



2025 ANNUAL REPORT

Waterloo Wellington Flight Centre

Photo by Adrian Whitt





WHO WE ARE

Waterloo Wellington Flight Centre (WWFC) is one of Canada's largest and most respected flight training organizations, with nearly 95 years of aviation excellence. Based at the Region of Waterloo International Airport, WWFC delivers comprehensive training for both professional and recreational pilots, including a long-standing partnership with the University of Waterloo Aviation program and an expanding Airline Transport Pilot Licence (ATPL) pathway. The Centre also supports general aviation through self-paced training options and dedicated services for Fun Flyers.

With a fleet of 35 aircraft, five flight simulators, and a new Aviation Sim Centre and Innovation Hub, WWFC supports more than 500 pilots annually. Nearly 20 per cent of Canada's commercial pilot licences are earned by WWFC graduates, underscoring the organization's national impact.

Waterloo Wellington Flight Centre is a not-for-profit corporation that reinvests all revenues into its training programs and facilities. WWFC is governed by an eight-member volunteer Board of Directors and supported by a team of approximately 120 professionals across flight instruction, aircraft maintenance, operations, client experience, and administrative functions.

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 VALUES

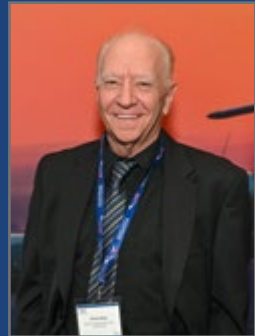
- Dedication to customers
- Commitment to a culture of safety
- Collaboration and camaraderie
- Accountability to our stakeholders
- Respect and recognition
- Leadership and innovation
- Honesty and integrity
- Open communication

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.

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

BOARD OF DIRECTORS



Tony Varga,
Chairman, Aircraft owner,
business executive

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

Scott Cornwall,
Secretary Treasurer,
Senior Airline Pilot

Charlie Nelson,
Past Chair, Private pilot,
business executive



John Hudson,
Director, Lead Flight
Operations
Representative

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

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Thank you to our industry partners supporters!



On behalf of the Board of Directors, I am proud of the progress Waterloo Wellington Flight Centre has made and the strong foundation that continues to support its growth. The Board remains committed to providing effective governance, strategic oversight, and long-term stewardship to ensure WWFC's continued success, while strengthening community engagement and collaboration with industry partners.

During this period of transition, I extend sincere appreciation to our dedicated staff, students, and partners for their professionalism, commitment, and meaningful contributions to the organization.

As we look ahead, the Board is confident in WWFC's direction and remains focused on supporting the next phase of the Flight Centre's evolution and continued advancement.

Tony Varga,
Chairman



Photo by Axel Subotinic



We acknowledge that the Waterloo Wellington Flight Centre is located on the traditional territory of the Neutral, Anishinaabe, and Haudenosaunee peoples, and recognize the enduring presence of Indigenous peoples, including the Mississaugas of the Credit First Nation.

A Year in Review

A MESSAGE FROM THE GENERAL MANAGER



Justin Labelle,
General Manager

2025 was a year of meaningful progress, thoughtful transition, and important milestone achievements at Waterloo Wellington Flight Centre. Guided by our continued commitment to our students and customers, the organization navigated a period of change while maintaining the safe,

reliable, and high-quality flight training and aviation services that our community depends on. Across all areas of the operation, the focus remained on strengthening our foundations while positioning the Flight Centre for sustainable long-term growth.

Key Milestones & Student Success

The past year represented a period of strong performance and meaningful progress for the Waterloo Wellington Flight Centre. I am proud of what our team accomplished together, as we continued to meet growing demand while maintaining a focus on safety, quality, and student success.

One of the most significant milestones of the year was surpassing 36,000 flight hours. WWFC finished the year with 36,398 hours flown, setting a new record for the highest number of annual flight hours in the Flight Centre's history. This achievement reflects both the scale of our operations and the trust placed in us each day by our students and clients.

In parallel, Summit Fuel Services reached an important benchmark by uplifting more than one million litres of fuel, becoming the first Canadian AVGAS provider within the World Fuels network to achieve this distinction—an accomplishment that speaks to the strength of our operational partnerships.

Student achievement remained at the heart of our

success. Throughout the year, our students earned a remarkable 427 licences and ratings—the highest annual total achieved to date. This milestone is a direct result of the determination and resilience of our students, supported by the dedication, professionalism, and expertise of our instructors and staff.

The year also marked the successful completion of a planned leadership transition. This transition was approached thoughtfully and collaboratively, ensuring continuity for our staff, students, and stakeholders while setting a clear and confident direction for the future.

Beyond these milestones, progress continued across the organization through ongoing operational improvements and initiatives that enhanced the student and customer experience. These achievements would not be possible without the commitment, teamwork, and professionalism demonstrated every day by our staff, managers, and student volunteers. Together, their efforts continue to move the Waterloo Wellington Flight Centre forward.

Extended Hours

The extended hours program had a meaningful impact on WWFC's capacity, accessibility, and student experience. By expanding hours to align with longer daylight in the early summer mornings, we increased training availability and scheduling flexibility, directly responding to student demand and improving access to aircraft and instructors. Students benefited from calm weather and more consistent flying opportunities, which helped accelerate training progress and build confidence. Extended evening operations also supported continued night training. Overall, the program improved operational efficiency and customer satisfaction, and strong results and positive feedback have led us to offer it again in 2026.

Scheduling

This year, we introduced a dedicated Scheduler role to bring greater structure, consistency, and strategic oversight to flight operations. Standardized scheduling practices have improved aircraft and instructor utilization, reduced inefficiencies, and created a more predictable experience for both students and staff.

A Year in Review

A MESSAGE FROM THE GENERAL MANAGER

Planning schedules further in advance has strengthened coordination and communication, while the introduction of a formal Scheduling Policy has ensured clarity, consistency, and fairness across the organization. Together, these initiatives have enhanced efficiency, transparency, and overall operational effectiveness.

Software

In 2025, we focused on stabilizing and strengthening the Flight Centre's operational systems to better support day-to-day operations and long-term needs. Following a review of our scheduling platform, we made the decision to return to proven systems that better align with our operational and regulatory requirements, allowing us to quickly restore stability and continuity.

We also advanced modernization efforts through the implementation of electronic pilot training records and the integration of key systems with our enterprise platform. These improvements have enhanced data accuracy, visibility, and coordination across the organization, supporting greater efficiency and informed decision-making as we continue to evolve our operations.

Fleet & Sim Planning

Maintaining a modern, reliable, and professional fleet remains one of my key priorities, as it directly reflects the standards of safety and quality our students and customers expect from the Flight Centre. Throughout 2025, we made steady progress on targeted fleet improvements that enhanced both appearance and functionality, including exterior refinishing, interior upgrades, and avionics modernization.

These efforts also included the acquisition of a second Pipistrel Velis Electro, along with the issuance of a revised Certificate of Registration by Transport Canada authorizing the original Velis for commercial operations. In parallel, work continued to advance our new generation of advanced training simulators,

which will further expand training capacity and align our programs with evolving industry requirements.

Together, these investments strengthened the student training experience and improved operational reliability across the fleet. In our Cessna 172 aircraft, seat reupholstering began for those requiring refurbishment, with additional upgrades planned into 2026. Within the multi-engine fleet, we initiated avionics modernization to address aging systems and better align our training aircraft with current industry standards. Collectively, these initiatives form part of a multi-year fleet and training strategy extending through 2026 and 2027, ensuring WWFC remains well positioned to deliver safe, efficient, and professional flight training.

Events & Community Outreach

Community engagement remained a key priority throughout the year. Through signature events such as Industry Day, Girls Can Fly, and High School Night, along with ongoing Grade 6 school tours, we welcomed students, educators, industry partners, and community members to the Flight Centre. These initiatives provided hands-on exposure to aviation, highlighted diverse career pathways, and helped spark early interest in flight and aerospace. Together, these efforts strengthened our connections within the region and reinforced WWFC's role as an accessible, inclusive, and trusted leader in aviation education.

Looking Ahead

As we reflect on 2025, we extend sincere thanks to our members, customers, staff, and Board of Directors for their continued support and confidence in Waterloo Wellington Flight Centre. The accomplishments of the past year provide a strong platform for the future, and we look ahead to 2026 with optimism as we continue to grow, innovate, and explore new opportunities to serve our aviation community.

In 2025, total flight hours reached **36,618**, reaching budget of **36,000** hours. The chart below provides a breakdown of flight hours over the past decade:

Hours	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Flight	36,618	35,818	35,031	31,688	33,218	20,202	28,101	20,517	17,012	17,932	15,841
Sim	4,769	4,737	4,638	4,631	3,846	1,760	1,605				

Celebrating Leadership & Legacy

Innovation & Sustainability



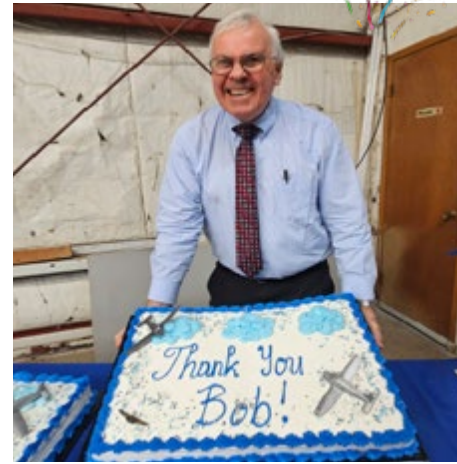
In December, Waterloo Wellington Flight Centre hosted a special “Thank You” celebration to recognize Bob Connors and his 22 years of leadership as General Manager. The event brought together colleagues, industry partners, alumni, and friends who worked alongside Bob throughout his tenure. It was a meaningful opportunity to reflect on his contributions and the lasting impact of his leadership on WWFC and the broader aviation community.

Over two decades, Bob played an instrumental role in guiding WWFC’s growth, stability, and strategic advancement. Under his leadership, the organization strengthened its training programs, expanded partnerships, and enhanced operational capacity.

Key contributions include:

- Expanding WWFC’s fleet, facilities, and overall training capacity
- Developing strong academic partnerships with the University of Waterloo and Conestoga College
- Playing a pivotal role in bringing the University of Waterloo Aviation program into the Sunwing Cadet Program — the first and only successful 737 cadet program in Canada
- Supporting national aviation initiatives through involvement with ATAC and other industry groups
- Leading the development of the new Aviation Sim Centre and Innovation Hub to support advanced training growth
- Establishing a key partnership with the Waterloo Institute for Sustainable Aeronautics (WISA), enabling WWFC to introduce the Velis Electro to Canada and advance sustainable aviation initiatives

Bob’s leadership has helped position WWFC as an innovative, forward-thinking, and industry-connected training organization with a strong foundation for continued success. Thank you Bob!



A Message from Bob Connors

“As I reflect on my time as General Manager of Waterloo Wellington Flight Centre, I do so with deep gratitude and pride. It has been a privilege to work alongside such a dedicated team of staff, instructors, students, volunteers, and partners who care deeply about aviation and about one another. Together, we have strengthened programs, expanded opportunities, and fostered a culture grounded in safety, professionalism, and community.

I extend my sincere thanks to everyone who attended the Thank You celebration. Seeing so many familiar faces come together to share stories and well wishes was truly meaningful.

While this marks the conclusion of my role as General Manager, it is not a full farewell. In 2026, I will continue to support WWFC through special project initiatives and look forward to remaining connected to this remarkable organization.

Thank you for your trust, collaboration, and commitment to WWFC’s continued success. It has been an honour to serve this community.”

Pipistrel Velis Electro

The Pipistrel Velis Electro remains a key part of WWFC’s commitment to innovation and sustainability. In partnership with the Waterloo Institute for Sustainable Aeronautics (WISA), the aircraft supports research, operational development, and the future of flight training.

In 2025, Transport Canada issued a revised Certificate of Registration for our second Velis Electro, authorizing commercial operations and expanding training and business opportunities. Together, the two aircraft logged over 120 flight hours, supporting training, familiarization, and early program development. Scenic electric flights were internally launched in fall 2025, with public offerings planned for spring 2026.

Hangar 7 Sim Centre

Significant progress was made in 2025 toward the launch of the Hangar 7 Sim Centre. Technical upgrades, calibration, and testing were completed on all three simulators — the Boeing 737 MAX, Airbus A320, and De Havilland Q400. The 737 MAX is closest to certification, with documentation being finalized for Transport Canada submission in partnership with Flight Deck Solutions (FDS).

WWFC and Flight Deck Solutions (FDS) jointly showcased the Hangar 7 Sim Centre at the Air Transport Association of Canada (ATAC) Conference in Montreal in November, formally introducing the facility to operators across the country. The Centre will support airline use for standalone Multi-Crew Cooperation (MCC) training, simulator evaluations, remedial IFR training, and additional advanced training programs.

Infrastructure enhancements also progressed throughout the year, including the completion and commissioning of Hangar 7’s solar power system.

Together, these initiatives position WWFC as a leader in advanced, sustainable aviation training and support continued growth into 2026 and beyond.



Photo by Belinda Lu & Zach Taylor



Hangar 7 Signage was installed January 2025



The WWFC & FDS Team at ATAC

Flight Training Programs



Matt Scheben,
Chief Flight Instructor

Program Delivery & Partnerships

Waterloo Wellington Flight Centre continues to offer a comprehensive range of flight training programs, including long-standing partnerships with the University of Waterloo and a growing Airline Transport Pilot Licence (ATPL) Program, alongside flexible, self-paced training options. Demand for the ATPL Program continues to

increase, and WWFC welcomed new cohorts in both the spring and fall.



The University of Waterloo Aviation program remains one of the largest university-level aviation programs

in Canada, offering two bachelor's degree pathways integrated with professional flight training.

The Airline Transport Pilot Licence (ATPL) Program is designed to complete all integrated flight training requirements within an 18–24 month timeframe. This intensive program combines ground school, simulator training, and in-aircraft instruction to prepare graduates for entry-level airline and commercial pilot positions.



Regulatory Collaboration & Pilot Projects

In 2025, WWFC participated in several pilot initiatives aimed at enhancing safety, oversight, and training effectiveness. Through a Transport Canada Flight Instructor Pilot Project, Sean Flatt joins WWFC weekly as a Class 1 Flight Instructor and Primary Operations Inspector (POI).

Enrollment (Dec. 1, 2024 - Nov. 30, 2025)

Program	# Enrolled
University of Waterloo	103
ATPL	33

This collaborative initiative allows the regulator to work alongside industry, strengthening safety oversight at Flight Training Units while providing WWFC students with direct access to senior instructional expertise.



Dan Link,
Manager, Training and Instructional Delivery

WWFC also piloted a new Flight Instructor Guide and simulator syllabus with a select group of students. Data from this initiative will be reviewed by Transport Canada to support validation of VFR simulator use in ab initio pilot training.

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Simulation, AI & Training Technology

Innovation in simulation and training technology remained a key focus throughout the year. In the Sim Lab, WWFC began testing AI-equipped computers for Private Pilot Licence (PPL) training exercises. These tools evaluate student performance, provide structured feedback, and offer instructors enhanced insight into student strengths and areas for improvement.

A new simulator concept is also undergoing trials in Hangar 7, with testing focused on validating system accuracy and reliability. Data gathered through this process may inform future cockpit design and training tools.

Training Systems & Quality Assurance

WWFC implemented a new Electronic Pilot Training Record (ePTR) system, providing

Graduation (Dec. 1, 2024 - Nov. 30, 2025)

Program	# of Grads
Conestoga College	18
University of Waterloo	44
ATPL	6
Self Paced	9

Flight Training Programs

significant improvements in training oversight and student engagement. The web-based platform allows students to access their training records and instructor assessments in real time, while offering enhanced quality assurance and progress tracking tools to better support instructional delivery.

To further strengthen program quality, WWFC created a new role—Flight Training Supervisor, Student Progress. This position supports the effective delivery, consistency, and continuous improvement of flight training programs and reflects WWFC's commitment to instructional excellence.

Instructor Team

Despite ongoing industry demand, WWFC maintained a strong Flight Instructor team of 60 instructors. We hired 23 new instructors throughout the year. We also celebrated numerous Class 1, Class 2, and Class 3 upgrades, ensuring continuity and depth across instructional staff.

Simulator Expansion & Infrastructure

Significant progress continued on the Advanced Training and Sim Centre at Hangar 7 throughout the year. The Boeing 737, Airbus A320, and Bombardier Q400

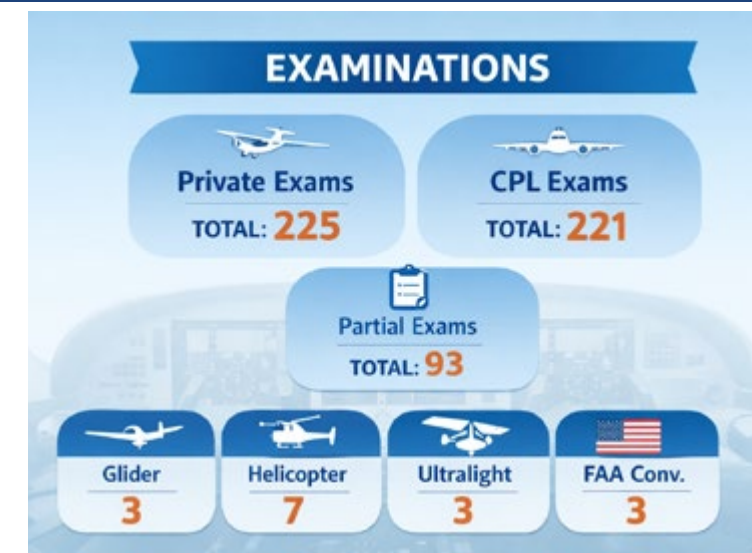


simulators are progressing through Transport Canada certification and, upon approval, will expand capacity for advanced and professional pilot training. While steady advancement has been made across all sims, the Boeing 737 MAX simulator is currently the closest to certification.

Together, these initiatives underscore WWFC's commitment to growth, innovation, and maintaining the highest standards across all aspects of flight training.

Testing Centre

In 2025, WWFC's Testing Centre administered 476 written examinations for both WWFC students and external candidates. Of these, 160 examinations supported individuals from outside organizations, reflecting WWFC's role as a trusted regional testing provider.



Fun Flyers, Renters & Self-Paced

Client Experience



Gayle Campbell & Tracey Taylor
Program Coordinators

In 2025, the Client Experience team continued to play a vital role in welcoming new clients and supporting self-paced learners and renters across the Flight Centre. A steady volume of inquiries reflected ongoing interest in aviation, with the team guiding individuals through their first exposure to flight training and helping returning

aviators reconnect with the joy of flying. Supporting these journeys remains both a privilege and a core part of WWFC's mission.

Introductory Flying Lessons remained an effective entry point for new clients, showcasing our aircraft and the professionalism of our instructor team. Strong demand throughout the year resulted in waitlists for flight training, highlighting continued interest in both recreational and professional pathways. To support aspiring pilots during this waiting period, the Client Experience team further developed self-paced learning resources designed to keep students engaged, informed, and prepared as they begin their training.

WWFC hosted multiple Private Pilot Licence (PPL) ground schools in 2025, all of which experienced strong

attendance and engagement. Many participants transitioned from ground school into flight training, pursuing either a Recreational Pilot Permit (RPP) or Private Pilot Licence (PPL), reinforcing the effectiveness of these programs as an entry point into aviation.

The Fun Flyer renter community also continued to grow, with 90 new renters joining the program in 2025. Regular communication and outreach supported rental currency, simplified access to aircraft, and encouraged ongoing engagement. In total, 266 new clients joined WWFC through self-paced training and renter programs during the year, reflecting sustained demand and strong interest in flexible aviation pathways.

Together, these programs underscore WWFC's commitment to accessibility, flexibility, and an exceptional client experience. We are proud of the progress achieved in 2025 and look forward to building on this momentum as we continue to grow and support a diverse aviation community.



Stacy Breen,
Manager, Client & Student Experience

At Waterloo Wellington Flight Centre (WWFC), the Client Experience Team plays a central role in ensuring every student, renter, and visitor feels supported, informed, and confident throughout their time at the Flight Centre. Serving as the front line of the organization, apart from the Pilot Shop, the team is often the first point of contact—providing guidance, answering questions, and helping

clients navigate the flight training journey from start to finish.

2025 was a particularly busy and impactful year for the Client Experience team. A significant focus was placed on supporting students as they progressed through training, ensuring they remained aligned with key

benchmarks and had the information and assistance needed to achieve their goals. The team worked closely with Dispatch, Flight Training, Maintenance, and the Pilot Shop to deliver a smooth, coordinated experience, while also supporting tours, events, school groups, and community partners.

To better understand client needs and identify opportunities for improvement, two student and client surveys were conducted during 2025. Survey feedback reinforced the organization's strengths while also identifying opportunities and areas for improvement. Through ongoing communication, follow-up, and problem-solving related to scheduling, accounts, access, and policies, the Client Experience team continued to play a vital role in student success and customer satisfaction.

Together, these efforts help transform the complexity of flight training into a clear, welcoming, and well-supported experience—reinforcing WWFC's commitment to a student-centered approach and high-quality service.

Grade 6 Tours



Grade 6 Field Trips remained in exceptionally high demand in 2025–2026, with strong interest in our curriculum-aligned Science of Flight program, which supports Ontario's Grade 6 science curriculum. To better manage demand, a new booking system was introduced, with more than 70 per cent of available dates filled within the first two weeks and waitlists quickly forming.

In response, WWFC expanded program capacity by adding additional field trip days and hiring a part-time Program Coordinator to support delivery and volunteer coordination. The two-hour program, running from September through June, combines classroom learning, interactive activities, and guided tours of the Flight Centre, including aircraft, hangars, and simulators.

These experiences are made possible through the dedication of our volunteers, whose continued support helps inspire the next generation of aviators.



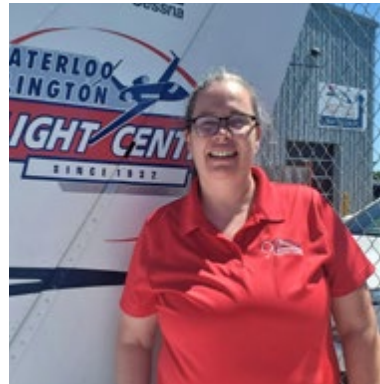
WWFC students earned 427 licences and ratings in 2025! Well done!

Enrollment (Dec. 1, 2024 - Nov. 30, 2025)

Program	Enrolled in 2025	Total Active
Self Paced PPL	73	108
Self Paced CPL	21	39
Self Paced IFR	14	21
Renters	90	115

Licence/Rating	2025	2024	2023	2022	2021
PPL	117	114	125	69	125
CPL	101	80	95	86	62
ME	93	79	79	92	79
IFR	84	69	93	91	49
FIR	32	36	29	47	32
Total	427	378	421	385	347

Dispatch & Pilot Shop



Lesley Gomes,
Front End Manager

Dispatch

In 2025, Dispatch focused on maximizing flight hours and improving operational efficiency. An extended-hours initiative launched on May 1, with staggered start times implemented throughout the summer, concluding on September 26. This initiative generated

500+ additional flight hours, increasing daily aircraft utilization.

We also reintroduced Wingman, leveraging its enhanced customization to better support WWFC's dispatch workflows and scheduling needs. Continued efforts to improve book-to-lead efficiency helped narrow the gap between booked aircraft time and invoiced flight hours.

Thank you to the Dispatch team for their flexibility and commitment—early starts and operational adaptability were key to the success of this initiative.

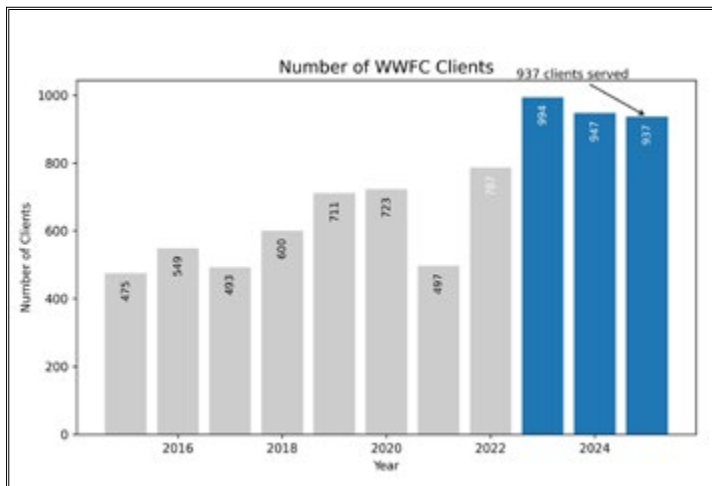
Pilot Shop

The Pilot Shop continued to support students and pilots by providing essential gear, supplies, and

aviation publications. Client feedback remains central to evaluating opportunities to expand product offerings and enhance the overall retail experience. In 2025, a clearance sale was held to reduce older inventory and create space for new products, allowing the Pilot Shop to better align its offerings with the needs and preferences of our community.

Introductory & Scenic Flights

Demand for Introductory Flying Lessons and Scenic Flights remained strong throughout the year, with peak activity during seasonal promotions and holidays, including Valentine's Day, Father's Day, autumn scenic flights, and the Christmas season. These flights continue to serve as a key entry point for introducing new audiences to aviation.



Maintenance & Fleet Operations



Greg Side,
Director of Maintenance

The past year marked an important period of growth and renewal at Waterloo Wellington Flight Centre, with meaningful advancements across our team and aircraft fleet.

The Team

From the people perspective, we were pleased to see Dave Wilson step into a Team Lead role, bringing strong leadership and continuity

to daily operations. Niklas Emrich returned for a second consecutive summer, providing valuable support between college semesters and continuing to be a reliable member of the team. We also welcomed James Thomas, AME Apprentice, who joined WWFC in April and quickly became an integral part of our operation.

Fleet Upgrades

Significant improvements were made to the fleet in 2025. Aircraft YKF received a new paint finish and updated upholstery. Aircraft TGH and ZKT were also repainted, with interior refurbishments planned as the next phase of these upgrades.

Throughout the year, our maintenance team and partners completed an extensive series of engine and aircraft upgrades. Engine overhauls were successfully completed on GUZZ, FPEL, GTGH, GYHN, and FJUM, supporting

continued reliability and performance across the fleet. Aircraft FAMO underwent a propeller strike inspection, after which the engine was reinstalled and the aircraft returned to service. Interior upgrades continued, with front seats in GCBN reupholstered and additional seat refurbishments for OIQ and RAR scheduled for 2026.

Avionics

Avionics modernization remained a key focus. Aircraft FKUL has been at Flite Line undergoing removal of the Avidyne system and installation of a Garmin G500 suite, further aligning the fleet with modern training and operational standards. Upon completion, GMOP will follow with similar avionics upgrades.

Together, these investments reflect WWFC's ongoing commitment to safety, reliability, and continuous improvement—supporting our students, staff, and partners through a strong team, well-maintained aircraft, and modernized infrastructure.



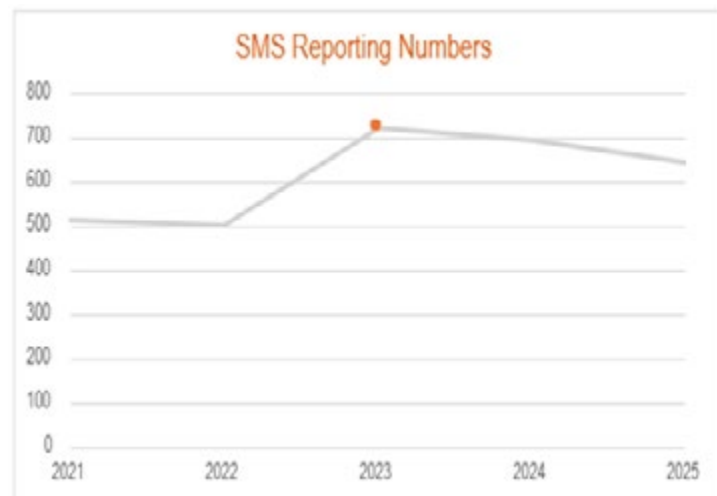
Safety & Quality



Aaron Cahill,
Safety & QA Officer/
Flight Instructor

In 2025, the Safety Management System (SMS) received 648 reports. While this represents a slight decrease from 2024, it continues to reflect strong engagement from both staff and students. Ongoing hazard and occurrence reporting remains a critical component of maintaining and strengthening a positive safety culture at WWFC.

The three primary hazards of focus in 2025 were airprox events, failure to comply with air traffic control (ATC), and ramp safety. These areas were identified as key trends in 2024 and were carried forward into 2025 for continued monitoring and mitigation.



Airprox Events

Reported airprox events continued to decline in 2025, decreasing from 55 reports in 2024 to 49 in 2025. This represents an 11 percent year-over-year reduction and an overall 55 per cent reduction since 2023. It is important to note that SMS data relies on voluntary reporting and may not capture every occurrence.

This positive trend is attributed primarily to increased emphasis on airspace awareness during initial instructor training, as well as ongoing reinforcement through

safety communications and social media. The rollout of new Nemo Scout units has progressed more slowly than anticipated and is therefore not considered a significant contributing factor at this time. However, several reports have highlighted instances where Nemo Scout provided valuable traffic awareness and separation information in flight. At this stage, all required equipment has been sourced, with remaining installations scheduled to be completed.

Nemo Scout is an in-flight data recorder and traffic awareness device that provides pilots with real-time traffic information while also capturing flight data for safety analysis.

ATC Compliance

Reports related to failure to comply with ATC increased slightly in 2025, with five additional reports compared to 2024. The most common occurrences involved descending below assigned altitude restrictions or turning without authorization or out of sequence.

The most effective mitigation continues to be writing down and reading back clearances as workload permits. Practical reminders and best practices related to ATC compliance remain a regular feature of WWFC safety communications and social media outreach.

Ramp Safety

Ramp safety reports increased toward the end of 2024 and remained a focus throughout 2025, with 60 reports recorded during the year. A clear trend within these reports involved collisions while aircraft were being moved on the apron or in and around hangars. Additional reports commonly related to engine run-ups, aircraft parking, and ground vehicle movements.

These reports reinforce the importance of heightened awareness in what is often a busy and confined environment. Personnel are reminded to remain vigilant at all times and to assume that aircraft or vehicles may start or move without notice.

The SMS focus areas identified above will carry forward into 2026, as they remained the most frequently reported hazards in 2025.

Safety & Quality



Quality Management System (QMS)

In 2025, the Quality Management System (QMS) saw a 30 per cent increase in reporting compared to 2024. These reports are strongly encouraged, as they help identify opportunities for improvement across policies, procedures, and equipment.

In 2026, the focus will shift from issue identification toward continuous improvement. This includes encouraging reports that propose solutions or enhancements, recognizing that diverse perspectives support more effective use of resources and improved operational outcomes.

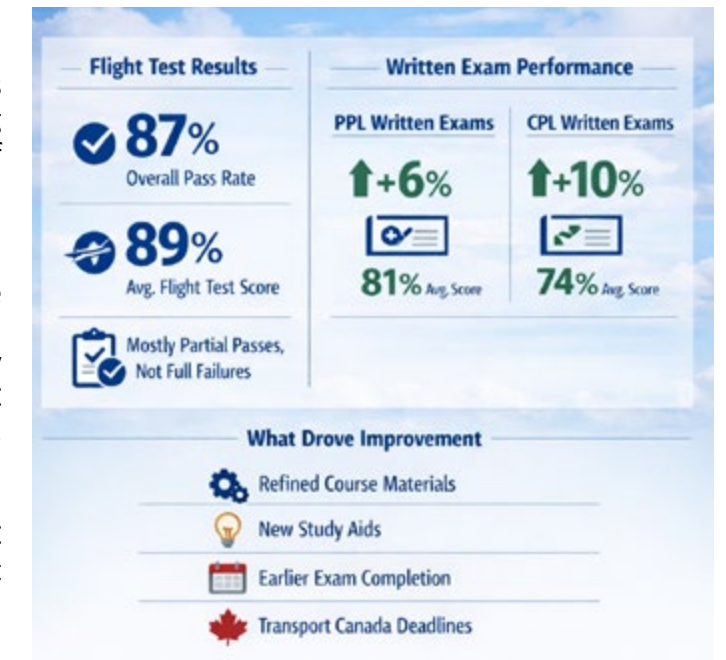
Looking Ahead to 2026

In 2026, staff and students are encouraged to continue actively engaging with both the SMS and QMS. WWFC will maintain a focus on reducing commonly identified risks, including airprox events, ATC compliance issues, and ramp safety concerns, while remaining responsive to emerging trends.

We look forward to working together to ensure WWFC continues to provide a safe, effective, and high-quality flight training environment.

Flight Training and Ground School Quality

2025 flight training and ground school results reflect continued focus on quality, consistency, and continuous improvement.



Summit Fuels

Summit Fuel Services continued to serve as a reliable and trusted fuel provider to the Waterloo Wellington Flight Centre and the broader general aviation community at CYKF.

In 2025, Summit reached several significant milestones, including uplifting more than one million litres of fuel and becoming the first Canadian AVGAS provider in the World Fuels network to achieve this distinction. This accomplishment, along with receiving a ninth Aviation Award, reflects Summit's ongoing commitment to service excellence, safety, and operational reliability.

With three fuel trucks in operation and an additional truck on order, Summit is well positioned to support continued demand. The team also maintained strong relationships with clients at Hangar 13, where 14 of 15 tenant spaces are currently occupied. Overall, 2025 marked a year of strong performance and sustained growth for Summit Fuel Services.



Over 1 million litres of avgas were pumped in 2025, a significant milestone! Yearly totals are as follows:

litres of avgas	2025	2024	2023	2022	2021	2020	2019	2018	2017
	1,100,216	990,190	951,000	870,000	982,000	587,000	816,000	626,000	574,000

Human Resources

During FY 2024–2025, Human Resources at WWFC advanced initiatives to modernize systems, enhance employee programs, and strengthen workforce support. These efforts, alongside accomplishments from prior years, continue to position WWFC for sustainable growth, operational excellence, and a reputation as an innovative and desirable place to work.

Payroll & Compensation Modernization

This year, we successfully migrated Summit payroll to ADP, consolidating processes into a single, streamlined system. Employees now access pay stubs directly via ADP, reducing administrative workload, improving payroll accuracy, and enhancing self-service capabilities. These improvements support HR efficiency and position the company to scale operations as WWFC continues to grow.

Recognition & Culture

HR supported WWFC’s successful submission for the KW Chamber of Commerce Award of Excellence in Environmental Sustainability, highlighting WWFC’s commitment to innovation, sustainability, and forward-thinking solutions. This recognition reinforces WWFC’s position as an employer and institution of choice, signaling to current and prospective employees that creativity, leadership, and impact are valued.



In addition, 15 employees were recognized for service milestones ranging from 3 to 40 years, including special recognition for 25- and 40-year achievements. We also acknowledged the retirement of our General Manager after 22 years of dedicated service, celebrating a remarkable career while supporting a smooth

leadership transition. To further strengthen team culture, HR facilitated staff summer BBQs and our annual Christmas Dinner with entertainment, fostering connection, celebration, and employee appreciation.



Staff Holiday Dinner



Staff BBQ

Professional Development & Compliance

We delivered targeted learning programs, workshops, and conferences to strengthen employee skills and support career growth. At the same time, HR maintained and enhanced compliance practices to ensure policies and regulatory requirements are consistently met across the organization.

Talent & Engagement

HR welcomed 32 new employees in FY 2024–2025, supporting strategic growth across key business areas. Recruitment efforts resulted in a 10% increase in applicants, strengthening the talent pipeline. Over 36 employees participated in the month-long Step Challenge, promoting wellness and team engagement, and we hosted WWFC’s first Take Our Kids to Work Day, fostering family engagement and community connection.

Sarah Allen,
Human Resources Manager

Remotely Piloted Aircraft Systems (RPAS)



Ben Pesowsky
ACFI, Advanced Training,
(Former RPAS Manager)

As in previous years, the Canadian Remotely Piloted Aircraft Systems (RPAS) industry continued to experience significant growth. According to Transport Canada, more than 116,000 drones were registered in Canada as of late 2025, alongside 128,888 basic pilot certificates and 20,137 advanced pilot certificates issued. This represents a modest increase of approximately 18 per cent in registered drones, but more than a 60 per cent increase in licensed pilots. With an estimated total of over 400,000 registered and unregistered drones in Canada, approximately 17 per cent of the population is now considered drone users.

As the industry has expanded both recreationally and commercially, Transport Canada introduced a new licensing level in 2025: the Level 1 Complex Operator Certificate. This designation is intended for air operators providing commercial air services using drones. While WWFC has not yet launched a training program for this certificate, the RPAS curriculum is currently being redeveloped, with plans to introduce Level 1 Complex Operator training later in 2026. Additional regulatory changes released late in the year also expanded operational privileges for Advanced Certificate

holders, including limited beyond visual line-of-sight (BVLOS) operations. Courses will continue to be delivered in person on weekends, with weekday offerings under consideration based on demand. Custom off-site training continues to be offered, most recently delivered at the Ministry of the Environment, Conservation and Parks headquarters in Ottawa.



During the Girls Can Fly event in May 2025, WWFC received special authorization to operate a drone within airport apron areas—an approval that is both rare and highly regulated. The mission was successful, and the footage captured was used in promotional materials.

Looking ahead, WWFC plans to continue incorporating drone operations into select events to showcase RPAS capabilities and further raise awareness of its drone education programs.

Looking ahead, WWFC plans to continue incorporating drone operations into select events to showcase RPAS capabilities and further raise awareness of its drone education programs.

RPAS Program Enrollment	2025	2024	2023	2022
Basic Course	43	66	33	16
Advanced Course	33	37	43	21
Flight Reviews	20	15	26	12
Custom Courses	1	5	4	6



Marketing & Communications



Julie Mudry
Marketing &
Communications Manager

Social Media

Social media remained a key communication channel for connecting with students, staff, and the broader community. Content focused on highlighting WWFC's involvement in community, career, and industry events, reinforcing our presence and commitment to aviation education. In 2025, we also introduced Safety Tip Thursdays, further showcasing WWFC's strong safety culture.

To support our extended hours initiative, we launched Sunrise/Sunset Sundays, helping increase engagement and awareness during periods of expanded operations.

Looking ahead, we will continue to maintain a consistent and engaging social media presence by sharing industry updates, student and employee achievements, and program information for prospective students. Planned content includes FAQs, short student/staff interviews, and regular features highlighting pilot training programs, ground schools, and upcoming events. Increased use of video, reels, and short-form content will remain a priority, with continued growth and strategy development planned for TikTok.



"Sunset Sunday" photo by Rishi Gunukula

Website

The WWFC website continued to serve as the primary digital hub for clients and the community, attracting over 75,000 new visitors in 2025. Strategic updates focused on improving user experience and information accessibility, including expanded How to Get Started guides, enhanced FAQs, and the creation of dedicated pages for key student-focused events such as Industry Day and the annual Wings Banquet.

Email Campaigns

Throughout the year, WWFC maintained consistent email communications with staff, clients, and prospective students, sharing timely updates on news, events, program enhancements, and industry information. In 2025, we delivered 50% more emails and reminders than in previous years, strengthening engagement across all audiences.

Video Marketing Strategy

In 2025, WWFC partnered with Current Media to produce an alumni spotlight video featuring Mike Thornton, one of the first recipients of the Alumni of Distinction Award. The video premiered at the annual Wings Banquet, where Mike presented the award to the 2025 recipients, Jessalyn Teed and Chris Rekiel.

Looking ahead to 2026, WWFC will expand its video strategy to include short-form FAQ content and dynamic event highlights. This will include coverage of Industry Day in February, showcasing it as a key opportunity for students to connect directly with our airline partners. Through this content, we will highlight the strength of these partnerships and the career pathways available to both current and future students.

New Likes & Followers					
Platform	2025	2024	2023	2022	
Instagram	932	837	657	920	
Facebook	335	595	190	411	
LinkedIn	486	637	474	570	
TikTok	458				

New Email Subscribers					
2025	2024	2023	2022	2021	2020
1,989	1,540	1,225	1,992	385	1,094

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: **Damian Piotrowski, Demosthenis Mountrakis, Sawyer McCammon, Alexander Li, Andrew Bennett & Amrutha Prince.**



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 **Jeet Gehani & Damian Piotrowski.**



Conestoga College presented the Aviation Award for Professionalism to two deserving students: **Tyler Lichty & Evan Kritz.**

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 **Tyler Griffith.**



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 **Elitza Nikolova & Callista Thompson**

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 \$108,000 has been awarded to provide financial assistance to students. In 2025, WWFC was pleased to offer four awards of \$4,000 to: **Lauren Hannan, Shaldon Jennings, Preksha Shah, & Demosthenis Mountrakis.**



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.

Volunteer of the Year Award

In 2025, we proudly introduced the Volunteer of the Year Award to recognize WWFC students who went above and beyond in supporting WWFC activities and events throughout the year. Congratulations to our two well-deserving recipients **Ian Hopkin & Yi-Chuan (Andy) Jung.**

Top Scoring Students:

Highest Combined Score (PPL): **Ethan McCalla**
 Highest Combined Score (CPL): **Ruairi Tiernan**
 Flight Test Score (ME): **Connor Johnston & Kaitlyn O'Gay**
 Highest Combined Score (IR): **Jing Qiu Zhou**
 Highest Written Score (FIR): **Kyle Fritz**

MCC Top Performing Crew Award – Recognizing the highest-scoring team in the MCC program. Congrats to **Simon Johansson & Steve Cheh.**

Events & Outreach



2025 was a busy year for events and community engagement at Waterloo Wellington Flight Centre. WWFC hosted several signature events and actively participated in, sponsored, and exhibited at key industry, education, and community gatherings throughout the year. These initiatives supported our partners, promoted aviation education, and inspired future pilots and aviation professionals.

2025 Events & Outreach Highlights:

- WWFC Aviation High School Night (Jan 30)
- Industry Day at WWFC (Feb 6)
- WWFC Wings Banquet (Mar 28)
- Chamber Business Expo (Apr 16)
- Air Cadet AAA Conference, Ottawa (Apr 26)
- University of Waterloo Aviation Gala (Apr 27)
- Air Cadets at WWFC (May 4)
- Girls Can Fly (May 10)
- Canadian Aviation Pride Gala (May 23)
- Wings Careers in Aviation, Mississauga (May 31)
- Airport 75th Anniversary Open House (June 14)
- COPA for Kids – Flightline (June 21)

- Girls Take Flight, Billy Bishop (Oct 4)
- Northern Lights Aero Foundation Gala (Oct 4)
- Waterloo Warbirds Open House (Nov 1)
- OSCA/ASOCO Conference (Nov 9–10)
- ATAC Conference (Nov 18–20)
- Career Discovery Expo (Nov 26)

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

Aviation High School Night

In January, WWFC hosted its inaugural Aviation High School Night, welcoming over 300 students, parents, and educators from across the region. The event introduced attendees to pilot training pathways and aviation career opportunities through direct engagement with WWFC staff, instructors, and volunteers. The evening also received live coverage from CTV News, helping amplify awareness of aviation education and WWFC's role in the community. Building on its success, WWFC plans to make Aviation High School Night an annual outreach initiative.

Events & Outreach

Wings Banquet

In March, WWFC hosted its annual Wings Banquet to recognize the achievements of 2024 student pilots. Held at Bingemans in Kitchener for the first time, the event welcomed 310 attendees and allowed for expanded capacity and broader ticket access. The evening featured a keynote address by John Hudson, Sr. Captain John Hudson, Lead Flight Operations Representative (FOR), North America – The Boeing Company and Director of the WWFC Board of Directors.



Girls Can Fly

Girls Can Fly remained a signature community event in 2025, celebrating women in aviation and promoting diversity within the industry. In its busiest year to date, the event welcomed approximately 4,500 visitors and provided over 275 young women with the opportunity to experience flight in airplanes and helicopters. The event continues to play a meaningful role in inspiring and empowering the next generation of aviators.



2025 Events & Community Engagement

Connecting with students, partners, and aviation leaders throughout the year.



Alumni



With a legacy spanning nearly 95 years, WWFC alumni have taken to the skies around the world—flying professionally, recreationally, and making a meaningful impact across the aviation industry. Wherever they go, WWFC pilots continue to leave their mark.

enhanced communications, networking opportunities, and events—while creating meaningful ways to give back through mentorship and engagement with current and prospective students. We look forward to building even stronger connections and welcoming our alumni into the next chapter of WWFC.

We are proud to uphold the tradition of the Annual Alumni of Distinction Award, presented each year at our Wings Banquet. This peer-nominated honour recognizes alumni who have demonstrated exceptional contributions to WWFC, the aviation community, and continued support of future generations of pilots. Congratulations to our 2025 recipients, **Jessalyn Teed & Chris Rekiel**.

Looking ahead to 2026, WWFC is committed to growing and strengthening our Alumni Program. This expanded initiative will keep alumni connected and informed through





READY FOR TAKEOFF.

As Waterloo Wellington Flight Centre enters 2026, the focus shifts from transition to execution. Key priorities include the launch of the Hangar 7 Sim Centre, continued expansion of training capacity across multiple programs, and strengthening of training pathways that align with the evolving needs of the aviation industry. WWFC will also advance innovation initiatives, including electric flight operations and applied research partnerships, while deepening engagement with students, alumni, industry partners, and the broader community. With a strong foundation in place, 2026 represents an important year of growth, collaboration, and continued leadership in aviation training.



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