

2025

Elevate Aviation Annual Report

August 1, 2024 – June 30, 2025



Laurane's story in aviation is all about passion, resilience, and adaptability. Her love for flying started as a teenager in France, where she discovered the thrill of soaring through the skies. At just 18, she made the bold choice to move to Canada on her own, kickstarting a career flying for Air Inuit and embracing new adventures.

Who We Are

Elevate Aviation is a not-for-profit organization headquartered in Edmonton, Alberta and operating across Canada in pursuit of our mission and vision.

Mission: To advance the success of women and underrepresented groups in aviation by providing education, career development, and workplace culture solutions aligned with industry needs.

Vision: We envision a future where aviation is inclusive and accessible, made possible by diverse talent, equitable training, and organizations that foster belonging and leadership.



Who We Are

Our Values:

These values fuel our mission, shape our culture, and define how we create lasting impact:

- **Community** – Bringing together all areas of aviation to drive change
- **Diversity** – Partnering with individuals and organizations to increase representation
- **Support** – Creating space for inspiration, education, and growth
- **Inclusion** – Fostering environments of belonging and acceptance
- **Empowerment** – Instilling the confidence to thrive and lead

Elevate Aviation Programs:

- Inspire
- Cross Country Tour
- Bursaries
- Mentorship
- Elevate U
- Workplace Culture Consulting
- Elevate Aviation Learning Centre



Business Updates

Formerly incorporated provincially under the Alberta Part 9 Companies Act, Elevate Aviation has now incorporated federally under the Canadian Not-for-profit Corporations Act (CNCA), with the transition effective August 1, 2024. This was an exciting step forward as we expand operations across Canada.

Building on this milestone, Elevate Aviation officially became a registered charitable organization as of March 31, 2025. Achieving charitable status represents a significant advancement for the organization, reaffirming our commitment to creating equitable opportunities for women in aviation and related industries.

As a registered charity, Elevate Aviation can now access new funding streams, issue official donation receipts, and form deeper partnerships with philanthropic and corporate supporters. This designation not only enhances transparency and accountability but also ensures long-term sustainability, allowing us to continue delivering meaningful programs, education, and advocacy initiatives that drive inclusion and innovation in aviation.



Leadership Transition

In March 2025, Elevate Aviation marked an important milestone as Founder and CEO, Kendra Kincade, stepped down after more than a decade of leadership.

Kendra established Elevate Aviation with a vision to expand opportunities for women in aviation. Her passion, dedication and drive helped Elevate Aviation grow from a small initiative into a national organization supporting mentorship, education, and leadership development across Canada.

Elevate Aviation is well-positioned for the future, with a strong foundation to support continued growth and the advancement of its mission.

We wish to extend our gratitude to Kendra for her vision and wish her the best of luck in her next endeavours.



Welcoming Our New CEO

With clear alignment of our mission and a central role in shaping the organization's growth over the past 5 years, the natural progression for Elevate Aviation was the appointment of Nova Andrews as Chief Executive Officer on May 1, 2025.

Nova brings a wealth of experience and a deep commitment to empowering women and advancing workforce development across Canada. Her career includes leadership roles at Canada 3000 Airlines and Edmonton Airports, complemented by her time with Edmonton Economic Development where she expanded her capabilities in strategic partnerships, systems development and community impact.

Instrumental in the growth and development of our full kindergarten to career approach to programming, as CEO Nova continues to focus on Elevate Aviation's sustainability and opportunities for growth.



Company Structure: Board of Directors

The Board of Directors governs the bylaws of the organization. The board members as of June 30, 2025:



Jonathan Burke
President & Accountable Executive,
Blackcomb Helicopters



Suzanne Acton-Gervais
President, ACTA



Chris Miles
COO, Calgary Airport Authority

Company Structure: Senior Leadership Team

The Senior Leadership Team directs the day-to-day operation of the company. The members of the Senior Leadership Team at the end of the 2025 fiscal year are:



Nova Andrews
Chief Executive Officer



Laura Sinclair
Chief Operating Officer /
Chief Financial Officer



Dina Jammaz
Director, Community Engagement



Sophia Wells
Director, Mentorship
and Volunteers



Christine Merrick
Director, Elevate Aviation
Learning Centre



Emily Reiman
Director, Industry Culture
Development

Company Structure: Staff

The fiscal year began with 25 employees at Elevate Aviation and grew to 27 staff members as of June 30, 2025. This growth reflects the continued expansion of our programs, partnerships, and the increasing demand for inclusive aviation education and workforce development initiatives.

Our staff bring expertise across aviation, education, program delivery, administration, and community engagement. They are responsible for the planning, coordination, and delivery of core programs, including those offered through the Elevate Aviation Learning Centre.

We hired two summer interns for June to August 2025 funded by the Canada Summer Jobs grant. Positions hired for included Administrator, Educational Programs, and Administrative Assistant. These roles allowed interns to contribute to impactful initiatives while learning directly from industry professionals.

Company Structure: Volunteers

Our teams of volunteers across Canadian provinces are 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.

Our Volunteer Recognition Program was fully established this year, becoming an essential component of how we support, celebrate, and engage our national volunteer community.

The program features an hours-based credit system, monthly recognition initiatives, and an annual Volunteer of the Year Award, fostering national connection, encouraging engagement, and highlighting the invaluable contributions volunteers make to Elevate Aviation's mission.

The 2024 Volunteer of the Year was awarded to Cassara Nash at our annual Inspire Gala for her outstanding contributions, positive spirit, and meaningful support.





Elevate Aviation Programs and Initiatives



2024 ELEVATE AVIATION

Inspire gala

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.

In October 2024, our gala took place at the Aurora Jet Partners Hangar located at the Edmonton International Airport in Alberta, where we hosted 66 VIPs for a private networking event and nearly 400 guests at the main gala! After all expenses, we raised a total of \$39,387.24.

Inspire 2024 Features

Inspire Features (left to right):

- Clare Li: Manager, Customer Accessibility, Air Canada
- Marion N. Chivot-Legris: Director, ESG & Sustainability Strategy, Edmonton International Airport (YEG)
- Nicole Holinaty: Director, Strategic Growth and Human Resources, HeavyAero Maintenance Centre Inc.
- Sarah Nelson: Manager, Environment and Sustainability, The Calgary Airport Authority
- Dassie Persaud-van der Westhuizen: Aviation Planner, Mead & Hunt
- Lori Duthie: Executive Director, Canadian International Air Show
- Claudette Delorme: Senior Member Flight Ops, Harbour Air
- Sonia Mina: Air Traffic Control Simulation Software Engineering Manager, Adacel



Remembering Clare Li

We are deeply saddened by the passing of Clare Li on September 17, 2025. Clare was an extraordinary individual whose courage, generosity, and unwavering determination left a profound and lasting impact on the aviation community and all who had the privilege of knowing her.

We were honoured to feature Clare at our 2024 Inspire Gala, where she shared her personal journey with honesty, strength, and grace. Her story resonated deeply with attendees, reminding us of the transformational power of resilience, authenticity, and human connection.

Clare's impact extended far and wide. In her role at Air Canada, she played a pivotal part in advancing accessibility initiatives and strengthening disability inclusion within the organization. Even as she navigated the challenges of metastatic breast cancer, Clare continued to lead with purpose and passion. She encouraged others to take up space, to embrace joy, to love wholeheartedly, and to lead with kindness.

Clare's legacy is one of compassion, advocacy, and meaningful change. She leaves behind a community inspired by her example and committed to carrying her work forward. We extend our heartfelt condolences to Clare's family, friends, colleagues, and to everyone whose lives were enriched by her presence.

May her memory continue to guide and uplift us for years to come.





Elevate Aviation Cross Country Tour

Cross Country Tour (CCT)

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, youth 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 (CCT)

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 the CCT can be offered free of charge and remains an unforgettable experience for all participants.



Cross Country Tour 2025



Hannah McKay
Community Engagement
Coordinator

Meet the Coordinator of the Cross Country Tour (CCT) for 2025, Hannah McKay!

Hannah 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.

This year, Elevate Aviation visited a total of 18 cities as part of our Cross Country Tour. With over 700 students registered, we were able to share knowledge, spark curiosity, and instill new aspirations in youth across Canada.

The success of this year's tour would not have been possible without the commitment of approximately 180 volunteers. Their passion, expertise, and generosity of time are the driving force behind this initiative, and we are profoundly grateful for the dedicated network of supporters we have across the country.



Elevate Aviation Bursaries

 ELEVATE AVIATION

Bursaries

Pursuing a career in aviation requires dedication, focus, and often a significant financial investment. At Elevate Aviation, we are committed to reducing barriers and creating accessible pathways into the aviation industry for women and underrepresented groups across Canada.

In our 2025 fiscal year, Elevate Aviation introduced an updated bursary model, transitioning from independently managed bursaries to a collaborative sponsorship approach in partnership with aviation-focused organizations across the country. This new model strengthens our collective impact, expanding financial support, mentorship, and career development opportunities for individuals at all stages of their aviation journey.

[Continue to the next page for Elevate Aviation's current sponsored bursaries.](#)

	<p>PRISM Bursary <i>(in partnership with Canadian Aviation Pride)</i></p> <p>This bursary supports LGBTQ2S+ women and non-binary individuals who are pursuing a career in aviation. Whether you are beginning your journey or working toward the next step, this opportunity is intended to help remove barriers and create meaningful pathways into the industry.</p>
	<p>Elevate Aviation / RCAF Foundation Bursary <i>(in partnership with the RCAF Foundation)</i></p> <p>This bursary is open to female and non-binary post-secondary students aged 18 to 25 who are enrolled in STEM programs and pursuing careers in aviation or aerospace. It honours the courage and ambition of young leaders as they chart their course into these dynamic fields. In partnership with the RCAF Foundation, this bursary reflects a shared commitment to inspiring the next generation through education, mentorship, and service.</p>
	<p>AviateHER Bursary <i>(in partnership with the Black Aviation Professionals Network)</i></p> <p>Dedicated to supporting Black women entering aviation, with a focus on non-pilot roles such as maintenance, air traffic control, airport operations, and engineering. The bursary aims to break down systemic barriers and empower the next generation of aviation professionals to thrive.</p>
	<p>Sarah Stahlke Bursary <i>(in partnership with Alberta Aviation, Aerospace and Defence)</i></p> <p>Honours the legacy of Sarah Stahlke - a pilot, professor, and mentor - by supporting individuals transitioning into aviation from other careers. It celebrates lifelong learning, resilience, and mentorship, reflecting Sarah's inspiring impact on the aviation community.</p>

**Rene Cutforth Memorial Scholarship (*in partnership with the Canadian Owners and Pilots Association*)**

Established in memory of Rene Cutforth, a beloved pilot, mentor, and long-time Elevate Aviation volunteer, this bursary honours her adventurous spirit and deep commitment to supporting women in aviation. It is open to female-identifying applicants enrolled in a recognized flight training program and pursuing a Commercial Pilot Licence or additional rating.

**The Major Marlene Shillingford Bursary (*in partnership with the Urban Pilots and Professionals Network*)**

Supports Black and racialized women pursuing aviation careers, particularly in pilot, air traffic control, and aircraft maintenance roles. The bursary recognizes resilience, continuous learning, and leadership in promoting inclusivity and positive change within the industry.

**Aurora Bursary (*in partnership with Northern Lights Aero Foundation*)**

This bursary is dedicated to supporting Canadian women training to become Aircraft Maintenance Engineers, providing financial assistance to help remove barriers and create opportunities for success in the industry.

In addition to these sponsored opportunities, the [Elevate Aviation Bursary Webpage](#) now highlights a curated list of aviation scholarships and bursaries across Canada, helping individuals easily find additional funding opportunities to support their education and career development in aviation.



Elevate Aviation Mentorship Program



Mentorship

At Elevate Aviation, mentorship continues to be at the heart of our mission. We understand the importance of having guidance from someone who not only works in aviation but also understands the unique challenges, opportunities, and pathways within the industry.

Through our nationwide network, we connect mentees with mentors who offer insight, encouragement, and support as they navigate their aviation journeys.

Over the years, our mentorship program has grown substantially, reaching individuals from coast to coast and fostering meaningful, career-shaping relationships. As interest in mentorship continues to rise, Elevate Aviation is preparing to introduce a new digital tool designed to expand access even further.

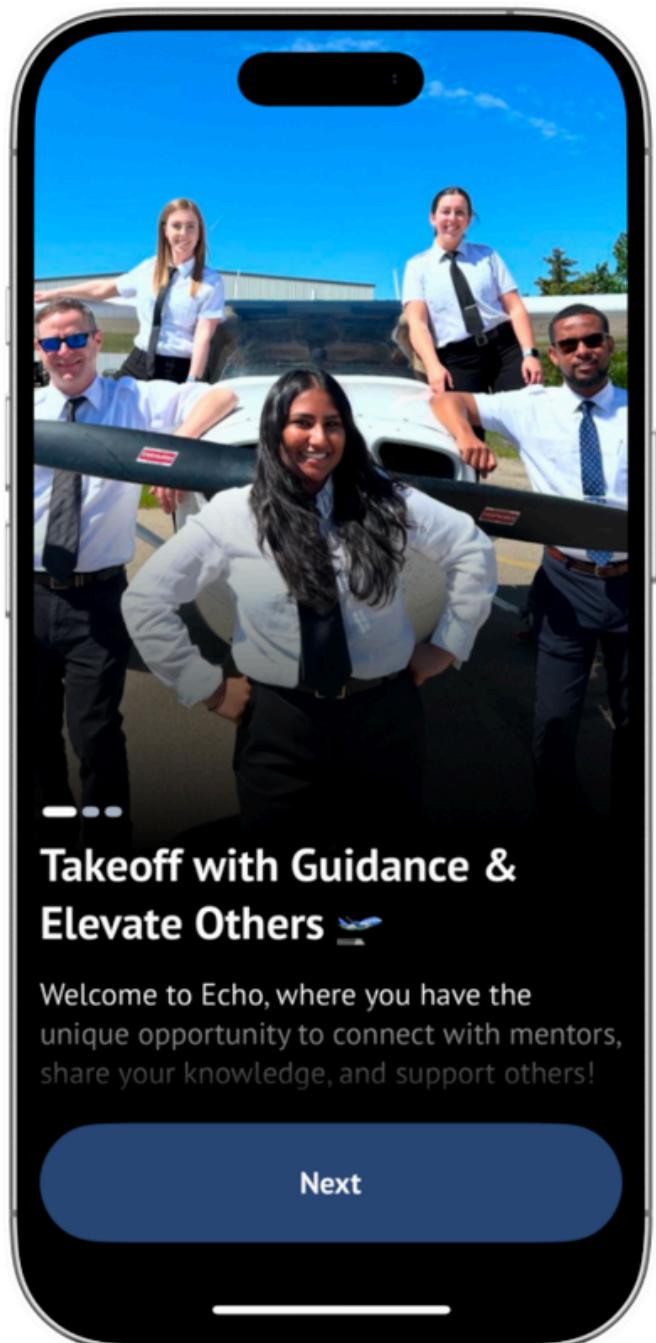
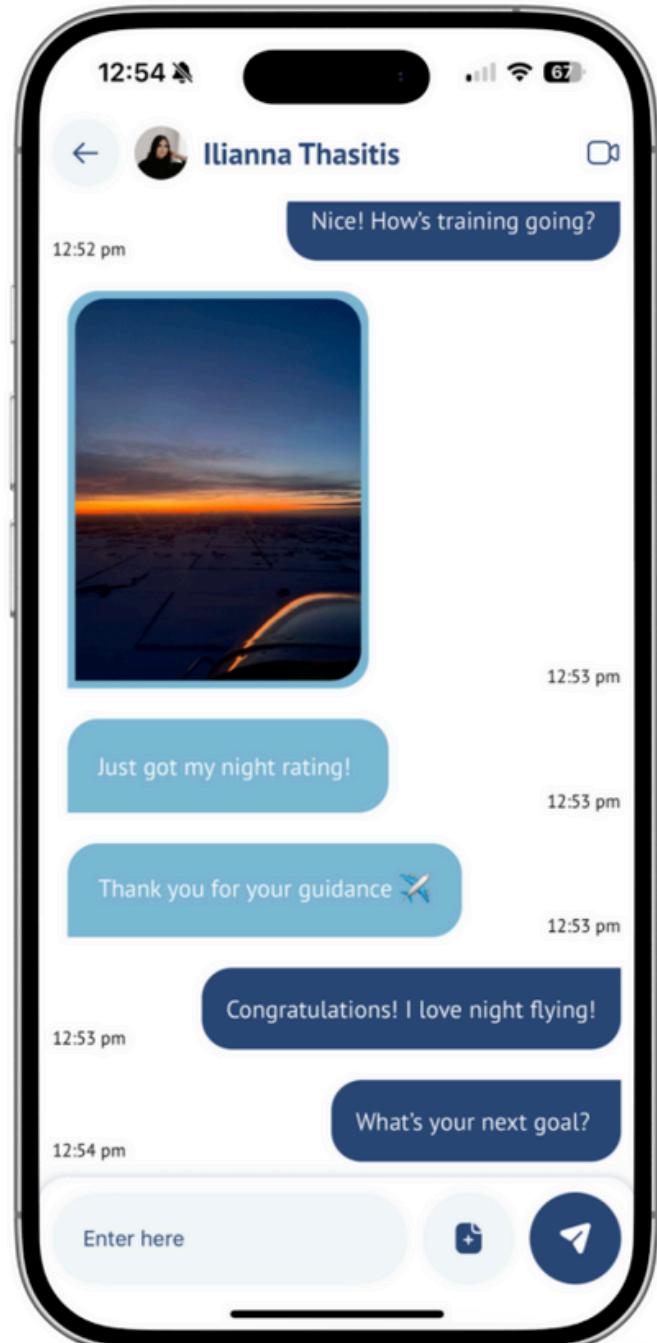
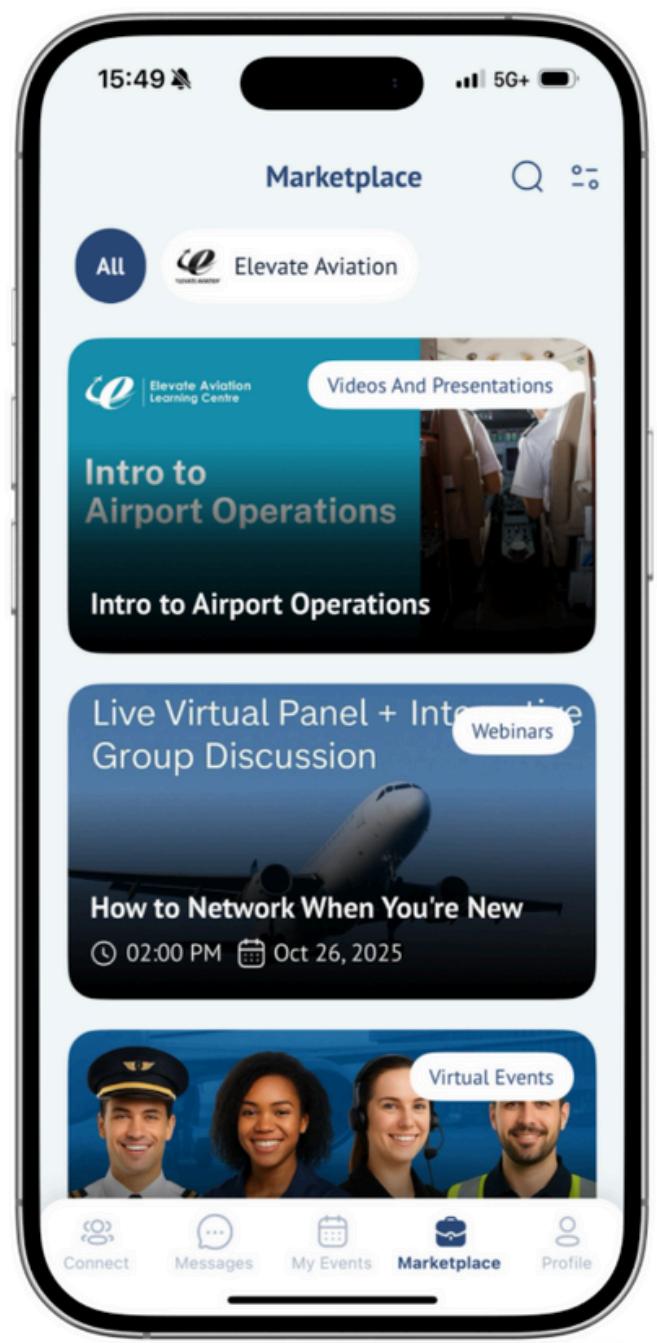
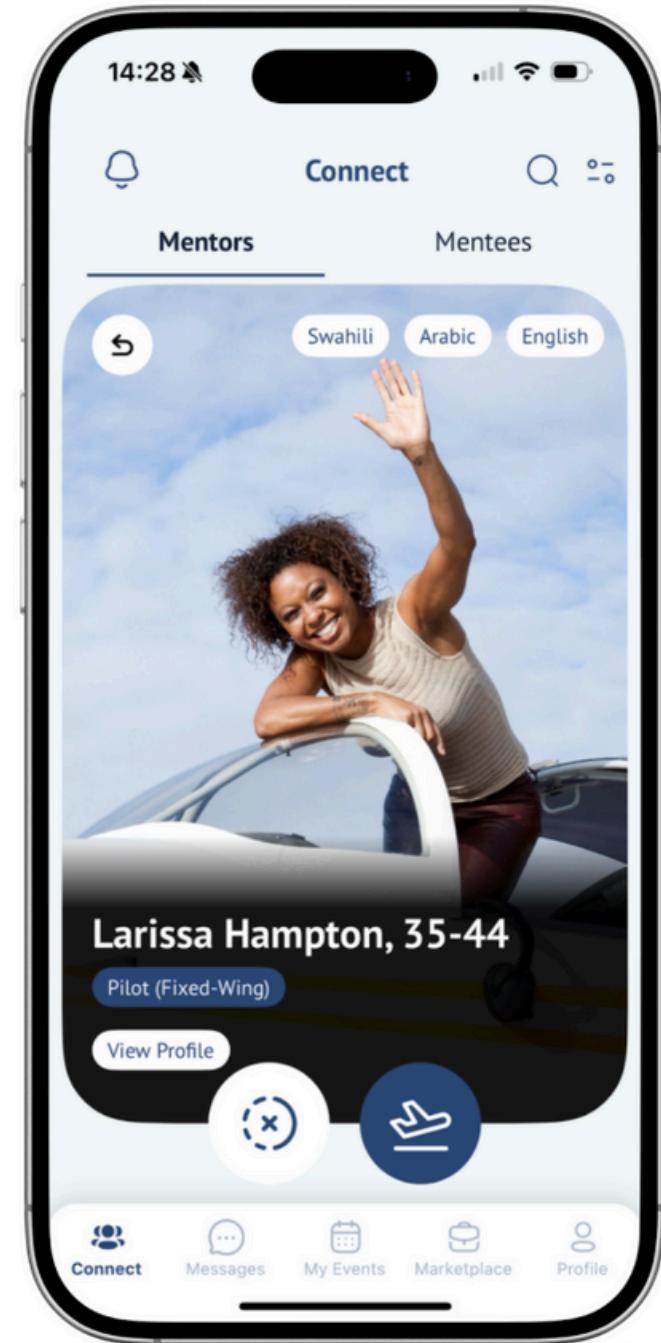
Introducing Echo

Echo, Elevate Aviation's upcoming mentorship and professional development platform, has been under development throughout this fiscal year and is set to launch in October 2025.

The first of its kind, and built with inclusivity at its core, Echo connects aspiring aviation professionals, regardless of location, background, or experience level, with mentorship, career navigation tools, and industry-relevant learning resources in one centralized platform.

Echo will offer mentor–mentee matching, secure in-app communication tools, and a comprehensive library of professional development content, including courses, webinars, presentations, videos, and articles. By leveraging technology, Echo will ensure that everyone - whether new to aviation, advancing their careers, or exploring the industry for the first time - can connect with mentors, gain industry insights, and develop critical employment skills from anywhere in Canada.





As we move toward Echo's launch later this year, Elevate Aviation remains committed to ensuring that mentorship remains accessible, impactful, and aligned with the evolving needs of Canada's aviation community.

Acknowledgement

We would like to formally recognize the dedication of our incredible program team, Ilianna Thasisis and Sophia Wells. Their passion, creativity, and unwavering dedication have been the driving force behind the development and launch preparation of the Echo platform. Ilianna and Sophia not only brought their expertise and leadership to the project but also infused it with care, thoughtfulness, and a genuine commitment to connecting and supporting aspiring aviation professionals across Canada. Echo would not be possible without their vision, perseverance, and the countless hours they devoted to making mentorship more accessible, inclusive, and meaningful.



Sophia Wells
Director, Mentorship
& Volunteers



Ilianna Thasisis
Mentorship Program Manager &
Administrative Assistant

A close-up, low-angle shot of a person's hands typing on a laptop keyboard. The hands are positioned on the right side of the keyboard, with fingers pressing the keys. The laptop is dark-colored. In the background, there is a blurred stack of books and a calculator with a digital display showing the number '8'. The overall lighting is warm and focused on the hands and the laptop.

Elevate U

Elevate U

Elevate U provides transformative training programs designed to empower women and unleash their full potential. The mission of Elevate U is to develop a diverse and future-ready leadership pipeline for aviation by empowering women at every career stage through targeted, high-impact leadership development programs.

Kristine Morris, formerly a Facilitator at Elevate Aviation Learning Centre, was promoted to Programs Manager, Elevate U to bring focus on building out the programs and developing tailored streams:

- Masterclass
- Emerging Leaders Program
- Executive Stewardship

No matter where you are in your leadership journey, Elevate U has a place for you. Our three programs are tailored to meet the unique needs of women at different stages, from building confidence and foundational skills to stepping into senior leadership. Each program offers the right tools, insights, and support to help women grow with purpose and move forward with clarity.



Emerging Leaders Program

In June 2025, Elevate Aviation officially launched the Emerging Leaders Program, a leadership development experience designed to support early-career women in aviation as they step into leadership roles with confidence.

This program blends aviation-specific content with personal leadership development, grounded in four core leadership elements:

- Leading from within
- Emotional intelligence
- Aviation leadership foundations, and
- Long-term career visioning

The first cohort quickly reached capacity and began at the end of this fiscal year, on June 10, 2025. Over the next six months, participants engage in five virtual group workshops, four one-on-one coaching sessions, a book study, and bi-weekly assignments.

By integrating live learning, individual coaching, and real-world application, the program provides a comprehensive and practical approach to leadership development tailored to the aviation sector.



Masterclass

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



Acknowledgement



Kristine Morris
Programs Manager,
Elevate U

We would like to extend a special acknowledgement to our Elevate U Programs Manager, Kristine Morris. Her experience, passion, and dedication to advancing leadership in women, was instrumental in the development and launch of the expanded and refreshed Elevate U programs. She brings not only professionalism and insight but also genuine care for each participant's growth and success. Kristine's commitment to empowering women in aviation has shaped Elevate U into a space where participants can build confidence, find their voice, and step into leadership roles with clarity and resilience.





Elevate Aviation Workplace Culture Consulting



Workplace Culture Consulting

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 belonging.

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

Through 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.



Workplace Culture Consulting

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.

WCC This Year

This year, with continued funding support from WAGE through March 2026, WCC focused on refining its service offerings and building the operational capacity needed for long-term sustainability.

WCC delivered workplace culture assessments and workshops to a range of aviation partners. Major projects included a full transformation package with Winnipeg Airports Authority, and onboarding initiatives with Hamilton International Airport and Moncton International Airport. WCC also contributed to sector-wide learning through speaking engagements with MTU Maintenance, Canadian Advanced Air Mobility, and the Alberta Aviation and Aerospace Summit.

The momentum for WCC is expanding its national footprint, supporting partners across the aviation sector, and has positioned the program for a successful transition to post-grant sustainability.





Elevate Aviation
Learning Centre

Elevate Aviation Learning Centre

Elevate Aviation Learning Centre

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 another strong and impactful period for the Elevate Aviation Learning Centre (EALC). Supported by funding from the Government of Alberta, the EALC continued to operate within its expanded facility at the Edmonton International Airport. This enhanced space has allowed EALC to strengthen and grow its foundational aviation training programs while supporting a larger team of dedicated staff and even more eager learners!

EALC remains committed to providing accessible, high-quality educational opportunities that span from kindergarten to career, inspiring and preparing the next generation of aviation professionals.



**Elevate Aviation
Learning Centre**

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!

ACE



Aviation
Career
Exploration

ACE is a week-long, site-based program for students ages 11-18 that introduces youth to the world of aviation through immersive activities, presentations, and hands-on workshops. Currently offered in Edmonton and Calgary, ACE continues to grow, with expansion to Vancouver projected for October 2025 as part of our broader regional development efforts.

ART: Aviation Readiness Training

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
- BASIC: Building Aviation Skills and Industry Competence
- FAST: Foundational Aviation Skills Training
- AST: Aircraft Service Technician



WEST: Women's Employment Skills Training

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.

The WEST program concluded in March 2025 after supporting participants through industry-aligned training that strengthened their readiness for aviation careers. Throughout its delivery, the program provided women with practical skills, targeted certifications, and dedicated employment support that helped many move toward sustainable roles in the sector. As the program came to a close, its impact remained evident through the strong confidence, preparedness, and career momentum demonstrated by graduates.



**Elevate Aviation
Learning Centre**

WEST Success: Kirandeep Kaur



Kirandeep Kaur
Graduate of the WEST
Program

When Kirandeep first started the WEST program, she wrote this letter to herself:

“I want to be a pilot. I don’t have any background with aviation or know any person who works in this field. I am here at Elevate Aviation today to learn more about this path in aviation and get to know more people who can guide me to achieve my goal. In 9 weeks, I hope that I learn a lot of things here which can help me to reach my goal”

It’s been less than a year since Kirandeep wrote that letter to herself, and she not only has completed her Private Pilot’s License, but starting in September will be working towards her night rating and Commercial Pilot’s License as she heads back to the Alberta College of Aeronautics.

When Kirandeep first started her Private Pilot’s license, she was both really nervous and really excited. Her instructors at the Alberta College of Aeronautics have been so helpful, and supportive. They’ve really helped her build her confidence: “When it was my first solo flight, I was so excited for the instructor to get out of the plane. I was ready to fly by myself, I was so excited!”



**Elevate Aviation
Learning Centre**

WEST Success: Kirandeep Kaur

In addition to attending flight school, Kirandeep works at Airside Flight Services as a Flight Concierge. In this role she helps with ramp, and does a lot of customer service: "When the plane comes in we marshall them, do some wingwalking, and if they have any passengers we help them with their baggage."

Kirandeep's favorite part of her job is being able to meet so many people, especially the pilots who will often answer her questions, or show her the aircraft. Kirandeep attributes a lot of her career success to what she learned through the WEST program: "I am not shy anymore - I go and talk to pilots, to customers. I learned the communication skills from being in the program."

Despite her busy schedule, Kirandeep's goals are straightforward: "I just want to wear the uniform and fly the plane." With her unwavering determination, hard work and positive mindset, we are confident that she will achieve exactly that.



**Elevate Aviation
Learning Centre**

FAST: 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.

Initially, FAST was launched with 5 focus streams:

- 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)

In September 2024, the FAST program shifted its focus to concentrate on two high demand streams: Customer Service Agent and Flight Attendant. This adjustment aligned the program more closely with current workforce needs and employer feedback, ensuring participants received targeted training that directly supports entry into these roles. The revised structure strengthened the program's ability to prepare learners with the customer service, safety, and communication skills required for frontline aviation positions, while maintaining the hands on approach that supports strong employment outcomes.

FAST Track to Success: Jake Guzak



Jake Guzak
Graduate of the FAST
Program

Before joining the FAST on ground program, Jake wasn't quite sure what they wanted to do. They worked multiple jobs - including acting, dishwashing and working at an indoor playground. "When I first saw the ad I kind-of thought it was a scam. A free 4 week program seemed too good to be true, but I decided to check it out."

Jake, who identifies as genderfluid, found the program to be a perfect fit for their diverse interests and skills. They entered the Flight Attendant stream of the FAST program. Throughout the program, they were able to learn about different careers in aviation and connect with people in the industry who gave them good insight into what the flight attendant lifestyle was like. What was especially helpful was the hands-on training provided by the Subject Matter Experts from Elite Inflight Service. "The guidance from Michael and Lorrie really helped, especially when it came to writing the Flight Attendant Exams. I was more confident because of what I had learned in the FAST program."



**Elevate Aviation
Learning Centre**

FAST Track to Success: Jake Guzak

While in the program, Jake was able to apply and secure an interview for a position with Elite Inflight Service. From there, they were offered a position as a Seasonal Flight Attendant. As a flight attendant, Jake has had the opportunity to fly to various locations within Western and Northern Canada, and one of the great benefits of working for a charter company is that they are able to build strong connections with the regular passengers.

When they are not flying, Jake often volunteers their time with Elevate Aviation Learning Centre, at events such as the Cross Country Tour and the ACE Summer Camp. As a FAST student, Jake demonstrated strong motivation and flexibility while learning all they could about this dynamic career, and as a graduate, they continue to lend support and expertise to others who are interested in Aviation.

What does the future look like for Jake? Their dream is to fly the Boeing 787 Dreamliner - not as a flight attendant but as the Pilot-in-Command. Their future plans include starting their pilot training, while also taking a look at other aviation careers they can explore.



**Elevate Aviation
Learning Centre**

BASIC: Building Aviation Skills and Industry Competency

In May 2025 BASIC was launched. The newest fully funded five-week training program provides comprehensive introduction to aviation. BASIC provides hands-on learning, industry exposure, and personalized career support, giving participants a strong foundation to explore aviation pathways at no cost.

The program focuses on five key career areas:

- Customer Service Agent
- Flight Attendant
- Aircraft Maintenance Engineer (AME)
- Ground Handling / Ramp Services
- Air Traffic Management

Throughout the program, learners gain essential aviation skills, resume and interview training, career and employment coaching, and the opportunity to earn industry-recognized certifications such as ROC-A, First Aid, and TDG/WHMIS.

AST: Aircraft Service Technician

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).



EALC Highlights

This fiscal year marked extraordinary growth across Elevate Aviation's suite of programs, driven by high demand, strong learner engagement, and consistently positive outcomes.

The **Junior Jets** program reached **176 students** across 7 schools and 8 individual classes, expanding its footprint to BC and Alberta. **ACE** reached **322 students**, marking another year of meaningful growth and engagement with young learners and reinforcing the program's role as a key pathway into aviation awareness and career exploration.

WEST achieved a **93%** completion rate, **FAST** reached **89%**, and **AST** achieved a remarkable **95%** completion rate, representing a 22% increase from last year and demonstrating exceptional learner persistence.

Employment outcomes continued to reflect the impact of our training, with **53%** of **FAST** graduates, **51%** of **WEST** graduates, and **61%** of **AST** graduates reporting employment within 60 days.

BASIC launched in May 2025 and the first intake welcomed **11** learners, with 10 successfully graduating, demonstrating strong engagement, skill development, and readiness to move into the aviation workforce.



Elevate Aviation Funders, Partners, and Sponsors



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 this support, 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.



Partnerships and Collaborations



Elevate Aviation is proud to partner with the Alberta AAD through a new Memorandum of Understanding. This three-year partnership establishes a collaborative framework to support aviation and aerospace education, workforce development, and industry growth in Alberta. Together, we will work on initiatives including event sponsorships, cross-promotional opportunities, awareness campaigns, and advocacy efforts, reflecting our shared commitment to advancing the province's aviation and aerospace sector.



Partnerships and Collaborations



This year, Elevate Aviation was proud to collaborate with CAREERS: The Next Generation and the Canadian Council for Aviation and Aerospace (CCAA) as part of the Alberta Aviation Futures Alliance (AAFA), a strategic partnership created to address Alberta's growing aviation and aerospace workforce needs.

Together, the three organizations bring complementary strengths: Elevate Aviation's national leadership in aviation education and workforce inclusion; CAREERS' extensive experience facilitating experiential learning and youth internships; and the CCAA's national expertise in labour market intelligence, industry standards, and training frameworks.

Partnerships and Collaborations



Elevate Aviation is proud to partner with Canadian Owners and Pilots Association (COPA) to support and grow Canada's general aviation community. Through this partnership, our organizations collaborate on initiatives including event promotion, education and training opportunities, volunteer engagement, and scholarship programs. Together, we aim to provide meaningful resources and experiences for aspiring pilots, aviation professionals, and volunteers, reflecting our shared commitment to advancing aviation across Canada.

Partnerships and Collaborations



Since Elevate Aviation's incorporation in 2015, members of the Canadian military have played an active and meaningful role in our work. In 2019, this collaboration was formally strengthened through a partnership approved by the Commander of the Royal Canadian Air Force (RCAF). Elevate Aviation and the RCAF share a commitment to advancing gender balance in aviation and fostering opportunities for women across the sector. The RCAF supports Elevate Aviation across numerous initiatives, including our mentorship program, speaking engagements, Cross Country Tour, aircraft maintenance competitions, the Inspire Gala, and as guest speakers at the Elevate Aviation Learning Centre. Their continued involvement enriches our programming and helps expand pathways into aviation for individuals across Canada.

Partnerships and Collaborations



Global Aviation & Aerospace Skills Taskforce

Developing the Workforce for the Future

Elevate Aviation continues to serve on the GAAST: Global Aviation and Aerospace Skills Taskforce and associated working groups. GAAST is a global collaboration between governments and industry that enhances apprenticeship education and skilled trades opportunities in aviation and aerospace. The task force develops a global toolkit to support these efforts, contributing to ICAO's 42nd General Assembly in 2025.

Partnerships and Collaborations



Elevate Aviation continues to participate on the ACI-NA: Airports Council International – North America Workforce Taskforce, supporting airports in North America to advance diversity, equity, and inclusion (DEI). The task force identifies best practices and resources for developing effective DEI plans, producing the ACI-NA DEI Working Group Report, which offers guidance, case studies, and initiatives for airports across the region.



Corporate Sponsors

We extend our heartfelt appreciation to our corporate sponsors for their generous partnership and continued belief in our mission. Their support strengthens our ability to create pathways for women and underrepresented groups in aviation, expand access to meaningful career opportunities, and foster a more inclusive and sustainable industry. We are grateful for the impact they make across all our programs and initiatives.

- Alberta Aviation, Aerospace and Defence Council
- ABOMIS
- Adacel
- Air Canada
- Canadian Airports Council
- Canadian Owners & Pilots Association
- NAV CANADA
- Edmonton International Airport
- Calgary Airports
- The Response Team

Government of Alberta: Jobs, Economy, and Trade

The Province of Alberta's Ministry of Jobs, Economy, and Trade awarded a Non-Program Grant to support Elevate Aviation's Foundational Aviation Training programs. This initiative runs until May 31, 2027, with a total funding allocation of \$2,850,000, and is a continuation of our previous \$5 million agreement with JET that concluded on March 31, 2025. The grant supports training programs designed to expand the aviation sector's labor pool by providing foundational training for in-demand and entry-level occupations. While the training is open to all, there is a particular emphasis on increasing participation among women and other underrepresented groups in the industry. The primary training facility (EALC) is located at Edmonton International Airport, with virtual training options available to participants across Alberta.

Government of Alberta: Alberta Industry Skills Grant (AISG)

The Alberta Aviation, Aerospace, and Defence Council (AB AAD), partnering with Elevate Aviation, CAREERS: The Next Generation, and the Canadian Council for Aviation and Aerospace (CCAA), form Alberta Aviation Futures Alliance (AAFA). Together, these organizations are working to address Alberta's aviation workforce shortages by expanding awareness, delivering specialized training, and creating clearer employment pathways into aviation careers.

Through the AISG, the AB AAD was awarded \$1.5 million, enabling the alliance to accelerate training and workforce development across the province. Of this funding, **Elevate Aviation will receive \$1,345,000 over two years** to deliver our Aviation Readiness Training (ART) programs at the EALC. This investment supports the delivery of hands-on, industry-aligned training designed to prepare Albertans - particularly women and underrepresented groups - for in-demand technical and operational aviation roles.

Government of Canada: Women and Gender Equality (WAGE)

Elevate Aviation secured **\$1,478,396** in funding from WAGE's Women's Economic and Leadership Opportunities Fund, running from July 1, 2024, to March 31, 2026.

This 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.

Prairies Economic Development Canada

Elevate Aviation entered into a funding agreement with Prairies Economic Development Canada (PrairiesCan) through a matching grant, under which PrairiesCan is providing **50%** of eligible project expenses, for a total contribution of **\$101,832**. This investment launched the first development phase of **Echo**, Elevate Aviation's national mentorship, networking, and professional development platform.

Echo is strongly aligned with PrairiesCan's mandate to strengthen economic growth, support innovation, and expand opportunities for underrepresented groups across the Canadian Prairie Region. By increasing access to mentorship, industry connections, career development resources, and professional training - regardless of geographic location - Echo helps bridge workforce gaps and supports long-term labour market resilience within the region's aviation sector.

PrairiesCan's contribution enables Elevate Aviation to advance Echo's development, improve digital accessibility, and support diverse aviation professionals and emerging talent across the country.



Government of Canada: Initiative for Sustainable Aviation Technologies (INSAT)

This year, in partnership with Harbour Air, Elevate Aviation received funding through the Initiative for Sustainable Aviation Technology (INSAT). INSAT is a national Government of Canada initiative designed to accelerate the development and adoption of sustainable, low-carbon aviation technologies. Within this framework, Elevate Aviation plays a central role in developing workforce skills, expanding Aviation Career Exploration (ACE) programming, and conducting labour market research in Vancouver.

Over the three-year INSAT project, Elevate Aviation is eligible to receive **\$186,154.83** toward expenditures associated with opening and operating ACE and related skills-development programming at YVR.

Through INSAT, Elevate Aviation is advancing youth engagement, industry collaboration, and inclusive workforce development in the Vancouver region, all while supporting Canada's transition toward sustainable, net-zero aviation technology.



Canada Summer Jobs Grant (CSJ)

This fiscal year, Elevate Aviation secured \$8,758.00 in funding through the Government of Canada's Canada Summer Jobs (CSJ) program to support the hiring of two paid summer interns. These funds helped offset wages for two female high school students who joined our team in June 2025 and worked with us through August. The funded positions included:

- **Administrative Assistant:** Responsible for email management, website updates, job board coordination, volunteer onboarding assistance, travel booking, social media content support, and other organizational tasks.
- **Education Programs Administrator:** Assisted with ACE summer camp program scheduling and curriculum preparation, supported youth during ACE delivery, managed email inquiries, gathered program data, created promotional materials, and contributed to end-of-program reporting.

The CSJ partnership allowed Elevate Aviation to invest in the next generation of leaders while supporting the operational needs of our educational and outreach programs, reinforcing our commitment to fostering a more inclusive, diverse, and future-ready aviation workforce.

Higher Landing – Workforce Training Funding

Elevate Aviation received financial support from Higher Landing to help develop internal wellness capacity and strengthen the organization's support systems for participants. Through this funding, Elevate Aviation hired Nitu Purna as our Wellness Coordinator for a three-month term and supported her participation in specialized Wellness and Emotional Health training at the Mayo Clinic.

In addition to covering her coordinator role, the funding supported a structured 12-week Workplace Training Plan that equipped Nitu with the tools needed to transition her community-based wellness expertise into Elevate Aviation's national, program-driven environment. The training included sector-specific wellness learning, trauma-informed practice, program design, policy alignment, evaluation, and independent facilitation practice.

This investment has allowed Elevate Aviation to strengthen the emotional and psychological supports available to women and underrepresented groups entering or advancing within aviation and skilled trades, ensuring participants receive trauma-informed, inclusive, and psychologically safe support while navigating career transitions.

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.



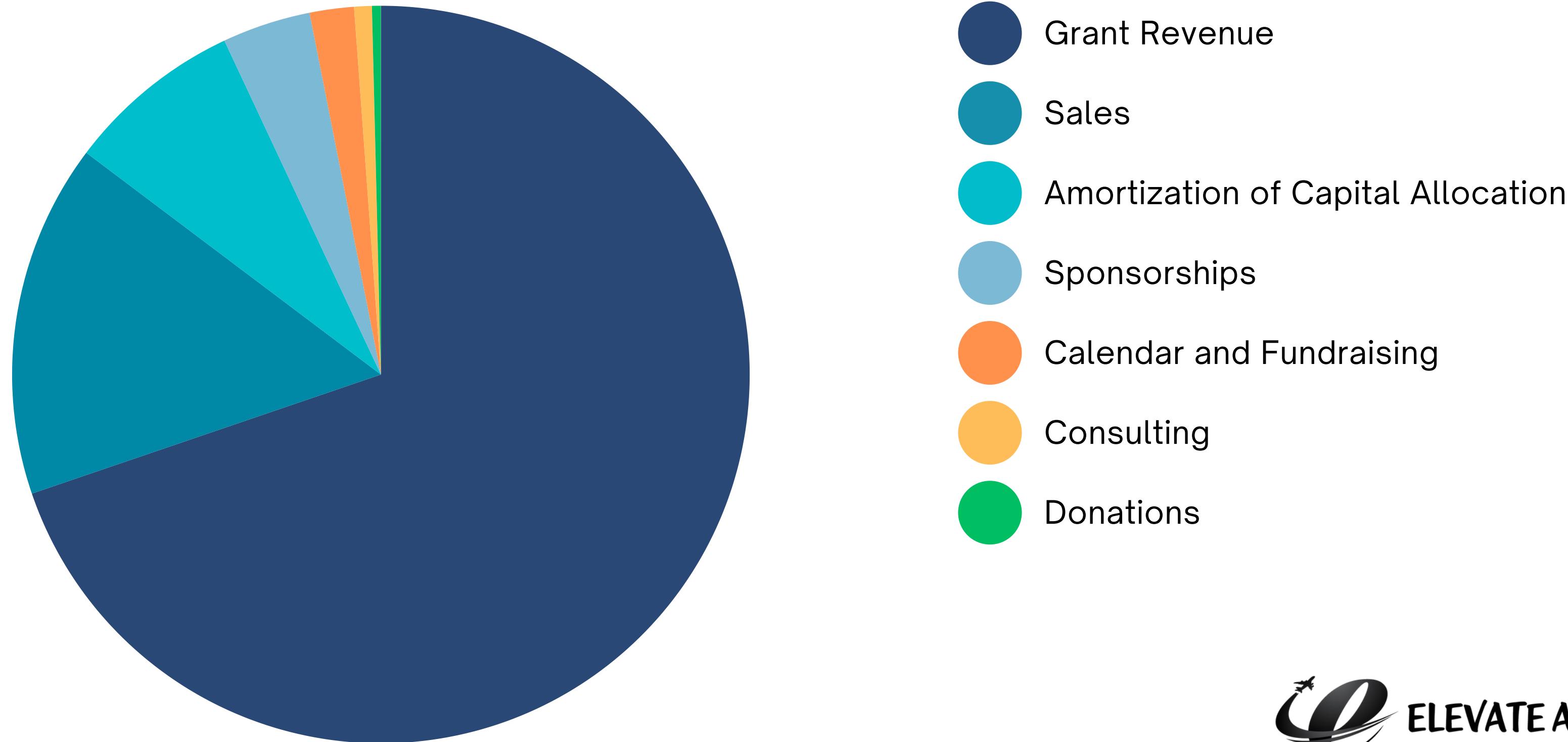
Elevate Aviation Financials



Revenue and Expenditures

Revenue	FY2025	FY2024
Grant Revenue	\$2,873,037	\$3,716,118
Sales	\$555,639	-
Amortization of capital allocations	\$322,063	\$186
Calendar and Fundraising	\$62,347	\$80,675
Sponsorships	\$124,220	\$134,381
Donations	\$26,365	\$71,088
Consulting	0	\$4,000
	\$3,963,671	\$4,006,448

Revenue FY 2025

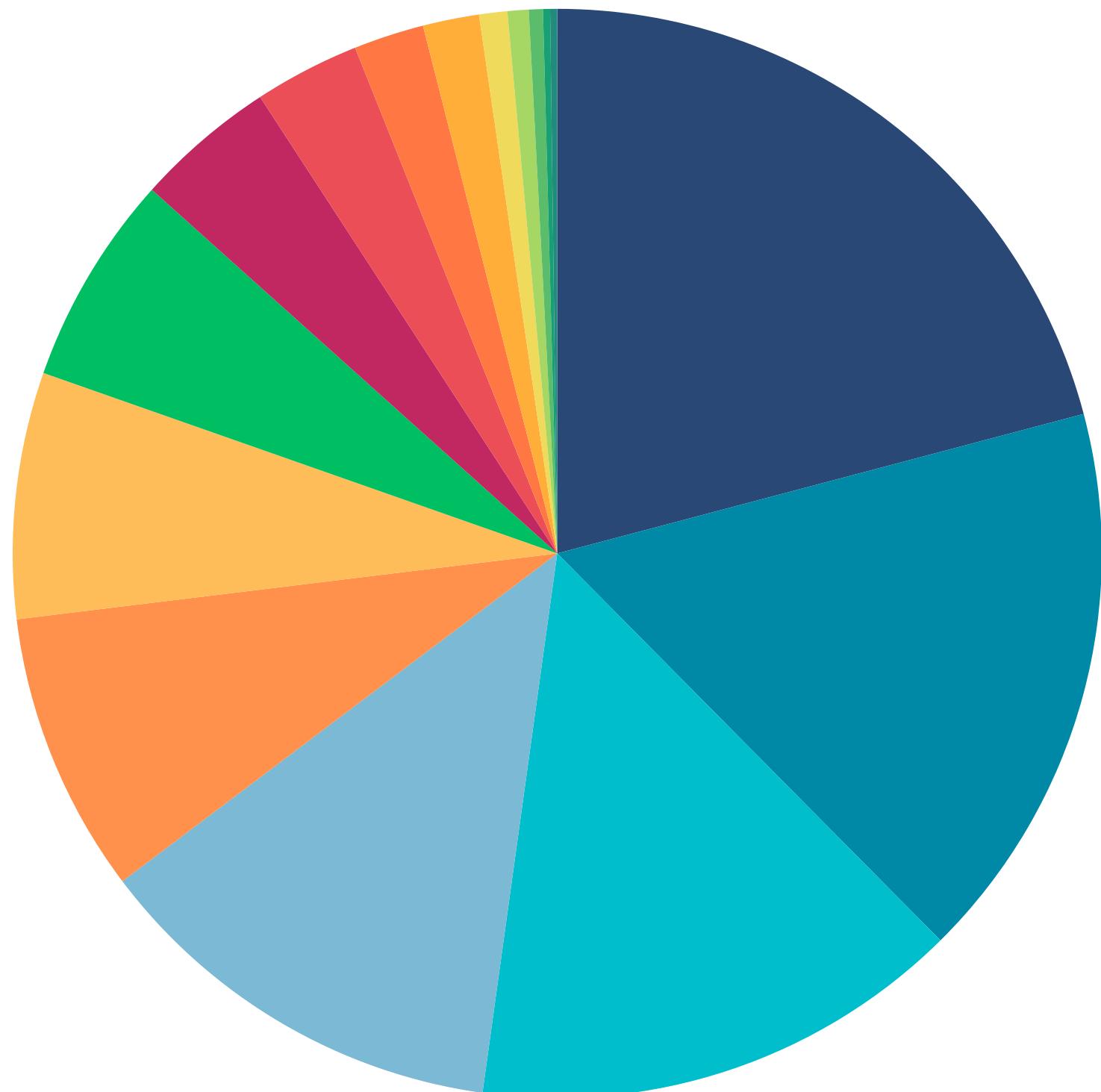


Expenses

Expenses	FY2025	FY2024
Salaries and Wages	\$2,099,239	\$1,868,546
Honoraria and Professional Fees	\$402,778	\$360,941
Amortization	\$322,757	\$125,499
Publicity and Promotion	\$277,417	\$348,031
Office	\$139,977	\$231,819
Travel	\$124,659	\$308,311
Rental	\$45,198	\$89,302
Repairs and Maintenance	\$33,347	\$27,707
Materials and Supplies	\$21,541	\$37,998

Expenses	FY2025	FY2024
Telephone	\$19,377	\$18,381
Insurance	\$18,595	\$11,871
Meals and Entertainment	\$8,757	\$56,470
Bank Charges	\$7,797	\$6,716
Donations	\$4,654	\$7,375
Equipment Rentals	\$4,426	\$111,614
Sub-contracts	-	\$86,208
Total Expenses	\$3,533,714	\$3,700,789
Net Profit (Net Income)	\$429,957	\$\$305,659

Expenses FY 2025



- Salaries and Wages
- Honoraria and Professional Fees
- Amortization
- Publicity and Promotion
- Office
- Travel
- Rental
- Repairs and Maintenance
- Materials and Supplies
- Telephone
- Insurance
- Meals and Entertainment
- Bank Charges
- Donations
- Equipment Rentals
- Sub-Contractors

Summary of Financials



This fiscal year, Elevate Aviation strengthened its financial position while maintaining steady operational growth. With the merger of Elevate Aviation Ltd. with Elevate Aviation, the fiscal year end date was adjusted, resulting in an eleven-month reporting period for 2025 rather than twelve months. This timing shift slightly affects year-to-year comparisons.

Diversified revenue streams helped stabilize overall income. Sales became a meaningful contributor, adding \$555,639 in new revenue. Amortization of capital allocations also increased substantially due to prior capital investments. Fundraising related activities saw a 22.7% decrease, and sponsorship revenue declined slightly by 7.6%. Donations experienced a 62.9% decrease as well.

Total expenses decreased by 4.5%, demonstrating disciplined financial stewardship even as programming and operations remained active throughout the year. This careful management of costs, combined with diversified revenue sources, resulted in a 40.7% increase in net income, rising from \$305,659 to \$429,957.

As Elevate Aviation continues to grow its presence and impact within the aviation community, these financial results demonstrate resilience, adaptability, and a strategic focus on long-term sustainability.

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:

Elevate Aviation Learning Centre

Elevate Aviation will continue strengthening and growing our suite of industry-aligned training programs, including the FAST, BASIC, and AST programs. We are committed to expanding training capacity, increasing the number of annual intakes, and broadening access across Alberta and beyond. In addition to this, in order to ensure organizational sustainability, fee-for-service programs are being explored.

Aviation Pathways for High School Students

Elevate Aviation is working toward offering our BASIC program to high school students for credit toward their high school diplomas. This will be achieved through collegiate partnerships, integrating aviation-focused learning into secondary education, creating an early-entry pathway into aviation careers and supporting long-term workforce development. These partnerships include collegiate funding for program delivery, representing a new revenue stream that supports Elevate Aviation's long-term financial sustainability.

What's Next?

Becoming an Approved Training Organization (ATO)

To enhance the quality and recognition of our training, Elevate Aviation is actively working toward becoming an ATO. This designation will elevate and standardize our AST program, while opening the door to the development of an apprenticeship-style Aircraft Maintenance Engineer (AME) program delivered at the Elevate Aviation Learning Centre. This would provide a direct, hands-on training pipeline into one of the industry's most in-demand careers.

Echo Platform Launch

Echo, Elevate Aviation's mentorship, networking, and professional development platform, launched in October 2025. Echo's paid features are intentionally and accessibly priced, designed to provide exceptional value while contributing to Elevate Aviation's financial sustainability. This new revenue stream ensures that all funds generated are reinvested into Elevate Aviation programs, supporting both the aviation industry and the individuals striving to build careers within it.

By creating a centralized, inclusive digital community for aviation professionals, Echo is poised to make a transformational impact. The platform will increase access to mentorship, connect users across geographic barriers, and support career advancement through high-quality professional development content. Echo will empower individuals at every stage of their aviation journey while helping the industry build a more diverse, connected, and future-ready workforce.

What's Next?

National and Global Partnerships

Elevate Aviation is pursuing deeper collaborations with airports, airlines, post-secondary institutions, and aviation organizations across Canada and internationally. These partnerships will strengthen mentorship networks, create new training and employment pathways, enhance corporate engagement on the Echo platform, and support the long-term sustainability of Elevate Aviation's workforce development initiatives.

Board of Directors Expansion

To ensure organizational and governance compliance, Elevate Aviation is currently working to expand our Board of Directors to 10 members across Canada with a broad range of industry and professional experience and expertise.

Through these initiatives, Elevate Aviation will continue its mission to provide a platform for women and underrepresented groups to thrive and succeed through careers in aviation.

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.

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.

The progress achieved this year would not have been possible without the support of our funders, sponsors, partners, volunteers, and advocates across Canada. Their contributions, whether financial, in-kind, or community-based, have strengthened our mission and expanded opportunities for women and underrepresented groups in aviation.

Thank you for your continued support!



Elevate Aviation
Learning Centre



ELEVATE AVIATION

