

2024

# Elevate Aviation Annual Report

August 1, 2023 - July 31, 2024  
Edmonton, Alberta





# Who We Are

Elevate Aviation Ltd. is a nonprofit organization based out of Edmonton, Alberta and operating across Canada in pursuit of our mission and vision.

**Mission:** Elevate Aviation provides a platform for women and underrepresented groups to thrive and succeed through careers in aviation.

**Vision:** To be a primary provider of aviation career support, working alongside industry professionals to promote equity, diversity, and inclusion in the workplace.

## **Elevate Aviation Programs:**

- Inspire
- Cross Country Tour
- Community Engagement and Recognition
- Bursaries
- Mentorship
- Workplace Culture Consulting
- Elevate Aviation Learning Centre





# Thank you to our Funders, Sponsors, and Partners

As we look back on this year and the incredible progress we continue to make, we are deeply grateful for the unwavering support of our funders, sponsors, and advocates. Your dedication to diversifying the aviation industry and addressing the ongoing shortage of skilled professionals has been instrumental in moving our mission forward. Your belief in the importance of creating pathways for women and underrepresented groups in aviation continues to drive meaningful change in the sector.

Thanks to the support of our funders, sponsors, and partners, we are able to offer vital programs and resources that empower individuals to thrive in aviation careers. Your commitment to breaking down barriers and promoting inclusion will leave a lasting legacy, shaping a more equitable, sustainable, and prosperous future for the industry.







Business  
Updates

 ELEVATE AVIATION



# Business Updates



Since moving into the Elevate Aviation Learning Centre at 3731 52 Ave E, Edmonton International Airport, AB, we have seen significant growth in our programs and our community of learners. As a result, we have acquired additional space and completed renovations expanding the Elevate Aviation Learning Centre space, allowing us to add more classrooms and offices. These renovations were completed in June 2024.

Additionally, Elevate Aviation has made the decision to incorporate federally under the Canadian Not-for-profit Corporations Act (CNCA), with the new “Elevate Aviation” being incorporated on July 10, 2024. The transition of company assets and transfers are to be effective August 1, 2024. This is an exciting step forward as we look to expand operations into other provinces, as well as explore the potential of becoming a registered charitable organization.





# Staffing Update



The fiscal year began with 20 employees at Elevate Aviation. This number has now grown to 25 as of July 31, 2024.

## Company Structure:

The Board of Directors govern the bylaws of the organization. The board members at the end of this fiscal year are:

- Dr. Tarek Sardana - Founder and President, Canadian Society of Aerospace Medicine (CSAM)
- Chelsey Quirk - Manager, Social Impact and Indigenous Partnership Development, Edmonton International Airport
- Christopher Miles - COO, Calgary Airport Authority
- Suzanne Acton-Gervais - Vice President, Stakeholder Relations and Regulatory Affairs, National Airlines Council of Canada (NACC)





# Staffing Update



The Senior Leadership Team directs the day-to-day operation of the company. The Senior Leadership Team members at the end of the 2024 fiscal year are:

- Kendra Kincade, Chief Executive Officer
- Laura Sinclair, Chief Operating Officer / Chief Financial Officer
- Nova Andrews, Chief Strategy Officer
- Christine Merrick, Director of Elevate Aviation Learning Centre
- Emily Reiman, Director of Industry Culture Development
- Sophia Wells, Director of Mentorship and Volunteers
- Dina Jammaz, Director of Community Engagement
- Colonel Margaret Jacula, Director of Military Relations





# Staff

Staff members manage and coordinate programs, facilitate courses, handle HR-related tasks, manage volunteers, plan events and community engagement, and complete administrative tasks required to advance our mission and fulfill contracts with funders.

# Volunteers

We deploy teams of volunteers across Canadian provinces known as Wings. Each Wing is led by an Ambassador, Community Lead, and Mentor Lead. These leads manage volunteers within their province, attending events, recruiting members, and raising awareness of Elevate Aviation's programs.





# New Partnerships and Collaborations

## **GAAST: Global Aviation and Aerospace Skills Taskforce**

In April 2024, Kendra Kincade (CEO), Laura Sinclair (COO/CFO), and Nova Andrews (CSO) attended the GAAST conference in Sao Paulo, Brazil, and have since become members of the task force. GAAST was appointed in September 2019 to enhance apprenticeship education and skilled trades opportunities in response to labor market demands. GAAST is a global collaboration between states and industry to develop the future workforce of the aviation and aerospace sectors by creating an inclusive environment through upskilling, reskilling, and attracting new talent. The task force aims to produce a comprehensive global toolkit aligned with applicable Sustainable Development Goals (SDGs), considering both sector-specific and regional differences. This toolkit, intended to be scalable, will contribute to the work of ICAO at the 42nd General Assembly in 2025. As the task force progresses, specific outcomes will be identified and included in the toolkit, which will be referenced in a Working Paper submitted to the ICAO Assembly.





# New Partnerships and Collaborations

## ACI-NA

Nova Andrews (CSO) is a member of the Workforce Taskforce for ACI-NA, helping airports in North America become leaders in diversity, equity, and inclusion. The ACI-NA Taskforce on Diversity, Equity, and Inclusion (DEI) works to identify best practices and resources for airports to develop effective DEI plans. Through surveys, interviews, and literature reviews, supported by expertise from volunteers in various airport sectors, the task force created the ACI-NA DEI Working Group Report. This report offers practical guidance, case studies, and initiatives to assist airports across North America in advancing their DEI efforts.







Elevate Aviation

# Programs and Initiatives



# Inspire



Inspire is a cocktail-style gala dedicated to celebrating and supporting women in aviation while raising vital funds for Elevate Aviation's programs. This annual event shines a spotlight on eight remarkable women in the aviation industry, showcasing their achievements and inspiring future generations.

Each year, women across Canada apply or are nominated to be featured in Inspire. A selection committee carefully reviews applications and selects eight outstanding women in various aviation careers to be recognized. These women travel to Edmonton for a transformative weekend of professional headshots, interviews, and networking, all leading up to their moment in the spotlight at the gala.

Held every October in Edmonton, Inspire brings together approximately 400 guests for an evening of celebration, networking, and community building. The event not only raises awareness about careers in aviation but also strengthens a nationwide network of support for women in the industry.

Proceeds from Inspire directly fund Elevate Aviation's programs, ensuring continued opportunities for women to enter and thrive in aviation.





# Inspire 2023

In October 2023, our gala took place at the Aurora Jet Partners Hangar located at the Edmonton International Airport in Alberta, where we hosted over 90 VIPs for dinner and nearly 400 guests at the main gala event!

After all expenses, we raised a total of \$36,427.85. Every dollar raised goes back into our organization, allowing us to advance our mission to provide a platform for women and underrepresented groups to thrive and succeed through aviation careers.





# 2023 Inspire Features



- Leah A Kosolofski, Airport Fire Captain, Winnipeg Airports Authority
- Sky Bjel, Electrical Engineering Student and Aspiring Astronaut, McMaster University
- Chioma Onyedikachi Okoro, Aircraft Maintenance Engineering Analyst, De Havilland Aircraft of Canada Ltd
- Marie-Pier Berman, Vice President & Chief of Operations, NAV CANADA
- Zoey Williams, MBA, First Officer Boeing 777, Air Canada
- Colonel Maggie Jacula, CD, Campaign Manager for RCAF 2024, Royal Canadian Air Force
- Erika Holtz, P.Eng. Transport Canada Design Approval Representative (DAR), Harbour Air Aerospace Services Ltd.
- Lily D'Ailleboust, Flight Attendant, Air Canada Express





# Cross Country Tour



The Cross Country Tour (CCT) takes place annually every Spring, visiting 20+ cities in provinces across Canada, from Newfoundland to the Northwest Territories, to British Columbia, and everywhere in between!

This full-day experience is designed for youth aged 12-18, providing them with a unique, hands-on opportunity to explore aviation careers. The morning kicks off with inspiring presentations from women working in various aviation careers, including pilots, flight attendants, air traffic controllers, Royal Canadian Air Force members, airport operations specialists, and aircraft mechanics

After a sponsored lunch, participants take part in exclusive behind-the-scenes tours of local aviation facilities. Depending on the location, they may explore an airport, air traffic control tower, aircraft hangar, or flight school, gaining firsthand insight into the industry.





# Cross Country Tour

Elevate Aviation's Cross Country Tour creates an immersive and impactful experience that empowers youth to envision a future career in aviation.

Sponsors generously help make this event possible by providing event space, AV equipment, meals, speakers, and facility tours ensuring CCT can be offered free of charge and remains an unforgettable experience for all participants.





# Cross Country Tour 2024



Meet the Director of the Cross Country Tour for 2024, Emily Reiman! Emily played a crucial role in the organization of the CCT, overseeing the event on a national scale and providing direction to other team members involved.



Emily had a team of Regional Leads, each leading the planning and organization of cities in their local regions.

The 2024 Regional Leads were:

- Jacklyn Zacher
- Leslie Harris
- Cassandra Hepp
- Hannah McKay
- Natasha McKenty
- Becca Rosborough



# Cross Country Tour 2024

This year, we visited a total of 26 cities in our largest tour yet! With over 1100 students registered, we were able to spread knowledge and instill aspirations in youth across Canada.

In 2025, we plan to continue the Cross Country Tour, visiting as many cities as possible, including those that are more remote where opportunities and experiences may be limited.





# Bursaries

A career in aviation means extensive training, which can be very costly. Women who show exceptional potential and a need for financial assistance throughout the training process may apply for our bursaries.

This year, Elevate Aviation offered the following bursaries:

- **Rene Cutforth Pilot Bursary (\$1,000).**  
In memory of Rene Cutforth, a mentor, friend, and long-time volunteer for Elevate Aviation, this bursary assists female pilots in paying for their training.
- **Aircraft Maintenance Engineer Bursary (\$750).**  
We offer this bursary alongside our Mentorship Program in hopes that women who are interested in this exciting career can receive the training they need and enter the workforce.
- **YEG “We’ll Move You” Bursary (\$500).**  
Offered in partnership with the Edmonton International Airport, this scholarship is intended for women in the Edmonton Metro Region who are interested in entering any of the diverse careers available in aviation.
- **The Yvonne Bohme Bursary (\$1,000)**  
Established for Air Traffic Services trainees and named after the first female air traffic controller in Edmonton's Area Control Centre, was awarded for the final time in 2023. It has been discontinued as NAV CANADA now provides a salary to trainees.

Each year, bursary applications are open from November 1 – November 30, and winners are chosen in January. This year, a total of \$7,000 was awarded to eight successful applicants!



# 2023 Bursary Winners:



**Desiree Charlton**  
AME Apprentice and mother of 3.  
**Winner of our AME Bursary**



**Amanda Neidig**  
AME student at BCiT and student  
pilot at Principal Air Flying School.  
**Winner of our AME Bursary**



**Kaycee Hunt**  
FSS trainee at NAV CANADA.  
**Winner of our Yvonne Bohme  
bursary**



**Kaite Clyburne**  
CPL student at Moncton Flight College.  
**Winner of our Rene Cutforth Pilot Bursary**



**Jocelynn Theriault**  
Integrated ATPL Program student  
at Brampton Flight College



**Darcie Kolomay**  
Student at Harv's Air,  
working on her multi/IFR rating.  
**Winner of our Rene Cutforth Pilot Bursary**



**Harnoor Kaur**  
PPL student at Brampton Flight Centre.  
**Winner of our Rene Cutforth Pilot  
Bursary**



**Deanna Joyce Neri**  
Integrated ATPL student at the  
Alberta College of Aeronautics.  
**Winner of our YEG "We'll Move You" Bursary.**



# Mentorship Program



At Elevate Aviation, we recognize the value of having support from someone who not only works in aviation but also understands the unique challenges and opportunities within the industry. Through our nationwide network, we connect mentees with mentors who can provide insight, help them navigate challenges, and guide them toward a successful career in aviation.

Over the years, our mentorship program has grown significantly, reaching individuals across Canada and fostering meaningful connections that support career development. As the program continues to expand, we are redeveloping it to enhance efficiency, accessibility, and overall effectiveness. These improvements will not only streamline the mentorship experience for both mentors and mentees but also allow Elevate Aviation to better track program outcomes, measure impact, and ensure that our mentorship initiatives continue to provide the highest level of support for those looking to thrive in the aviation industry.







This fiscal year marks a significant milestone in the evolution of Elevate Aviation’s mentorship program with the planning and development of Echo, a groundbreaking mentorship, networking, and professional development platform designed for aviation professionals at all career stages.

Echo is a mobile app designed to connect, empower, and elevate both aspiring and established aviation professionals across Canada. Named after the phonetic alphabet term "Echo," symbolizing the amplification of voices, the app bridges gaps in the aviation industry by facilitating mentorship, fostering professional connections, and providing industry-specific learning opportunities.

Designed with the uniqueness of the aviation industry in mind—while prioritizing safety, diversity, and inclusion—Elevate Aviation has launched the design phase of this revolutionary platform. In May 2024, we contracted mobile app developers, to bring this vision to life.





## Corporate Presence:

Echo isn't just for individuals, it also provides Canadian aviation organizations with the opportunity to:

- **Engage with and attract talent** by showcasing their organizational values, achievements, and initiatives to aviation professionals
- **Spotlight their brand** enhancing organizational visibility and reputation through active participation in the echo community
- **Share industry insights** and contribute to the professional development of the next generation of aviation leaders.



# Workplace Culture Consulting (WCC)

WCC collaborates with aviation companies to evaluate their current culture, practices and policies, identify their needs and goals, and develop strategies to enhance employee attraction, satisfaction, succession planning, and retention.

**Mission:** To cultivate an inclusive aviation industry that drives innovation and sets the new standard for workplace culture, representation, and belonging.

**Vision:** An innovative, sustainable, and future-proof aviation industry that fosters belonging and celebrates diversity.





# Workplace Culture Consulting (WCC)

At WCC, we take a structured, collaborative, and data-driven approach to workplace culture transformation. Starting with a workplace culture assessment as our foundation, we assess, strategize, and implement tailored solutions that drive meaningful and lasting change.

**Assess:** We begin by conducting a comprehensive Workplace Culture Assessment. This allows us to evaluate the organization's current culture, identify strengths, and pinpoint areas for growth. This ensures that the company's inputs drive our recommendations and changes.

**Co-Create:** We partner with leadership teams to develop customized strategies and action plans that align with the organization's goals. Our approach is tailored, ensuring that initiatives are not just theoretical but practical, sustainable, and impactful.

**Build Capacity:** We deliver engaging workshops and provide resources to equip teams with the knowledge and skills necessary to implement meaningful cultural change. Our training fosters representation, belonging, and leadership accountability at all levels of an organization.

**Support:** Workplace transformation is a continuous process. We provide hands-on guidance and ongoing support to help integrate cultural initiatives, track progress, and ensure long-term success. Our team works alongside organizations to refine strategies, troubleshoot challenges, and sustain momentum.



# How WCC Helps:



- **Creating workplaces people want to be part of** – Retaining skilled employees and attracting top talent through an inclusive, engaging culture.
- **Empowering leadership with actionable strategies** – Providing tools and engaging training workshops to drive meaningful workplace transformation at every level in client organizations.
- **Turning workplace culture into a competitive advantage** – Ensuring that belonging, representation, and leadership accountability aren't just buzzwords, but are actively demonstrated in daily operations—forming the foundation of an innovative and high-performing organization.

Through data-driven insights, training, and strategic action plans, we help organizations transform workplace culture into an environment where employees feel valued, teams collaborate effectively, and overall organizational performance improves.





# New for WCC



This fiscal year, the program rebranded from "Allies in the Workplace" (AIW) to "Workplace Culture Consulting" (WCC), reflecting our refreshed mission to cultivate an inclusive aviation industry that drives innovation and sets the new standard for belonging. This rebranding emphasizes our commitment to redefining inclusive workplaces in aviation as a strategic advantage rather than a regulatory requirement.

Effective July 1, 2024, our funding from Women and Gender Equality Canada (WAGE) was extended through March 31, 2026, with an additional contribution of \$1,478,396. WCC expanded its team by adding an HR Specialist, a Lead Strategist, an Administrative Assistant, and over ten consultants and facilitators.

This year, we onboarded our new team members, updated workshop content, and prepared facilitators to enhance our engagement with both existing and future clients. We are creating new micro-learning to provide more opportunities for learning.





# Community Engagement

Elevate Aviation is proud to feature some of the most inspiring women in the aviation industry.

Our volunteers and speakers are passionate about their careers and dedicated to empowering others to pursue their dreams. Whether at an airshow, career fair, community activity or participating at an event with keynote speakers, panel discussions, or aviation career-focused presentations we love to be out in the community spreading awareness about the industry and our programs.

Through engaging storytelling and firsthand industry insights, our speakers and volunteers help raise awareness about the limitless opportunities in aviation while inspiring the next generation of professionals.



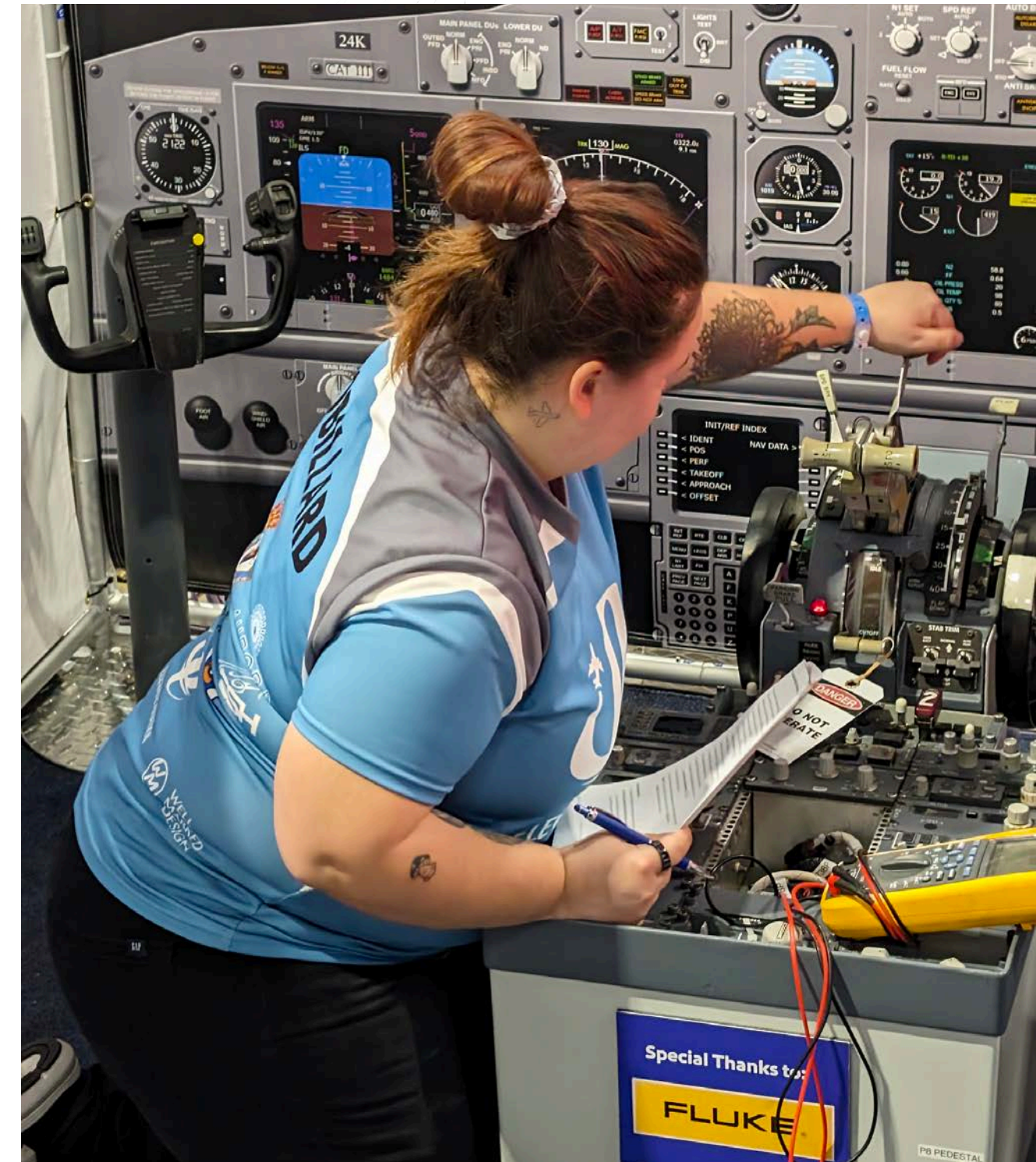


# AME Competitions

Elevate Aviation recognizes and promotes Aircraft Maintenance Engineers (AMEs) by sponsoring a team to attend AME competitions in Canada and the US including:

- AME Association of Ontario Skills Challenge
- Aerospace Maintenance Competition, USA, hosted by MRO's Americas
- Alberta Aviation and Aerospace Council Conference

The Aircraft Maintenance Engineer (AME) Lead recruits the competition team and organizes the participation in the competitions while also providing expertise on AME related topics to Elevate Aviation members, and representing Elevate Aviation at events to support AMEs and advance our mission.





# Royal Canadian Airforce Partnership

Canadian military members have been actively involved with Elevate Aviation since our incorporation in 2015, with a formal partnership approved by the Commander of the Royal Canadian Air Force (RCAF) in 2019. The RCAF and Elevate Aviation share similar values and recognize the importance of promoting gender balance in aviation.

This program is currently led by RCAF Col Maggie Jacula, Elevate Aviation's Director, Military Relations. The RCAF works with Elevate Aviation in many of our programs such as the mentorship program, speaking engagements, cross country tours, aircraft maintenance competitions, Inspire, and as guest speakers at the Elevate Aviation Learning Centre.





# Reimagine Your Future

Elevate Aviation's Reimagine Your Future campaign leverages virtual reality technology to transform familiar careers into exciting aviation opportunities through immersive experiences. This initiative showcases career paths such as Pilot, Air Traffic Controller, Aircraft Maintenance Engineer, Flight Attendant, and Fighter Pilot, emphasizing the transferability of skills across industries and inspiring new talent to explore aviation.

Complementing the virtual reality experience is the signature See It, Be It Booth, designed to engage young children by allowing them to dress up as various aviation professionals and capture photos against an aviation-themed backdrop.





# Reimagine Your Future

This innovative experience debuted at the 2023 Inspire Gala, where nearly 400 guests participated. Since then, it has been featured at career fairs and integrated into programming at the Elevate Aviation Learning Centre, offering hands-on insights into aviation careers.

In 2023, the Elevate Aviation team showcased the See It, Be It booth at 15 events, including airshows, Indigenous gatherings, career fairs, and women-in-aviation events. An estimated 175,000 people saw the booth, with nearly half engaging in the interactive photo experience, further expanding awareness of aviation career possibilities.







Elevate Aviation  
Learning Centre

Programs

**Elevate Aviation Learning Centre**



# EALC Updates

**Our Mission:** To provide the most authentic, memorable, and life-changing aviation experience possible.

**Our Why:** To inspire, educate, and create a safe space for women and underrepresented groups to become the best versions of themselves.

This year has been exceptional for the Elevate Aviation Learning Centre (EALC). Operating with funding from the Government of Alberta, the Learning Centre has not only maintained but expanded its facility at the Edmonton International Airport. This support has facilitated the continued growth of foundational aviation training programs and enabled the hiring of additional staff. EALC remains committed to providing educational opportunities that span from kindergarten to career, fostering the next generation of aviation professionals!

## EALC Programs

- Junior Jets
- Aviation Career Exploration (ACE)
- Aviation Readiness Training (ART)
- Elevate U



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# Junior Jets

We introduce learners aged 5-10 to the exciting world of aviation through five stimulating, imagination-based videos and interactive worksheets delivered either in-person or virtually. Kids will explore the phonetic alphabet, drones, the science of flying, thunderstorms, and more!

This year, 60 eager young learners from 2nd to 4th grade participated in the Junior Jets program!





# Aviation Career Exploration (ACE)

ACE is a week-long, site-based program for students ages 11–18. Students explore the world of aviation in this program which fosters active engagement through immersive activities, presentations, and hands-on workshops. This program is currently available in Edmonton and Calgary. We are working on expanding to our neighboring provinces in the near future!

This fiscal year, ACE reached 327 students, a remarkable 28% increase from last year!



Aviation  
Career  
Exploration





# Aviation Readiness Training (ART)

Aviation Readiness Training (ART) courses provide aviation industry-focused training for a variety of in-demand jobs to women and underrepresented groups. Graduates learn skills, earn certifications, and are provided the ongoing support needed to jump-start their careers.

## ART programs include:

- WEST: Women's Employment Skills Training
- FAST: Foundational Aviation Skills Training
- AST: Aircraft Service Technician
- Aviation Pre-Check





# Women's Employment Skills Training (WEST)

This nine-week program is designed to empower women by providing a comprehensive introduction to key aviation careers while focusing on nine foundational skill sets identified by employers as essential for workplace success. The final week is dedicated to Aviation Career Exploration, offering participants the opportunity to visit industry sites and engage in hands-on workshops with aviation professionals to gain deeper insight into various career paths!

In the current fiscal year, five program cohorts have been completed, with participants from provinces across Canada, including Alberta, Saskatchewan, British Columbia, Manitoba, Quebec, and Ontario.





# Celebrating our Learners: Mercy WEST Cohort Alpha

Meet Mercy, an inspiring and determined woman originally from Kenya, whose passion for aviation has taken her on an extraordinary journey. Having lived in both Kenya and the United Kingdom, Mercy's story shows incredible dedication and ambition. She obtained her Private Pilot License (PPL) in Kenya, but her dreams extended beyond borders. Today, she is in Edmonton, Alberta, diligently working toward further licenses and ratings.

Mercy's aviation journey hasn't been without its challenges. The license conversion process from Kenya to Canada was difficult "It was like I had to re-learn everything from scratch," she explained. "The flying exams are different, even the techniques are different." Despite these hurdles, Mercy persevered and continued her training. As she worked on her CPL, Mercy enrolled in our Women's Employment Skills Training (WEST) program!



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When asked why she chose the WEST program, Mercy shared, “Honestly, it seemed like a once-in-a-lifetime opportunity because it offered so much. It gave me the chance to meet other women interested in aviation, make connections, and network. Even the different qualifications I got to earn through WEST, like first aid—I never had any of that before. It seemed like a great fit for me!” At the time, Mercy was working on her CPL and believed the WEST program would be instrumental in helping her enter the workforce when she was ready.

The WEST program broadened Mercy’s vision. “It gave me a different view of the world of aviation because it’s so easy to get lost in one goal— like I want to be a pilot, that's it. Then you forget about all the other skills and qualifications you might need to get a job in the aviation world. It opened up my eyes to that. Now I realize I'm not just a pilot; I can also help out in other areas of aviation.”

Mercy’s favorite part of the WEST program was ACE week. “That was crazy! It was so much fun! We got to see things behind the scenes. Every time I've gone through an airport, it's as a passenger, so it was really nice to see everything and experience different careers. For example, de-icing—I was on the truck spraying the de-icing fluid! ACE week was the highlight because it cemented everything else we were doing over the last eight weeks.”

The WEST program provided Mercy with essential skills that will be valuable for her future. “It helped me hone in on and target my strengths to put down on my resume and CV. Also, public speaking! Being able to stand in front of a crowd and present something. That was something I really appreciated because, as a pilot, even if I'm just speaking over the PA system and they can't see me, I need to be able to communicate clearly and confidently to passengers. And the last thing I would say is being giving and selfless because Elevate Aviation is based around giving and volunteer work, and those are values I will carry into my future.”



## Celebrating our Learners: Mercy WEST Cohort Alpha

Mercy has already begun giving back by volunteering with Elevate Aviation, including assisting in running our booth at the Alberta Aviation Museum. In 2023, she earned her Commercial Pilot License (CPL) and night rating. By July 2024, she had also successfully achieved her multi-engine rating at the Edmonton Flying Club! Mercy's dream job is to become an airline pilot. Along the way, she plans to become a flight instructor to build hours and experience while teaching others how to fly! Eventually, she hopes to retire from the airlines and transition into private or corporate charter flying.

Mercy's journey is truly inspiring. She has faced numerous challenges head-on and continues to work tirelessly toward her goals. The WEST program has played a pivotal role in shaping her path, providing her with skills, connections, and a broadened vision of her place in the aviation world. As Mercy stated, "It's shown me that I can do what was done for me, for others too." Mercy's story is a shining example of what determination, and hard work can achieve with the help of the right opportunities.





# WEST

Between August 1, 2023, and July 31, 2024, the WEST program received 1,493 inquiries and 491 applications, representing an 86.6% increase from the previous fiscal year. This growth highlights the program's increasing recognition and demand.

Upon graduating, 51% of survey respondents reported gaining employment and 14% enrolled in further education after 60 days.

With a maximum capacity of 25 learners per cohort and a high volume of applications each month, all scheduled cohorts are currently fully subscribed, and a waitlist is in place for future program intakes.

Cohort Name	Program Duration
Cohort Foxtrot	August 8 - October 6, 2023
Cohort Golf	October 16 - December 15, 2023
Cohort Hotel	January 8 - March 8, 2024
Cohort India	March 11 - May 17, 2024
Cohort Juliet	May 21 - July 19, 2024
Cohort Kilo	July 15 - August 23, 2024



**Elevate Aviation**  
Learning Centre



# WEST Stats

Since the start of the fiscal year, 76 learners have successfully completed the WEST program, with an additional 14 on track to graduate from cohort Kilo by August 23, 2024. Another 74 participants are expected to join the remaining three cohorts.

Since its launch in August 2022, the program has welcomed 175 learners, with 163 successfully completing their training—an impressive 93% success rate. This achievement reflects both the dedication of WEST participants and the program's commitment to supporting their success.



**Elevate Aviation**  
Learning Centre



# Foundational Aviation Skills Training

FAST is Elevate Aviation's 4-week course designed for individuals who are new to aviation and aspire to join a specific career stream.

## Five focus streams include:

- Customer Service Agent (on-ground)
- Ramp Services (on-ground)
- Private Pilot Ground School (off-ground) – offered in partnership with the Edmonton Flying Club
- RPAS Advanced Drone Licensing (off-ground)
- Flight Attendant Training (off-ground)

On/Off Ground	Program Duration
Off-ground 1	September 5 - September 29, 2023
On-ground 1	October 10 - November 3, 2023
Off-ground 2	November 27 - December 22, 2023
On-ground 2	January 15 - February 9, 2024
Off-ground 3	February 12 - March 8, 2024
On-ground 3	April 22 - May 17, 2024
Off-ground 4	May 27 - June 21, 2024
On-ground 4	July 22 - August 16, 2024



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Learning Centre



# FAST Stats

The Foundational Aviation Skills Training (FAST) program was launched in September 2023. Since the opening of applications, we have received **1,280** inquiries and **566** applications, reflecting strong initial interest and successful follow-through from prospective participants.

Given the high demand and limited availability of seats, applicants for our remaining cohorts are currently being placed on waitlists. Priority will be given to individuals who are historically underrepresented in the aviation industry and those who have not previously had the opportunity to participate in EALC programs.

This year, Elevate Aviation proudly celebrates **53** learners who have completed the FAST program, with an additional **13** scheduled to finish on August 16, 2024. Notably, **70%** of these learners are female, underscoring our commitment to empowering women and underrepresented groups in aviation.

An impressive **93%** of participants successfully completed the program, demonstrating both the program's effectiveness and the dedication of its participants. Upon graduation, **66%** of survey respondents reported being employed within 60 days.



# Aircraft Service Technician (AST)

This 9-week course is designed for individuals who are new to the aviation and aerospace industry, as well as for those seeking to deepen their understanding of the field. The program includes 5 weeks of classroom instruction followed by 4 weeks of hands-on training, guided by expert instructors from Morningstar and Canadian North. This initiative is offered in partnership with the Canadian Council for Aviation and Aerospace (CCAA).

Cohort Name	Program Duration
AST 1	September 18 - November 17, 2023
AST 2	November 20, 2023 - February 23, 2024
AST 3	February 5 - April 5, 2024
AST 4	April 8 - June 7, 2024
AST 5	June 17 - August 16, 2024



**Elevate Aviation**  
Learning Centre



# AST Stats

This fiscal year, 28 learners have successfully completed the AST program, and 5 are currently on track to finish in AST cohort 5, which concludes on August 16, 2024. The AST program's popularity continues to grow, with 391 applications received between January and July 2024, resulting in waitlists for future cohorts. The longer 9-week course duration, compared to the 4-week FAST program, contributes to the lower completion numbers.

Among those who begin the AST program, 73% successfully complete it, while 8% transfer to future cohorts, demonstrating the program's capacity to support learner persistence and flexibility. Upon graduation, 72% of survey respondents reported being employed within 60 days. These metrics reflect the program's effectiveness in providing participants with the skills and support needed to successfully transition into the aviation workforce, ensuring high employability and continued engagement in the industry.

Of the applicants who have completed the program, 28% are female and 72% are male. With women representing less than 3% of Aircraft Maintenance Engineers, these figures are a positive step forward, despite the still disproportionate number of male applicants. To enhance female representation in the AST program, Elevate Aviation plans to intensify our targeted outreach and marketing efforts.



**Elevate Aviation**  
Learning Centre



# Aviation Pre-Check

This program is designed to provide individuals new to the aviation industry with a foundational understanding of the field through a 20-hour online course. Participants typically enter roles in Information Technology, Human Resources, customer support, payroll, and other administrative positions. We collaborate closely with our Industry Partners to support their onboarding efforts, ensuring their teams are equipped with the knowledge and skills needed to thrive in the aviation industry.

Launched in Spring 2024, the program has already enrolled 100 learners from the University of Waterloo. To date, 31 learners have successfully completed the course, with 69 currently in progress. The gender demographics reveal that 79% of participants are female and 21% are male, demonstrating our success in reaching our target demographic while promoting gender inclusivity.



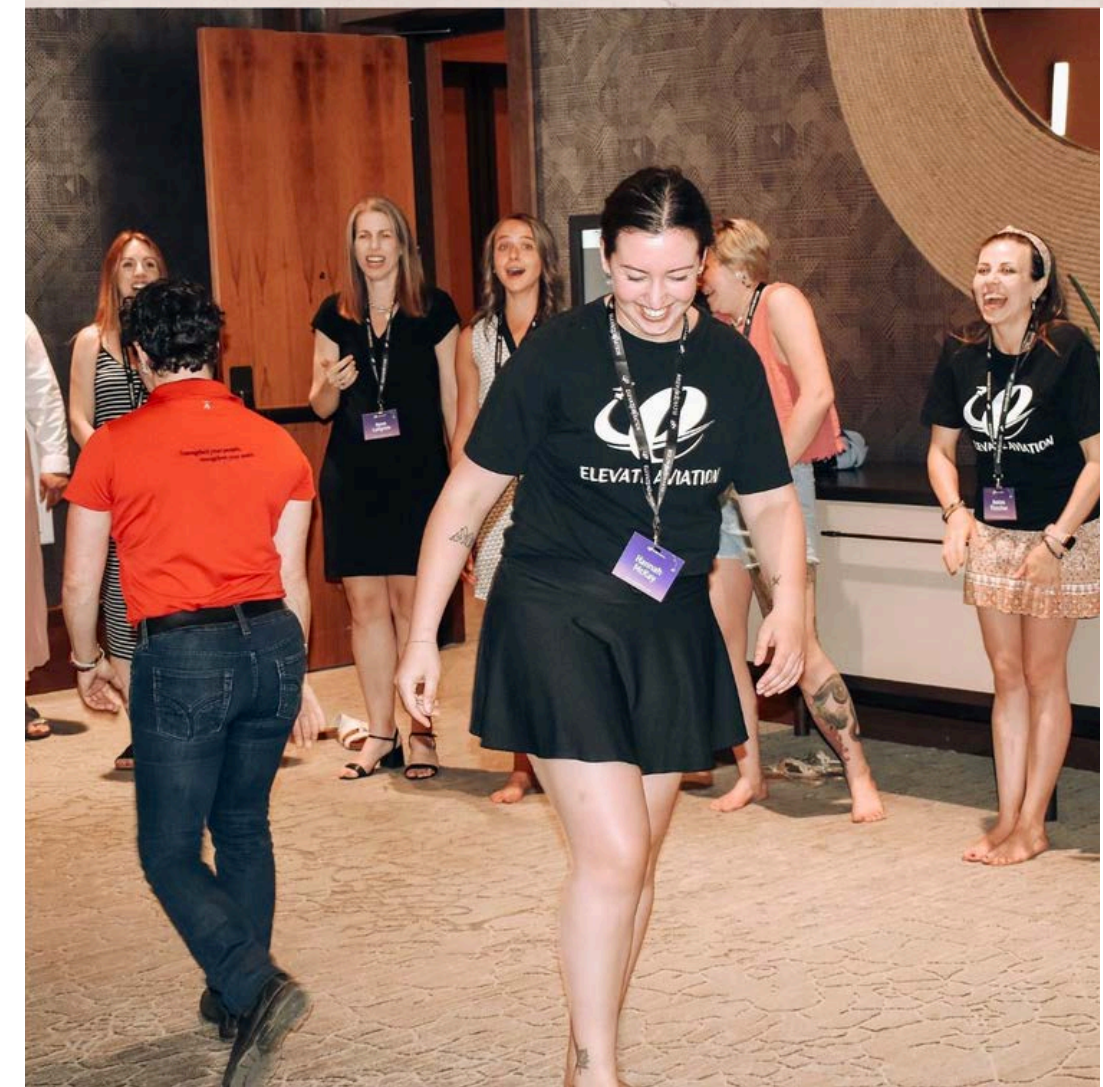
**Elevate Aviation**  
Learning Centre



# Elevate U

Elevate U provides transformative training programs designed to empower women and unleash their full potential.

Our yearly masterclasses offer women a platform to enhance their professional skills, participate in tailored workshops, and establish connections with other ambitious women. Taking place every spring, these masterclasses serve as an ideal avenue for women to cultivate the abilities necessary for achieving both personal and professional goals.





# Elevate U 2024

- Elevate Aviation's 2024 masterclass was hosted at the JW Marriott Camelback Inn Resort & Spa in Scottsdale, AZ
- The Keynote Speaker was the amazing Maryam Monsef! Maryam is a former Afghan-Canadian politician and the founder of Onward, a leadership development and consulting agency
- The masterclass also featured some exciting group activities! This year, we tackled a group hike that allowed many of the women to confront their fears and conquer Mummy Mountain. We also enjoyed a fitness class, which helped everyone stay active and energized.
- Participants had the option to join an e-bike/segway tour to explore the area or enjoy a round of Top Golf, all while bonding with fellow masterclass attendees.



**Elevate Aviation**  
Learning Centre





# 2024 Masterclass Workshops and Keynote

## Maryam Monsef

Key takeaways from Maryam Monsef's keynote speech included the importance of confidently communicating and advocating for your ideas without using hesitant language. Maryam emphasized the value of rallying support from allies to bolster your position, refine your ideas, and grow from setbacks.



**Elevate Aviation**  
Learning Centre



# 2024 Masterclass Workshops and Keynote

## Jen Lofgren

- Jenn Lofgren's workshop on Drama and Empowerment Triangles highlighted the impact of "above the line" and "below the line" behaviors in leadership, exploring how leaders can shift from destructive roles in the Drama Triangle to more constructive roles in the Empowerment Triangle, ultimately fostering a healthier and more effective work environment.
- An additional workshop on outcome-focused problem-solving emphasized the importance of focusing on desired outcomes rather than the problem, highlighting how shifting perspective and taking creative, outcome-oriented actions can lead to more favorable solutions!





# 2024 Masterclass Workshops and Keynote

## Jessie Steinberg

- Jessie Steinberg is full of energy, so naturally, most of her workshops were interactive and had everyone up and moving around!
- The main messages of Jessie Steinberg's exercises were to foster effective teamwork by communicating assertively, understanding and respecting team contributions, and ensuring everyone is aligned on strategy before moving forward.
- Jessie also led workshops that emphasized relinquishing control to enhance team collaboration and using eye contact to build comfort and confidence in challenging or uncomfortable situations.





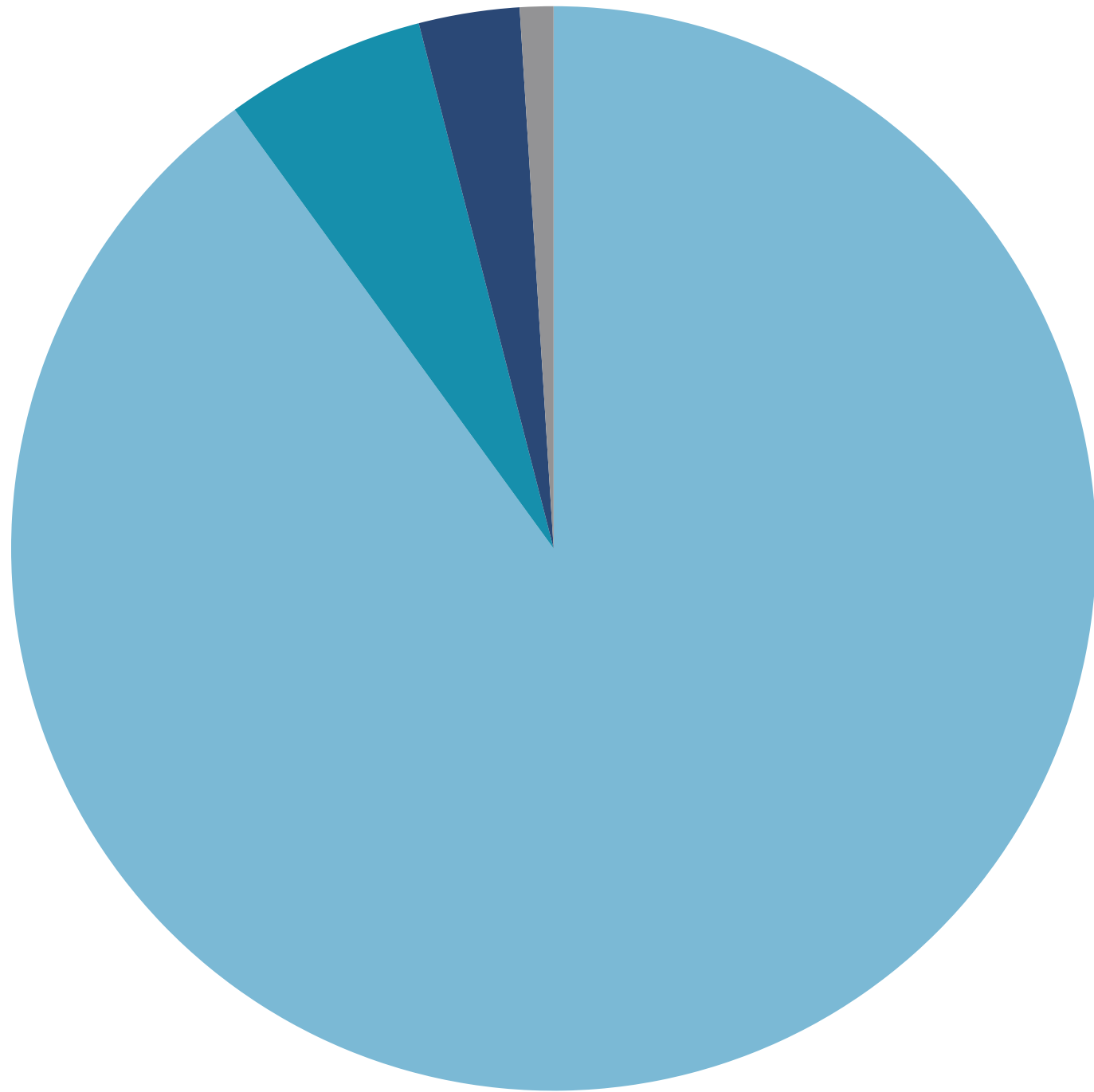
Financials

# Revenue and Expenditures





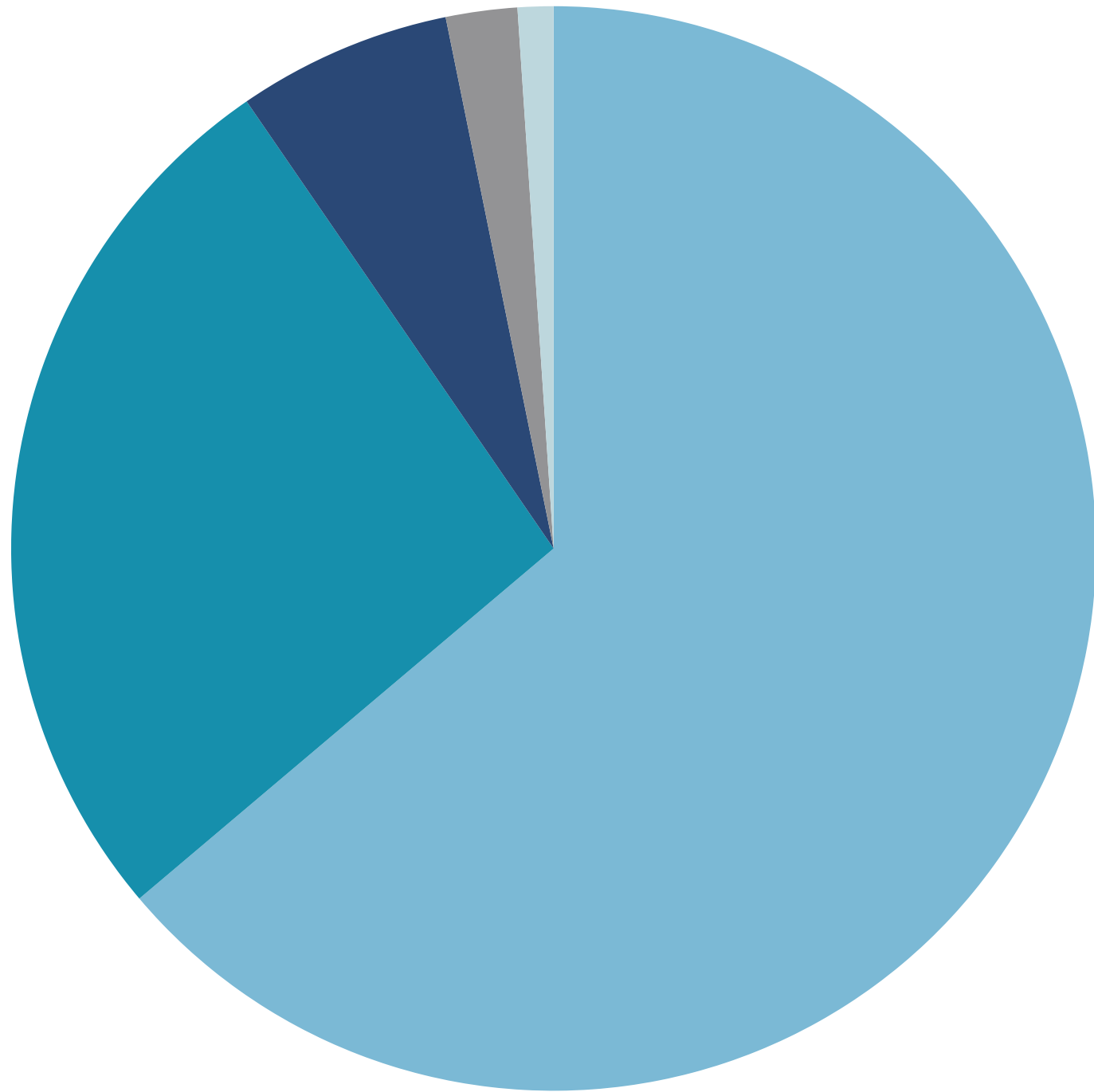
# Revenue and Expenditures



Revenues	Fiscal Year 2024	Fiscal Year 2023
Grants	\$3,716,304	\$2,097,510
Donations and Sponsorships	\$205,470	\$99,470
Registrations and Fundraising	\$80,675	\$104,081
Consulting	\$4,000	\$4,000
<b>TOTAL</b>	<b>\$4,006,449</b>	<b>\$2,305,061</b>



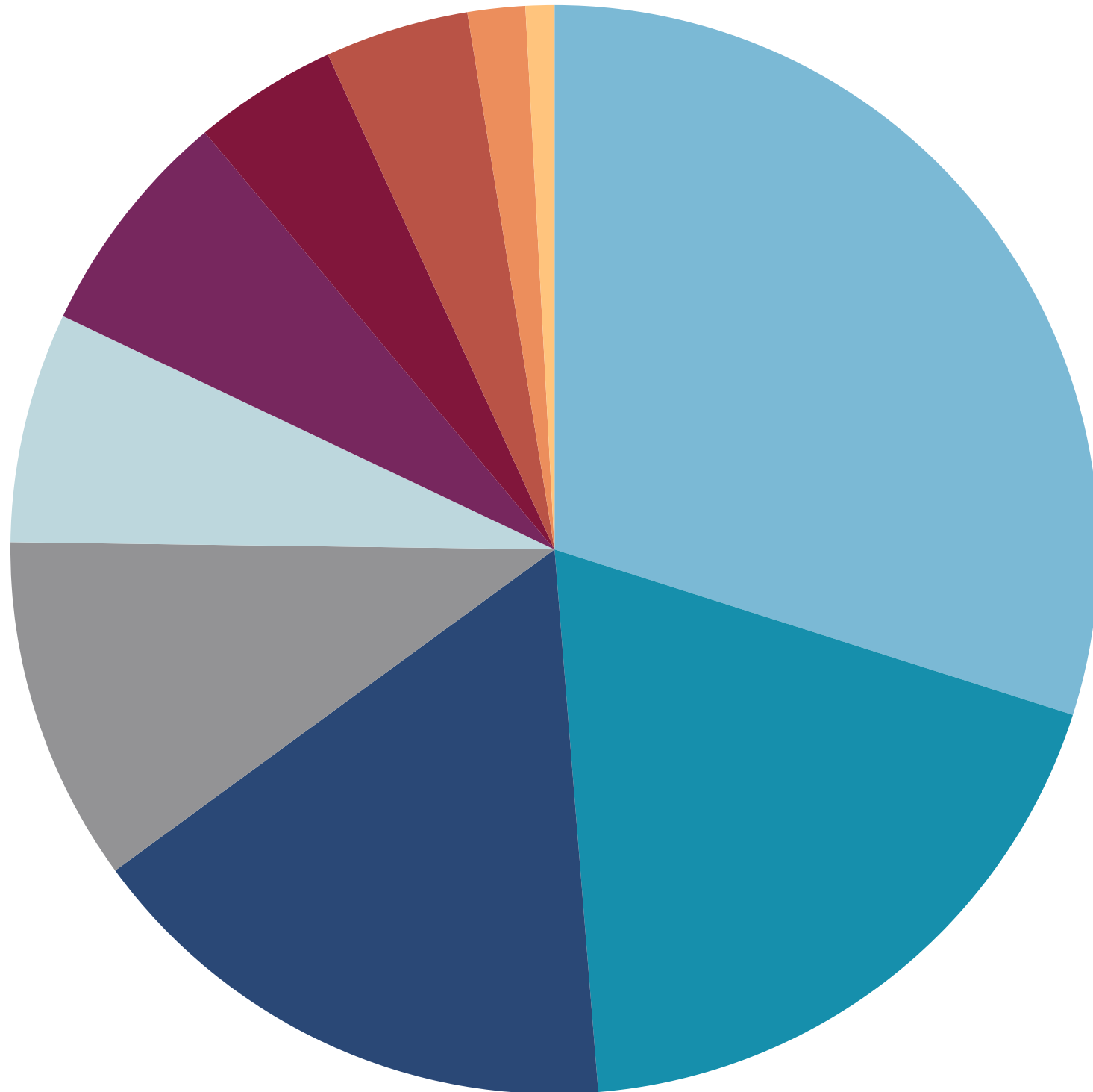
# Grant Expenses



Grant Expenses	Fiscal Year 2024	Fiscal Year 2023
Employee Salaries	\$1,868,546	\$1,016,300
Administrative	\$969,895	\$679,310
Professional Fees	\$277,937	\$348,977
Subcontractors	\$86,208	\$52,510
Amortization of Grant Assets	\$13,464	\$413
	\$3,216,050	\$2,097,510
<b>GROSS MARGIN</b>	<b>\$790,399</b>	<b>\$207,551</b>



# Other Expenses



Other Expenses	Fiscal Year 2024	Fiscal Year 2023
Office and Administrative	\$175,122	\$171,622
Amortization	\$112,035	\$9,886
Gala	\$64,764	\$28,047
Small Equipment and Rentals	\$34,528	\$45,934
Advertising and Promotion	\$34,391	\$10,910
Professional Fees	\$25,003	\$9,046
Travel	\$20,278	\$3,456
Meals and Entertainment	\$13,067	\$26,084
Interest and Bank Charges	\$4,467	\$4,275
Insurance	\$1,085	\$6,278
Utilities	-	\$12,675
Bursary and Honorarium	-	\$4,050
Salaries and Wages	-	\$2,521
	\$484,740	\$334,784
<b>EXCESS OR (DEFICIENCY) OF REVENUES OVER EXPENSES</b>	<b>\$305,659</b>	<b>-\$127,233</b>





Elevate Aviation

# Summary of Financials



# Summary of Financials

This fiscal year, Elevate Aviation has achieved remarkable growth, driven by a **77.18% increase in grant funding**. This substantial financial boost has enabled the expansion of key initiatives, programs, staffing, and the Elevate Aviation Learning Centre, further strengthening our impact within the aviation industry.

While there has been a **22.49% decrease in fundraising income** this year, this has been more than offset by an impressive **106.56% increase in donations and sponsorships**. This significant increase reflects the strength of Elevate Aviation's partnerships with organizations across the aviation sector and the confidence our supporters have in our mission and ability to achieve it.

These revenue increases have directly contributed to the expansion of our team, allowing us to onboard additional staff members who are essential to our operational success. Their dedication and expertise drive Elevate Aviation's mission forward, ensuring continued growth and excellence. This is reflected in an 83.86% increase in employee salaries compared to the previous fiscal year.

As Elevate Aviation continues to expand its presence and impact within the aviation community, we acknowledge that operational growth has led to higher total expenses. However, these investments are critical in sustaining our momentum, enhancing program delivery, and reinforcing our long-term vision.



# Government of Canada: Ministry of Employment, Workforce Development and Labour

From June 6, 2022, to March 31, 2024, Elevate Aviation's **Women's Employment Skills Training and Aviation Career Exploration** initiative was federally funded through the **Government of Canada's Ministry of Employment, Workforce Development and Labour under the Adult Learning, Literacy, and Essential Skills Program – Women Employment Readiness Pilot Project**. This funding, totaling **\$2,283,782**, enabled Elevate Aviation to identify skills gaps and recruit women nationwide for training in the aviation industry. The program was delivered both in-person and virtually, utilizing innovative learning models to provide and assess pre-employment and skills development support.

The initiative specifically targeted **Indigenous, rural, racialized women, and women with prolonged detachment from the labour force**, ensuring equitable access to aviation career opportunities. While the program's primary training facility was based at **Edmonton International Airport**, virtual training was made accessible to participants across Canada.

With the conclusion of **Employment and Social Development Canada (ESDC)** grant funding in **March 2024**, the **Women's Employment Skills Training (WEST) Program** is now solely funded by the **Government of Alberta's (GOA) Jobs, Economy, and Trade (JET) Ministry**. As a result, the program will now be available exclusively to Alberta residents for the foreseeable future.





# Province of Alberta: Ministry of Jobs Economy and Trade

- **Funding Program:** Non-Program Grant
- **Project:** Foundational Aviation Training
- **Term:** March 24, 2023 to March 31, 2025
- **Funding:** \$5,000,000.00 (\$2,500,000 per year)
- **Activities:** for training to build the aviation sector labour pool. The courses are foundational training for in-demand and entry-level occupations
- **Targeted demographics:** Training is open to all, but there is an emphasis on women and other members of underrepresented groups

Training facility based at the Edmonton International Airport, virtual training available Alberta-wide





# Government of Canada: Minister for the Department for Women and Gender Equality (WAGE)

From February 1, 2022, to March 31, 2024, Elevate Aviation received **\$460,776** in funding from the **Government of Canada's Department for Women and Gender Equality (WAGE)** under **The Women's Program – Feminist Response and Recovery** initiative. This funding supported efforts to drive systemic change in the aviation industry as part of a feminist response to the impacts of COVID-19.

Key activities included the development of assessment tools to evaluate Diversity, Equity, and Inclusion (DEI) in aviation companies, the creation of comprehensive DEI implementation plans for employers and training programs to advance gender equity in the industry. Additionally, the project focused on developing policies, procedures, training programs, and succession planning tools that could be applied universally to foster a more inclusive aviation workforce.





# Government of Canada: Minister for the Department for Women and Gender Equality (WAGE)

Building on the success of Term 1, Elevate Aviation secured **\$1,478,396** in funding from **WAGE's Women's Economic and Leadership Opportunities Fund** for Term 2, running from July 1, 2024, to March 31, 2026.

This phase focuses on redefining Diversity, Equity, and Inclusion (DEI) in aviation as a strategic advantage rather than merely a regulatory requirement. Through Workplace Culture Consulting, the project aims to provide tailored support for aviation organizations, equipping them with inclusive workplace strategies that foster long-term industry-wide transformation.





# Government of Alberta: Ministry of Jobs Economy and Trade

From **February 3, 2022, to February 2, 2024**, Elevate Aviation received **\$217,300** in funding from the **Government of Alberta's Ministry of Jobs, Economy, and Trade** under the **Labour Market Partnerships** program.

This initiative aimed to **increase awareness of career opportunities in aviation** by utilizing **Virtual Reality (VR) technology** to visually represent career transitions within the industry.

Through immersive experiences, participants could explore various aviation roles, aligning with the campaign slogan, "**See it, Be it.**" The project specifically targeted **women and girls in Alberta**, inspiring them to envision and pursue careers in aviation.



# Government of Alberta: Ministry of Jobs Economy and Trade

On **March 24, 2024**, Elevate Aviation received **\$900,000** in funding from the **Government of Alberta's Ministry of Jobs, Economy, and Trade** under the **Workforce Strategies**.

This funding will support the development of a groundbreaking Virtual Reality (VR) Aviation Maintenance Training System, designed to tackle the industry's urgent workforce challenges with unprecedented creativity. This initiative also proves the government's commitment to advancing Alberta's aviation sector through improved training. Our VR Training System represents a significant advancement in aviation education. By integrating VR, we are eliminating barriers and providing a modern solution to the urgent demand for skilled aviation professionals.





# What's Next?

As Elevate Aviation continues to expand its impact, we are excited to share the following key initiatives and future plans:

## **Expansion of Programs:**

- Redesigning our Mentorship Program to accommodate the high volume of participants, increasing accessibility and effectiveness while enabling better tracking of program outcomes
- Expanding the client base in our Workplace Culture Consulting (WCC) program, enhancing employee satisfaction, retention, and overall performance by fostering a diverse and inclusive workplace culture while helping organizations create welcoming work environments for women and underrepresented groups in aviation.
- Bringing our Aviation Career Exploration (ACE) program to new cities and provinces
- Continuing and expanding operations at the Elevate Aviation Learning Centre







Elevate Aviation  
**Summary**



# Summary

This fiscal year marked a significant stride forward for Elevate Aviation, demonstrating our commitment to fostering diversity and inclusion while working to build a more sustainable and prosperous aviation industry. Through our well-rounded suite of programs and initiatives, we've made remarkable progress in empowering women and underrepresented groups to thrive and succeed through aviation careers.





# Highlights

**Program Success:** This year, the FAST, AST, and Aviation Pre-Check programs launched with outstanding results! Our Aviation Readiness Training (ART) programs boast a **95%** average completion rate, with all programs fully subscribed through March 2025. Furthermore, **62%** of graduates secure employment, while **11%** pursue further education, highlighting the effectiveness of these programs in equipping participants with the skills and opportunities needed to succeed in the aviation industry and drive meaningful career advancement.

**Operational Growth:** In the fiscal year spanning from August 2023 to July 2024, Elevate Aviation has achieved substantial operational growth. We have marked a milestone with the renovation and expansion of the Elevate Aviation Learning Centre (EALC) at the Edmonton International Airport, creating sufficient space for educational initiatives and the high volume of learners participating in our programs. Additionally, Elevate Aviation experienced a significant increase in staffing levels, expanding from 20-25 employees. These achievements reflect our organization's commitment to enhancing our capacity and reach.





# Highlights

**Financial Growth:** This fiscal year, Elevate Aviation has undergone significant financial growth fueled by a large increase in grant funding, enabling the expansion of initiatives and recruitment of new staff. This growth was further supported by an increase in donations and sponsorships. The rise in revenues facilitated the hiring of essential staff members, leading to increased expenditures on salaries. Operational expansion, including the expansion of EALC and the addition of specialized programs, incurred higher overall costs, all of which have contributed to the outstanding program outcomes this year.

**Community Support:** Many of our achievements this year would not have been possible without the support of our funders, sponsors, partners, volunteers, and advocates. Their contributions, monetary or otherwise, have been instrumental in advancing our mission and creating opportunities for marginalized populations in the aviation industry.



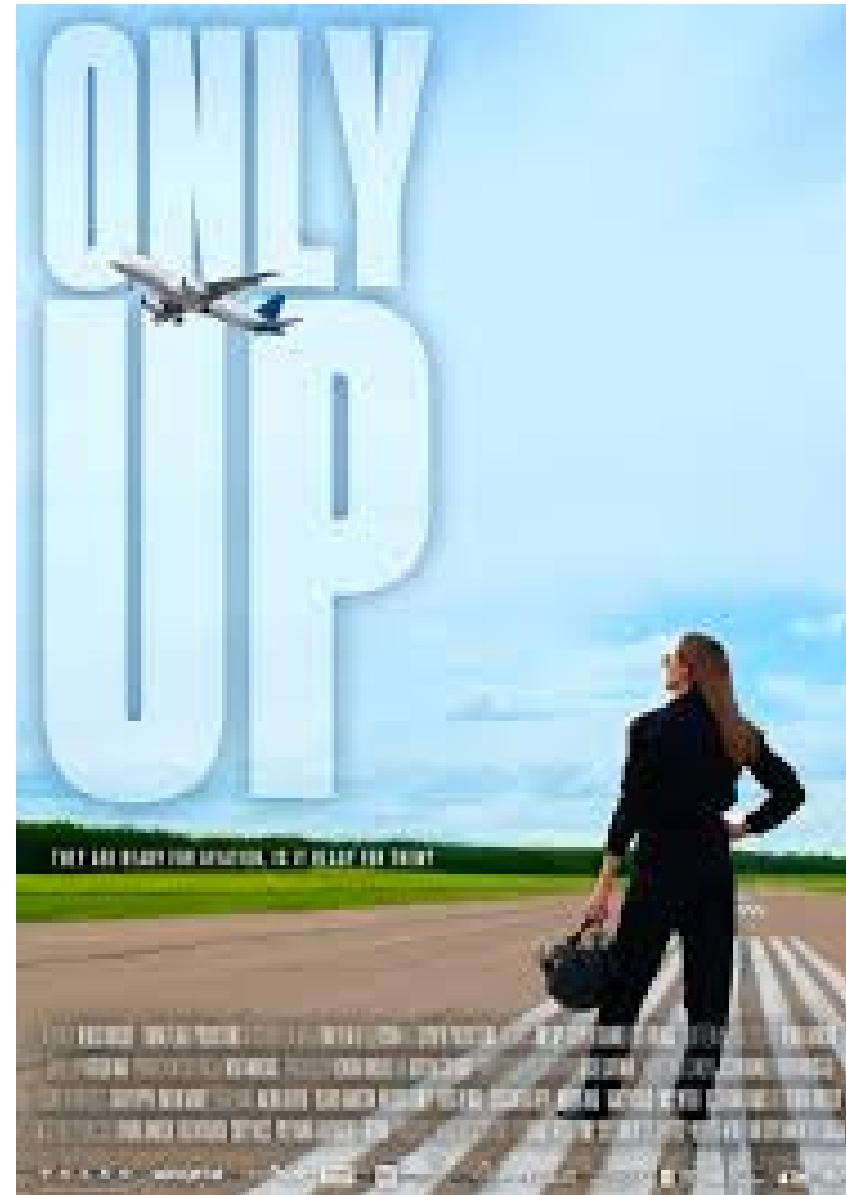


# Highlights

**We Are in a Movie!** On January 11, 2024 the documentary ‘Only Up!’ premiered in Edmonton, AB. Directed and Produced by Elevate Aviation CEO, Kendra Kincade, this documentary focuses on the lack of women and diversity within the aviation industry.

Featuring the Elevate Aviation Learning Centre, our ACE program, and several of Elevate Aviation team members, we were thrilled to be featured in this important documentary.

Only Up is available to watch on SuperChannel!



“Kendra Kincade, an air traffic controller turned activist, embarks on a mission to shatter a century of prejudice within the aviation industry. Her journey tracks multiple women as they defy stereotypes and conquer personal and professional obstacles, illustrating the past and charting a course for the future.”



# Conclusion

This annual report is designed to provide transparency about our initiatives and finances, offering our supporters a clear view of how their contributions are making a difference.

We look forward to another year of meaningful impact in the aviation industry and in the lives of women and underrepresented groups pursuing careers in aviation. Thank you for your continued support!

