



# 2024

## ANNUAL REPORT

WATERLOO WELLINGTON FLIGHT CENTRE

WHERE DREAMS TAKE FLIGHT



### WELCOME ABOARD

We are one of the largest and most respected flight training centres in Canada offering industry recognized flight training programs.

*Students and Future Pilots, we are ready for you.*



# TABLE OF CONTENTS

About Us .....	4
Our Mission .....	4
Board of Directors .....	5
General Manager - A Year in Review .....	6
Hangar 7 Expansion and the Innovation Hub.....	8
Flight Training Programs .....	10
Fun Flyers, Renters & Self-Paced .....	12
Client Experience.....	13
Dispatch & Pilot Shop.....	14
Testing Centre.....	15
Summit Fuels.....	15
Safety .....	16
Remotely Piloted Aircraft Systems .....	17
Human Resources .....	18
Maintenance & Fleet Operations .....	19
Marketing & Communications .....	20
Events & Outreach .....	21
Scholarships & Awards .....	22
Grade 6 Tours.....	23
Alumni .....	23

**THANK YOU** to our  
partners and supporters:



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

*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 WWFC

Waterloo Wellington Flight Centre (WWFC) is one of Canada’s largest and most respected flight training organizations, with over 90 years of aviation excellence. Based at the Region of Waterloo International Airport, WWFC offers training for professional and recreational pilots, including a partnership with the University of Waterloo Aviation and an expanding Airline Transport Pilot Licence (ATPL) Program. WWFC is also committed to supporting general aviators, with self-paced programs and assistance to Fun Flyers. With 35 aircraft, five flight simulators, and a new Aviation Sim Centre and Innovation Hub, WWFC supports over 500 pilots annually. Nearly 20% of Canada’s commercial pilot licenses are earned by WWFC graduates.

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 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 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 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



# BOARD OF DIRECTORS

As Board Members, we are committed to guiding WWFC’s growth and success by overseeing programs, building community connections, and collaborating with industry partners. We’re grateful to our dedicated staff, students, and partners for their contributions, and we look forward to the exciting journey ahead!



**Tony Varga,**  
*Chair*  
Aircraft owner,  
business executive



**Paul Hossack,**  
*Vice Chair*  
Private pilot, long-term  
WWFC member



**Scott Cornwall,**  
*Secretary Treasurer*  
Senior Captain at major  
Canadian airline



**Charlie Nelson,**  
*Past Chair*  
Private pilot,  
business executive



**John Hudson,**  
*Director*  
Senior Captain  
at U.S. OEM



**Brock Besley,**  
*Director*  
Senior airline pilot



**Contessa Bishop,**  
*Director*  
Airline pilot, graduate  
from WWFC/CC Program



**Mark Schwartzentruber,**  
*Director*  
Retired airline pilot



**Heather Jennings,**  
*Recording Secretary*  
Airline pilot, UW (B.E.S.)  
Alumni, WWFC Alumni



# A Year in Review

A MESSAGE FROM THE GENERAL MANAGER



Bob Connors,  
General Manager

Many exciting things happened in 2024!

### Hangar 7: Sim Centre & Innovation Hub

The construction of the Hangar 7 expansion, home to the new Sim Centre and Innovation Hub, was completed, and we celebrated its grand opening on June 21st. This new, state-of-the-art facility houses three airliner sims: a 737 Max, A320 and Q400. These

devices will enhance our Multi Crew Cooperation (MCC) training, offering an airliner environment to better prepare our graduates for entry to airline pilot jobs. Additionally, the sims will support Waterloo Institute for Sustainable Aeronautics (WISA)-led research projects and be available to airlines to support their selection and initial training of flight crew.

Testing for Transport Canada certification of the simulators is currently underway and will continue into 2025. We plan to integrate the 737 Max into the MCC program by mid-2025. To support this initiative, we are actively recruiting pilots with airline experience on type to join our team as part-time instructors.

We also took delivery of the second Pipistrel Velis Electro which will be incorporated into WWFC's flight training programs. We are working with Transport Canada to support their work in developing aircraft certification of the Velis in Canada.

The addition of these simulators and the Velis aircraft

highlights the ongoing impact of our partnership with WISA, supported by funding from FedDev. The building itself, funded by WWFC, features several environmentally friendly elements, including solar power generation and a heat pump system for heating and cooling, eliminating the need for natural gas furnaces.

### Flight Training

Our flight hours grew to 35,800 in the year and we saw measured growth of our Integrated Airline Transport Pilot License (ATPL) program now offering two intakes of up to 20 students per year. This program has replaced the enrollment previously provided through our partnership with Conestoga College. We are exploring options for satellite bases to help reduce congestion on the ground and in the airspace at CYKF. We hope to have solutions to this challenge in the coming year.

### UW Program

The UW program continued to attract strong interest from prospective students. The September 2023 class began flight training in January and May 2024, while the new September 2024 intake reached full capacity with 120 students. This group will start their flight training in January and May 2025.

### Fleet and Equipment

We started refurbishing our 152 fleet and, by the end of the year, had completed one aircraft, with another in the paint shop. We plan to continue this program, refurbishing one aircraft at a time, with all eight expected to be completed by 2027.

Additionally, we commissioned five desktop simulators, funded by Fed Dev through WISA. These simulators are being used for initial Visual Flight Rules (VFR) simulation sessions and are also part of our Grade 6 school program, that supports the theory of flight component of the curriculum.

# A Year in Review

A MESSAGE FROM THE GENERAL MANAGER

### Approved Training Organization (ATO)

Work on our submission to Transport Canada to become one of the country's Approved Training Organizations continued this year. We expect to complete the process by mid-2025.

### Pilot Shortage and Staffing

The pilot shortage remained a significant challenge for all Canadian airlines and flight training institutions throughout the year. While this created numerous opportunities for our graduates (and instructors) to secure First Officer positions, it also placed considerable pressure on us to hire and train new instructors. Fortunately, in 2024, the demand from airlines slowed somewhat, reducing our turnover to 33%, down from 50% last year. We continue to hire instructors and have increased our efforts to recruit graduates who are available on a part-time basis.

### TC Compliance

In 2024, we successfully completed a Program Inspection (PI) focused on Operational Control and Safety, resulting in zero findings or observations. This two-day inspection included a comprehensive review of maintenance procedures, highlighting the strength of our operations and ongoing commitment to safety and compliance.

### Software

In September, we began the transition to Netsuite for accounting and business management and by mid-October we went live with Flight Schedule Pro for booking, dispatch and student records. While this transition presented significant challenges, the Netsuite implementation is running smoothly, and we are actively working to resolve the issues with Flight Schedule Pro. We are also working on integrating both software systems and hope to have them fully synchronized by early 2025. I want to thank all our staff for their dedication during this transition- it has not been easy.

### Hangar 13

In January 2024, we purchased the three buildings at CYKF known as Hangar 13 which offer 15 unheated T-hangars for privately owned general aviation aircraft. If you know anyone looking for a hangar at YKF, be sure to visit the Summit Fuel Services website at [www.summitfuelservices.ca](http://www.summitfuelservices.ca).

### Board and Staff

WWFC is fortunate to have a talented team of volunteers serving on our board of directors. They provide policy direction, strategic guidance, and valuable advice to both me and our staff. As volunteers, they dedicate hundreds of hours of their time and expertise to support WWFC, driven by their passion and commitment to our organization. Throughout 2024, the board worked on a transition plan in preparation for my retirement as General Manager at the end of 2025. As part of this plan, we have hired Justin Labelle as Chief Operating Officer. Justin will start in January 2025 and transition into the GM role in January 2026, ensuring a smooth leadership transition.

I would also like to extend a heartfelt thank you to all our management team, instructors, and staff for their continued efforts in supporting and training our students throughout 2024. They are the driving force behind what makes WWFC such an outstanding organization.

### A Look Ahead to 2025:

- We are focused on launching initial programming at the Sim Centre and Innovation Hub, starting with the integration of 737 airliner sim into our MCC program in the spring.
- We are committed to improving on-time completion rates in our career programs.
- We will continue to explore options for a suitable satellite base to help ease congestion at CYKF.
- We aim to complete the implementation and integration of the new software systems we introduced in 2024.
- We will launch flight training activities and continue research in the two Velis electric planes.
- We will continue the refurbishment of the 152 fleet and begin avionics upgrades in the Arrows and Seminoles.
- We will continue to collaborate and support WISA in their research efforts.
- Above all, we will stay focused on serving our students to the highest standard.

In 2024, total flight hours reached **35,818**, slightly falling short of the target of **36,000** hours. The chart below provides a breakdown of flight hours over the past decade:

Hours	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Flight	35,818	35,031	31,688	33,218	20,202	28,101	20,517	17,012	17,932	15,841	14,811
Sim	4,737	4,638	4,631	3,846	1,760	1,605					



# Hangar 7 Grand Opening

## Aviation Sim Centre and Innovation Hub



On Friday, June 21st we celebrated the grand opening of the new Aviation SIM Centre and Innovation Hub! We were joined by our federal funding partners, members of the Regional Council, regional leadership, airline partners, and media members to celebrate this exciting milestone.

This state-of-the-art facility, developed in partnership with the Region of Waterloo International Airport (YKF) and the Waterloo Institute for Sustainable Aeronautics (WISA), houses three new flight simulators: a Boeing 737, De Havilland Q-400, and Airbus 320. These simulators will enhance our training programs, including an improved Multi-Crew Cooperation (MCC) curriculum component, and provide students with exposure to various aircraft types, better preparing them for future airline employment. The sims will also support advanced research initiatives for WISA researchers in the aerospace sector to create a more sustainable aviation future!

The expansion adds 3,300 square feet, bringing the total to 10,000 square feet, with an investment of over \$1.8 million. The green building practices include solar power supplementation, an upgraded energy-efficient HVAC system, and enhanced insulation for improved energy efficiency.

*“This grand opening marks a pivotal moment for us, symbolizing the next phase in flight training evolution,”* Bob Connors, General Manager of the Waterloo Wellington Flight Centre., *“This new facility will improve our collaboration with the Waterloo Institute for Sustainable Aeronautics and enable us to deliver top-tier training with a focus on environmental sustainability. It underscores our commitment to enhancing the journey of our pilot graduates and the quality of services offered to our airline partners. We extend our gratitude for your ongoing support and partnership.”*

We look forward to the plans for 2025, which include certifying all sims and integrating them into our flight training, as well as offering supplemental training to our airline partners.



# The Velis

## WISA and the Innovation Hub



In 2024, WWFC, in collaboration with the Waterloo Institute for Sustainable Aeronautics (WISA), made progress in advancing sustainable aviation with the Pipistrel Velis Electro, Canada’s first all-electric training aircraft. After a full season of flying, the Velis Electro underwent its inaugural annual inspection. Our Aircraft Maintenance Engineers (AMEs), who are specifically trained on the Velis Electro, bring extensive expertise in maintaining this aircraft, which operates under a Special Certificate of Airworthiness.

In addition to the successful operation of the first Velis Electro, we welcomed a second unit, which will soon be integrated into our flight training programs. We are collaborating with Transport Canada to support the certification process for the Velis Electro in Canada.

Additionally in 2024, we installed a charging station at Brantford Airport, enabling flights between the Waterloo Airport and Brantford Airport. This enhances the integration of electric aircraft into our operations, and we are eager to begin flight training activities and continue research with both Velis Electro aircraft.

Though the current battery technology limits the Velis Electro’s flight time to 50 minutes and short distances, we remain optimistic about its future as a flight training aircraft. Additionally, we plan to offer scenic flights to the community to raise awareness about electric aviation and its environmental benefits.

Our collaboration with the Waterloo Institute for Sustainable Aeronautics (WISA) is crucial to advancing sustainable aviation. This partnership supports valuable data collection and research, contributing to environmentally conscious aviation solutions. Together, WWFC and WISA are leading the global effort to reduce aviation’s carbon footprint, demonstrating the feasibility and benefits of electric flight.

Looking ahead, we’re excited to continue our work with WISA and the Region of Waterloo International Airport to promote sustainable aviation practices and further explore the potential of electric flight.





# Flight Training Programs



**Matt Scheben,**  
Chief Flight Instructor



integrated with an aviation component. In 2024, we welcomed 116 new students to WWFC and celebrated the graduation of 36 individuals.

### 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. Congrats to our seven graduates in 2024!



### Ground School Enhancements

In line with our commitment to be the most respected

We are proud to continue offering programs in partnership with the University of Waterloo, as well as our ATP Program, alongside flexible self-paced options. The ATPL program is growing in popularity, and we are excited to welcome more students with each new spring and fall cohort.

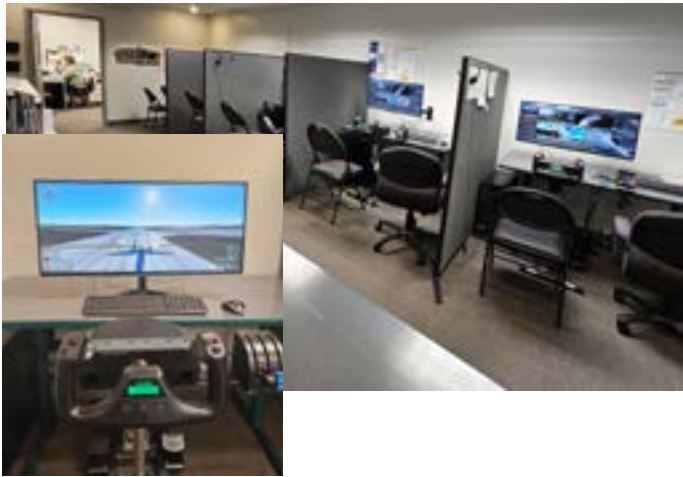
### University of Waterloo

The University of Waterloo is one of the largest aviation programs at the university level in Canada, featuring two Bachelor programs

flight school in Canada, in 2024 we began an update of our ground school training programs. This includes updating our ground school classes to reflect modern advancements in aviation, providing additional instructor training guides to further improve instructional delivery, and creating online learning opportunities for our students to further cater to the wide array of learning styles and needs of our students.

### Desktop Simulators

We have also implemented five desktop flight simulators at the Flight Centre which will be put into service January 2025 for ab-initio flight training. By performing exercises in the simulator before practicing them in the air, we have found that students are able to grasp concepts quicker and more effectively as well as reach licensing standards within shorter timelines. These desktop simulators increase our capacity to provide effective training to our students and at a reduced cost, reducing time to licensing while providing cost-effective training solutions.



### Enrollment (Dec. 1, 2023 - Nov. 30, 2024)

Program	# Enrolled	Total #
University of Waterloo	116	373
ATPL	39	49

### Graduation (Dec. 1, 2023 - Nov. 30, 2024)

Program	# of Grads
Conestoga College	23
University of Waterloo	36
ATPL	7
Self Paced	11

# Flight Training Programs



**Dan Link,**  
Manager, Training and  
Instructional Delivery

### Staff

We maintained a dedicated Flight Instructor (FI) staff of 55-60, despite 19 Instructors moving on to the industry in 2024. In response, we successfully hired 22 new FIs throughout the year. We've had numerous instructors who achieved upgrades to class 1's and 2's in 2024. Well done, everyone!

These accomplishments underscore our commitment to growth, innovation, and maintaining the highest standards across all aspects of our operations.

### Electric Aircraft

The Velis 1 (GAUW) aircraft flew over 100 hours for research purposes and successfully completed its first cross-country flight to Brantford, where we installed a dedicated charging station for future flights. Additionally, Velis 2 has arrived and will be set up for training and revenue generation.

### New Simulators at Hangar 7

With the opening of the new Aviation Sim Centre and

Innovation Hub, we have added three new state-of-the-art flight simulators to our operations. These are type-specific flight training devices which are designed to simulate the actual cockpit and controls of a Boeing 737, Airbus A320, and Bombardier Q400. These simulators are now in the process of TC Certification to be approved for use in our flight training programs and will provide extra capacity to grow our professional pilot training programs. They will also provide further collaboration and business opportunities within the broader aviation industry.

Our Flight Data Sim (FDS) for the 737 is nearing completion for MCC use. Additionally, Quick Training (QT) work was carried out to ensure the simulator meets TC standards, with a pilot/sim operator team actively working on compliance. In the Sim Centre, we introduced an AI tool aimed at improving student success and providing new opportunities for practice and training.

### MCC Enhancements

A key benefit of the new simulators is an opportunity to expand our Multi-Crew Cooperation Program (MCC). In 2025, we will complete the enhancements to our MCC Program and will begin delivering industry-leading training for airline operations in type-specific cockpit environments. This will further increase our ability to produce "flight deck ready" pilots for the aviation industry.



**ATP23 Class**

### WWFC students earned 378 licences and ratings in 2024! Well done!

Licence/ Rating	2024	2023	2022	2021
PPL	114	125	69	125
CPL	80	95	86	62
ME	79	79	92	79
IFR	69	93	91	49
FIR	36	29	47	32

# Fun Flyers, Renters & Self-Paced



Gayle Campbell & Tracey Taylor  
Program Coordinators

**Self-Paced / Renters**  
2024 marked a remarkable and productive year for the Client Experience Department. The steady stream of phone calls and email inquiries has kept the team actively engaged, connecting with aviation enthusiasts and curious learners alike. Guiding individuals through the journey of flight training at WWFC has been both a privilege and a rewarding opportunity.

The Client Experience team is proud to play a pivotal role in inspiring aspiring pilots and reintroducing the joy of aviation to others. With every interaction, we aim to ignite passion and foster a deeper connection to the world of flight, ensuring that WWFC remains a trusted partner in their aviation journey.

The ongoing promotion of Introductory Flights has proven to be an excellent way to engage new clients in aviation while showcasing our talented instructor team. This initiative has been so successful that WWFC is now experiencing wait lists for individuals eager to begin flight training.

**Self Paced Training**  
To support and engage these future pilots during their wait, the Client Experience Team developed a Self-Paced Learner Intro Folder. This resource includes valuable materials and links covering the Aviation Alphabet, VFR Phraseology, and maps of our practice areas. The goal is to keep aspiring pilots motivated, learning, and prepared, giving them a head start with some foundational knowledge as they await their training.

In 2024, WWFC hosted three Private Pilot Licence (PPL) ground schools, all of which saw exceptional interest and attendance, maintaining the high engagement levels of previous years. Impressively, 38% of participants transitioned from these ground schools into flight training, pursuing either a Recreational Pilot Permit (RPP) or Private Pilot Licence (PPL).

Additionally, the demand for self-paced training remains robust, with 83 new clients registering for RPP and PPL programs this year. This continued enthusiasm underscores

the appeal of flexible training options and reaffirms WWFC’s commitment to fostering the next generation of skilled aviators.

**Fun Flyer Renters**  
We actively encourage our Fun Flyer rental clients to maintain their rental currency through quarterly touch-base emails from the Client Experience team, making flight bookings easier and more accessible. This year, Client Experience welcomed 62 new Fun Flyers into our community.

Our Fun Flyers enthusiastically share their ideas and experiences with WWFC, showcasing their strong engagement with the program. We extend our heartfelt thanks to all our Fun Flyers for contributing to the continued utilization of our fleet and facility.

2024 was a remarkable year for WWFC, with 262 new clients joining our self-paced and Fun Flyer programs, two more than 2023. These milestones reflect our commitment to delivering high-quality training, exceptional services, and outstanding facility experiences to a diverse community of aviation enthusiasts.

We are proud of the progress achieved this year and are excited to build on this momentum in 2025. Our focus remains on cultivating a thriving aviation community—one that embraces both the joy and the responsibility of flight.

We extend our heartfelt thanks to everyone who has been part of the Waterloo Wellington Flight Centre journey. We look forward to the opportunities and successes that await us in 2025!

**Enrollment** (Dec. 1, 2023 - Nov. 30, 2024)

Program	Enrolled in 2024	Total Active
Self Paced PPL	83	118
PCC-CPL	35	46
IFR	26	31
Renters	62	116

**Graduation** (Dec. 1, 2023 - Nov. 30, 2024)

Program	# of Grads
ATPL	7
PCCFIR (Flight Instructor Rating)	29

# Client Experience



Stacy Breen,  
Manager, Client & Student Experience

Waterloo Wellington Flight Centre (WWFC) is committed to providing exceptional training and mentorship to aspiring pilots. Our dedication to excellence goes beyond meeting expectations, creating meaningful relationships with our students and clients. We are passionate about supporting you throughout your aviation journey, helping you achieve your goals and ensure your success.

**Review Classes**  
Throughout 2024, we continued offering complimentary review classes to help students prepare for their TC written exams. With three classes per term, this initiative proved highly effective, and we are excited to continue providing this valuable resource. By offering additional support, we reaffirm our dedication to helping students excel academically and achieve their training milestones.

**Career Prep Course**  
In the spring, we hosted a four-part Career Preparation Course led by Brock Besley, an aviation professional with over 17 years of experience. The course offered valuable guidance on job preparation, resume writing, cover letters, and interview techniques, while emphasizing mentorship and thorough job search preparation tailored to each student’s goals.

**CYKF Tower Tours**  
In 2024, we organized 11 tours of the CYKF Control Tower, offering over 132 students and clients the opportunity to explore the facility and experience the air traffic controllers’ perspective. These tours provided a great chance for students to ask questions and connect with the staff they often hear on the radio while flying.

**Diamond Factory Tours**  
Three groups of students had the unique opportunity to visit the Diamond Aircraft Industries factory in London in 2024. During the tour, students learned about the aircraft manufacturing and assembly process. Some even flew in a Diamond DA40 to the factory, making it an unforgettable experience!

**Scholarship Seminar**  
In April, WWFC hosted its first Scholarship Seminar, providing students with valuable information about the application process. The seminar covered how and where to apply, the differences between bursaries and scholarships, and tips for crafting a standout application. It was incredibly helpful for students, and we plan to continue offering this seminar in 2025.

**Client Surveys**  
In 2024, we conducted two client surveys with 100 students in the Winter semester and 99 in the Spring. Most respondents were from the UW program and had been training with us for 1-2 years. While we saw overall improvements, weather conditions in Winter may have affected the results. Moving forward, we’ll focus on increasing the number of students who are highly satisfied with our services.

Instructor professionalism received high ratings, though there was a slight decline from Winter to Spring, which we’ll address. Ground schools were successful with added study sessions, tutoring, and instructor training. Going forward, we will develop action plans for improvement, incorporating them into their KPIs to track progress in future surveys.

**Guest Speakers**  
In 2025, we will enhance our training programs by inviting industry guest speakers, including past WWFC graduates, to share their insights and experiences with students. This initiative will provide mentorship and broaden students’ perspectives on the industry. We’ll also host more tours and create a video tour for prospective students and clients to explore online.

**Employment Outreach**  
Our second Industry Day in April 2024 was a success, with more industry partners and increased participation from airline guests. We look forward to building on this momentum for an even more impactful event next year. Additionally, we will strengthen collaborations with airline partners and expand our cadet programs.



# Dispatch & Pilot Shop



Lesley Gomes,  
Front End Manager

2024 was a year of growth and transformation, driven by exciting software updates and the challenges presented by fluctuating weather. We made great progress in adapting to the new software launched in the fall, and while we were just 200 hours shy of our flying hours goal, we are proud of the advancements we’ve achieved. This transition offered valuable lessons, and we’re continuously refining our aircraft reservation system to better serve our clients and maximize availability.

### Dispatch

A heartfelt thank you to our outstanding dispatch team for their unwavering dedication to WWFC. We understand that the software integration wasn’t an easy feat, and we deeply appreciate the patience and understanding of our clients as we worked through the transition. We remain committed to addressing the challenges around dispatch and aircraft availability, ensuring we deliver the best possible service.

A total of **947** Client Access Cards were issued in 2024. Yearly totals are as follows:

Client Cards	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
	947	994	787	497	723	711	600	493	549	475

### Pilot Shop

The Pilot Shop grew its offerings, introducing exciting new and niche products. As demand for special order items continues to increase, we’re considering adding them to our regular stock. We value feedback on new items and are always on the lookout for exciting additions to bring to the shop.



### Introductory and Scenic Flights

The demand for scenic tours and introductory flights remained strong throughout the year, with notable increases during special events like Valentine’s Day, Father’s Day, autumn scenic flights, and the Christmas holiday season.

# Testing Centre

### Testing Centre

Our Testing Centre administered over 600 written exams in 2024. This included the introduction of two new versions of the CPL exams, which feature updated appendices and maps, ensuring our assessments remain current and comprehensive.

- PPL Full Exams: 232
- CPL Full Exams: 234
- PPL Partial Exams: 59
- CPL Partial Exams: 76
- Other: 4 (2-glide, 2-heli)



# Summit Fuels



Summit Fuel Services has consistently upheld its commitment to providing reliable fuel services to the WWFC fleet. In addition to this, they have been a key supporter of the general aviation community, serving private pilots and organizations at CYKF with the sale of general avgas. In 2024, Summit Fuels served 65 regular customers, along with numerous fly-ins, and completed over 12,000 overwing fuelings.

Additionally, Summit Fuel Services recently acquired its third new 2024 Avgas truck, set to enter service in the spring of 2025.

Summit Fuel Services has been honoured with its 8th Aviation Operations Excellence Award from World Fuels Network Canada. This award program,

established by World Fuel Services, recognizes outstanding performance in the operation and management of into-plane fueling and storage services at WFS-operated facilities.

In a further expansion of its operations, Summit Fuels has purchased Hangar 13, which provides 15 aircraft spots. The hangar is available for use by general aviation airplanes, and currently, 13 spots are leased, with two available.



990,190 litres of avgas were pumped in 2024. Yearly totals are as follows:

litres of avgas	2024	2023	2022	2021	2020	2019	2018	2017
	990,190	951,000	870,000	982,000	587,000	816,000	626,000	574,000







Aaron Cahill,  
Safety & QA Officer/  
Flight Instructor

**Safety Management System (SMS)**  
In 2024, our Safety Management System (SMS) saw a nearly 30% increase in reporting, with just under 700 SMS reports submitted. This growth reflects a higher level of participation from individuals using the system. This is a significant positive development, as the data collected from the SMS helps us identify trends, track safety issues, and proactively prevent incidents.

The top issues identified within the SMS system in 2024 were *Airprox events* and *Failure to Comply with air traffic control (ATC)*. These are the same as the previous year however the number of occurrences has decreased quite a bit.

Reported Airprox events decreases by 33% from 2023, but though there were still 58 occurrences. Over the past year, we’ve focuses on strategies such increasing awareness of practice area frequencies, emphasizing clear position reports, and ensuring students fully understand position reports before flying solo outside the control zone. Looking ahead, we’re expanding the use of the Nemo Scout system, with new units expected to arrive in early 2025. These units will provide traffic information for a wider range of systems and integrate with apps like ForeFlight and FltPlan Go. While this tool will be valuable, our top priority remains situational awareness and proper visual scanning.

Reports of failure to comply with ATC have decreased by 28% from 2023, though they remain a recurring issue, with 50 reports filed in 2024. These reports include both dual and solo flights, with the most common occurrences being descending below altitude restrictions and making turns without clearance in the circuit. To reduce these incidents, we encourage reading back and writing down clearances, maintaining a sterile cockpit during critical flight phases, and ensuring clear communication. Students and instructors are also strongly advised to clarify any doubts about a clearance with ATC.

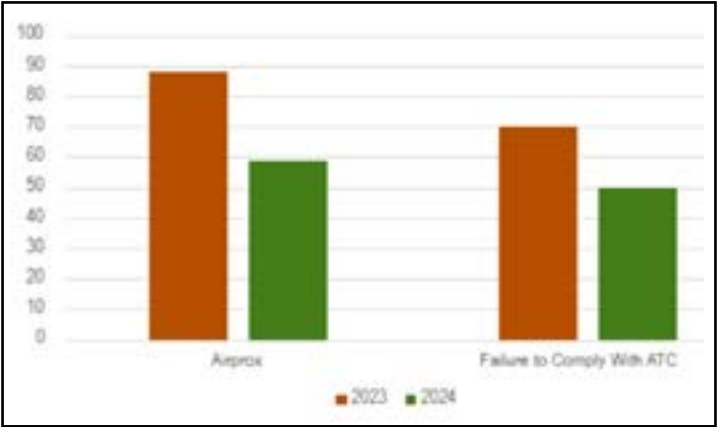
Ramp safety has been a key focus since the latter months of 2024, covering personal safety on the ramp, taxi safety, and incidents like wingtip strikes. We strongly encourage pilots to exercise caution when walking or taxiing on the ramp. In tight spaces, shutting down the aircraft and seeking assistance to move it is always a safe and effective option.

**Quality Management System (QMS)**  
In 2024, we received 200 QMS reports from staff, students, and renters, a significant increase from the 50 reports submitted in 2023. These reports are invaluable in helping us improve our processes, policies, and equipment to maintain the high standards we aim for. At WWFC, we use the QMS system as a tool for gathering feedback and fostering a culture of continuous improvement.

We also closely monitor our written exam and flight test scores and pass rates. In 2024, we had an exceptional pass rate on flight tests, particularly in advanced training areas. Our performance on written exams was solid, with the CPL exam being our lowest point. However, after updating our ground school material, we’ve seen an upward trend in the CPL written pass rate, which averaged 80% over the last three months of 2024.

Looking ahead to 2025, we are committed to continuing the positive safety trends seen in 2024. We strongly encourage participation in the SMS and QMS systems as we work towards our goal of creating a safe and supportive learning and flying environment for everyone.

2024 Top Hazards



Ben Pesowsky  
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 Experimental Aviation Association, there were 97,706 registered drones, as well as 97,341 basic pilot certificates and 12,362 advanced pilot certificates issued as of January 31, 2024. This places the number of

registered drones in Canada at more than double the number of registered aircraft in 2020, either private or commercial!

Necessarily, one of Transport Canada’s emerging priorities has been ensuring that drone operations can continue to safely integrate into Canada’s airspace structure, while another key priority has been fostering economic growth in the sector. By Transport Canada’s own estimates, the RPAS industry is estimated to be worth \$42.8 billion USD by 2025. To take advantage of this surge and ensure continued public safety, Transport Canada is expected to release new regulations in late 2025 providing for more complex operation types without needing to review each operation individually. Operations involving heavier drones up to 150kg, and those operating in low-risk environments beyond visual line-of-sight (BVLOS) are expected to be covered under a new complex pilot certificate.

In keeping with the growing industry, our courses at WWFC have seen a similar increase in attendance, and more weekday courses will be offered for 2025. In an industry that offers several online RPAS training programs, we are constantly hearing from students

RPAS Program Enrollment	2024	2023	2022
Basic Course Enrollment	66	33	16
Advanced Course	37	43	21
Flight Reviews	15	26	12
Custom Courses	5	4	6

that they appreciate and, in many cases, need the personal classroom experience offered by our instructors. Some of our students have already passed the Transport Canada written exam before taking our drone courses, and therefore don’t need to participate in a class, however the opportunity to review the material in person with an instructor has given those students the confidence to go out and fly their drones. We continue to offer custom courses for organizations and groups away from base, most recently the Ministry of the Environment, Conservation and Parks.

Due to collaborative efforts with stakeholders at the airport, we have achieved an agreement to be able to fly our drones for limited training purposes within the control zone at CYKF. Development of a hands-on flying courses is underway for 2025 which will give students practical flying skills to supplement the classroom knowledge already provided in our courses. While flight outdoors within the control zone is no currently part of these plans, it allows us to continue to grow with the needs of our students.





# Human Resources

The past year has been a transformative period for our organization, marked by growth, engagement, and a strong commitment to our people. We have focused on strengthening workplace culture, enhancing employee well-being, and improving operational efficiency. This report highlights key achievements, workforce trends, and strategic goals that will shape our HR initiatives in the year ahead.

### 1. Recruitment Enhancements: Elevating the Candidate Experience

This year, we focused on creating a seamless and engaging experience for potential candidates, starting with our website. New sections like “Your Dream Starts Here” and “Why Work with Us (Together We Soar)” showcase our culture and opportunities, helping attract top talent. To further engage candidates, we introduced employee testimonials highlighting career growth, work-life balance, and team culture, offering an authentic look into life at our organization.

We also enhanced accessibility by providing clear, step-by-step instructions for our High School Co-op Program, making it easier for students, parents, and guidance counselors to access important details.

To streamline the hiring process, all applications are now directed to a dedicated career email, ensuring a more efficient system with faster response times. These improvements strengthen our employer brand, improve candidate engagement, and help us attract high-quality applicants who align with our values.

### 2. Training & Development

Investing in employee growth is a cornerstone of our HR strategy. This year, we made significant investments in professional development to support both individual aspirations and organizational success:

- Over \$20,000 allocated for flight instructor upgrades, allowing instructors to advance their careers and bring even more expertise to their roles.
- Supported upskilling of administrative and support staff, ensuring they have the tools and knowledge needed to grow professionally and contribute effectively.

These efforts not only empower employees to achieve their goals but also enhance overall team capability, reinforcing our culture of continuous learning and development.

### 3. Employee Engagement & Culture

Employee engagement remains a top priority, with initiatives designed to foster a positive and inclusive workplace. This year, we introduced several programs to recognize contributions, build connections, and support overall well-being:

- *Employee Recognition Day* – A dedicated day to celebrate achievements and contributions across the organization, boosting morale and appreciation.
- Expanded ‘*WOW Award*’ – Now incorporating Google recognition features, making it easier than ever for clients to acknowledge and celebrate our team members.
- Team-Building Activities – Initiatives such as the step challenge, tubing at Chicopee, and a pilot project of the Headversity Wellness app have promoted teamwork, physical health, and mental well-being.

These initiatives have strengthened our workplace culture and reinforced our commitment to employee satisfaction and engagement.

### 4. Compensation & Benefits

To ensure we remain competitive and compliant in a dynamic job market, we have enhanced our compensation and benefits structure:

- Salary adjustments aligned with market trends, ensuring fair and competitive pay.
- Pay equity measures implemented to promote fairness and compliance across all roles.

These enhancements help attract and retain top talent while demonstrating our commitment to fairness and transparency in compensation.

### 5. HR Goals for 2025

Looking ahead, we are committed to advancing key HR initiatives that will further enhance our workplace experience:

- Strengthening employee engagement and

# Human Resources

retention through expanded recognition programs and well-being initiatives.

- Expanding leadership development and succession planning to prepare future leaders and support long-term growth.

We remain dedicated to fostering a workplace culture that promotes growth, inclusivity, and excellence. Thank you to all employees for your contributions—your dedication makes our success possible. We look forward to another year of progress and achievement together!



## Maintenance & Fleet Operations



**Greg Side,**  
Director of Maintenance

### The Team

This year, we were thrilled to welcome Dave Wilson to the team as an ACA and congratulate Edward Sine on stepping into the role of Team Lead. Our department now boasts a dedicated team of five full-time and one part-time licensed Aircraft Maintenance Engineers (AMEs), all holding Aircraft Certification Authority (ACA), including our Director of Maintenance.

Additionally, we have two Aircraft Maintenance Technicians (AMT) who have completed their college training in Aircraft Maintenance and are actively working towards becoming licensed AMEs. We also had four high school co-op students over the year, three of whom have decided to pursue careers in aircraft maintenance. We're proud of our talented and committed team!

### Fleet Makeover

In 2024, we kicked off our fleet makeover, with plans to repaint and reupholster several aircraft. The first step was painting GJK and sending YKF for a fresh coat of paint, marking the beginning of the 152 fleet update.



### Pipistrel Velis

From a maintenance perspective, work on the two Velis aircraft is ongoing, and we look forward to getting both in the air in the spring. Our Director of Maintenance attended the Pipistrel course last March, so now two team members are authorized to sign out the aircraft.

### Looking Forward

With a strong core of skilled and knowledgeable team members, we are well-positioned to take on new challenges. We're currently exploring ways to expand the capabilities of our AMO, which will not only enhance the services we provide to our fleet but also attract more external customers. Additionally, we're focusing on new opportunities for training within the organization to further deepen our expertise and demonstrate our commitment to excellence, both within this department and at WWFC as a whole.





Julie Mudry  
Marketing &  
Communications Manager

**Social Media**  
Our social media platforms remained key communication tools for connecting with students, staff, and the community. There was a strong emphasis on promoting WWFC’s involvement in community events, such as career shows and industry events, highlighting our support and presence at these gatherings. At the end of 2024, we introduced TikTok to engage with our audience in a new way. We’re building a content library and recruiting contributors to help grow this channel and add some fun to the mix.

Looking ahead, we plan to maintain a consistent presence by sharing our more industry updates, and showcasing student and employee achievements. We also aim to boost audience engagement through contests and community photo sharing. Our regular posts will highlight our pilot training programs, ground schools, Pilot Shop, and upcoming WWFC events, with a greater focus on incorporating videos and reels to generate more 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

New Likes and Followers			
Platform	2024	2023	2022
Instagram	837	657	920
Facebook	595	190	411
LinkedIn	637	474	570
Twitter/X	50	68	105

New Email Subscribers				
2024	2023	2022	2021	2020
1,540	1,225	1,992	385	1,094

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. In 2025, we also plan to launch blog content that will spotlight our staff and students as well as key events and news in the industry.

**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. We partnered with an external marketing firm to audit our email platform, Constant Contact, ensuring compliance with regulations and best practices. In the coming year, we are exploring alternative email platforms for improved functionality and design.

**Video Marketing Strategy**  
In 2024, we partnered with Current Media, an external video production company, to create event videos highlighting some key moments from the year, including the WWFC Annual Wings Banquet, Girls Can Fly, and the grand opening of the Sim Centre and Innovation Hub at Hangar 7. In 2025, we plan to release videos such as an Alumni Spotlight, an ATP Program video, and a video tour of WWFC and its facilities. Stay tuned for an exciting visual journey into the world of WWFC!



2024 was a dynamic year filled with exciting events! WWFC hosted a range of major gatherings while also actively participating in, sponsoring, and exhibiting at key industry events.

Some events were focused on supporting our partners, while others aimed to recruit students or inspire the next generation to pursue careers in the aviation industry.

Here’s a look at the events WWFC participated in throughout 2024:

- WWFC Wings Banquet – Mar 15
- Industry Day at WWFC – Apr 10
- Chamber Business Expo – Apr 17
- University of Waterloo Aviation Gala - Apr 27
- Explore Your Future (Cambridge) – May 1
- Wings Careers in Aviation Expo, Ottawa – May 4
- Air Cadets at WWFC - May 4
- CWIA – May 13-16
- Explore Your Future (Kitchener) – May 15
- Girls Can Fly – May 25
- WISA AGM – June 20
- Hangar 7 Grand Opening – June 21
- General Aviation Expo – Sept 7
- Northern Lights Aero Foundation Gala – Oct 8
- Waterloo Warbirds Open House – Oct 26
- Careers in Aviation Expo, Edmonton – Oct 29
- OSCA/ASOCO Conference – Nov 3 & 4
- ATAC – Nov 4-6
- GCVI’s Tech & Trades Fair – Nov 6
- WISA Summit – Nov 19
- Career Discovery Expo – Nov 20

Here are some key highlights from the major events hosted by WWFC:

**Wings Banquet**  
In March, we hosted our annual Wings Banquet to celebrate the achievements of our 2023 student pilots! The event took place at the Delta Hotel & Conference Centre in Guelph, with 320 attendees, including recipients, industry partners, regional and educational partners, WWFC staff, and special guests.

We were honored to have Renée Tremblay, Citation Excel First Officer at Private Air and WWFC alumna, as our keynote speaker. She shared her inspiring story and valuable advice for aspiring pilots.

A big thank you to our industry partners for supporting our students throughout their flight training, and to everyone who attended to celebrate these remarkable accomplishments. We would also like to extend our gratitude to Hammond Aviation and VIP for providing the fantastic door prizes!

**Industry Day**  
On April 10, we held our second annual Industry Day at WWFC! Airline and industry representatives gathered to interact with students and clients, sharing valuable insights into their recruitment processes. Alongside exhibition tables in the main hangar, presentations were held in classrooms. We’d like to thank our partners, including Air Canada, Air Tindi, Chartright Air Group, Flair Airlines, Jazz Aviation, MAG Aerospace, Mission Aviation Fellowship (MAF), NAVBLUE, Porter Airlines, Sunwing Airlines, and Voyageur Airlines, for their participation. We look forward to hosting this event again in 2025.

**Girls Can Fly**  
On Saturday, May 25, we hosted our annual Girls Can Fly event. Although the weather didn’t cooperate, we were thrilled to see a great turnout at WWFC. This year’s event featured the highest number of exhibitors to date. Some exhibitors noted that because the weather kept us grounded, visitors spent more time exploring the hangars and aircraft. We are incredibly grateful for the overwhelming support from the industry and all those who worked behind the scenes to make this event such a success. We look forward to hosting again in 2025, hopefully with better weather!





# Scholarships & Awards

There are various scholarship opportunities designed to help with the costs of aviation training. WWFC actively builds partnerships and promotes these opportunities to students enrolled in our programs.

During the WWFC Annual Wings Banquet, we presented our annual awards and scholarships in partnership with our airline and academic collaborators. The event brought together a room full of 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 two ATPL students) for their exceptional contributions to safety, leadership, diversity, and professionalism. Congratulations: **Hayden Lewis, Evelyn Rae Mage, Aiden Parkins, Zachary Taylor, David Froome, JingQui Zhou.**

**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 **John Galloway, Garret Clarke.**

**Conestoga College** presented the Aviation Award for Professionalism to two deserving students: **Jesse Schill & Evan Juergensen.**

**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 **Evelyn Rae Mage.**

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 **Andrew Aquino!**

**Sunwing Airlines** proudly offered 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. Congratulations **Sawyer McCammon & Raahul Narayanav.**

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 \$92,000 has been awarded to provide financial assistance to students. In 2024, WWFC was pleased to offer four awards of \$4,000 to: **Arpan Srawn, Bryce Dennis, Edward Zhao, Evelyn Rae Mage.**



**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): **Matthew Horst**  
Highest combined Score (CPL): **Suhail Mohammed**  
Flight Test Score (ME): **Selina Yong & Suhail Mohammed**  
Highest Combined Score (IR): **Marcus Wilson**  
Highest Written Score (FIR): **Tiffany Goulbourne & Marcus Wilson**

**MCC Top Performing Crew Award** – Recognizing the highest-scoring team in the MCC program. Congrats to **Kyle Dunne & Ethan Coates**

# Grade 6 Tours

In the fall of 2024, we were excited to welcome back our **Grade 6 Field Trips!** This engaging and educational experience, “*Science of Flight*,” provides students with a hands-on exploration of the science behind flight, aligned with the Grade 6 curriculum.

The two-hour program takes place on Thursday mornings from September to June. During the sessions, students participate in a classroom presentation covering the four forces of flight, engage in interactive exercises to explore basic flight theories, and enjoy a tour of the Flight Centre, including the apron, hangars, and a close-



up look at our aircraft. They also have the opportunity to visit the dispatch area, see the ramp and simulators, sit in an airplane to experience how the controls work, and more.

One of the exciting additions this year was the introduction of Microsoft desktop simulators,

where students could try their hand at flying an airplane.

Bookings for the 2024 school year began in March 2024, and 26 tours were reserved right away. Looking ahead to the 2025 school year, we aim to expand the program. Based on feedback from schools, we plan to double the number of available time slots, potentially adding an extra day each week or offering a second time frame.

We’ve hired a part-time coordinator to assist with tour coordination and ensure everything runs smoothly. A big thank you to our amazing team of volunteers who help with the tours and share their passion with the students.



# Alumni

With a legacy spanning over 90 years, WWFC alumni have flown across the globe, whether professionally or recreationally. Pilots associated with WWFC are making their mark worldwide.

We are proud to continue the tradition of the annual Alumni of Distinction Award, presented during our Wings Banquet. This peer-nominated award honors individuals for their exceptional contributions to WWFC, the aviation industry, and their ongoing support. Congratulations to the 2024 recipient, **Mike Schanzenbaucher.**

Looking ahead, WWFC is committed to expanding our

Alumni Program. This initiative will keep alumni informed about WWFC, offering events and networking opportunities to help them contribute to the aviation community and mentor current and future students. In 2025, look forward to exciting networking and volunteering opportunities as we engage with our alumni.







# HELP US BUILD A STRONGER AVIATION FUTURE

**Join us in building the Aviation  
Centre of Excellence!**

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