly
Jennifer Earnshaw
Jessalyn Teed
Jordan Gregory
Joy Wan
Joseph Du
Justin Reisch
Kaitlyn Madge
Kyle Green
Manvir Bains
Mark Mannavan
Marko Misic
Nathan Law
Nehal Kanetkar
Rayman Singh
Robert Guthrie
Robert Malchow (Bob)
Ryan Camps
Shaharyar Ahmed
Wilfred Tong
Yu-Chen (James) Liu
Zaid Kadhim

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