

Economic Impact Study of the Thunder Bay International Airport

Final Report

Prepared for the Thunder Bay International Airport Authority

July 2026



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Executive Summary

Thunder Bay International Airport (YQT) plays a significant role in the economy of Northern Ontario through its operations and by facilitating the movement of people and goods. To support its strategic planning and communications, the Thunder Bay International Airport Authority (TBIAA) engaged MNP LLP (MNP) to conduct an economic impact analysis to document YQT's contributions to the regional economy and its role in supporting northern communities.

Key Findings



YQT's impacts extend beyond its direct employment and purchasing. YQT connects Northern Ontario to regional, domestic and international destinations. This connectivity supports the regional economy by facilitating business travel in support of key sectors such as mining, bringing visitors to the region, connecting northern residents with essential services and supporting emergency response operations.



YQT is a critical logistics hub for northern and remote communities. According to cargo service providers more than 90 percent of cargo handled through the airport is destined for communities outside Thunder Bay, including remote and fly-in communities. These goods are generally purchased in Thunder Bay before being shipped and include groceries, retail items, medical and mail shipments, construction materials, tools, and bulk provisions.

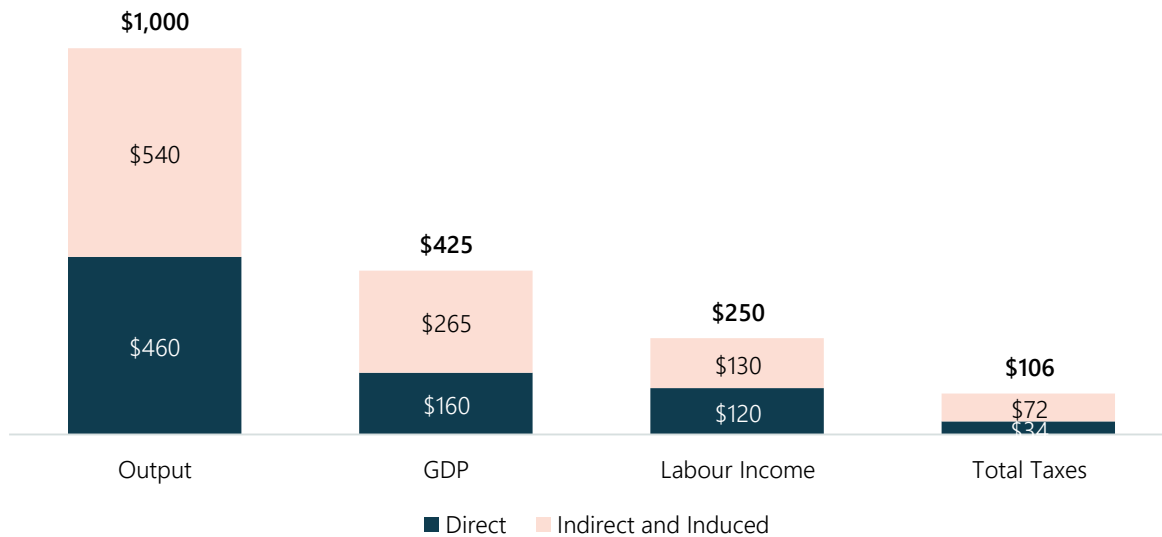


YQT's connectivity plays an important role in supporting Northern Ontario's tourism industry. In 2025, flights to YQT brought more than 62,000 visitors from across Canada and around the world. These visitors supported the regional economy through spending on accommodations, transportation, recreation and entertainment, food and beverages, and retail goods.

Economic Impact

Figure A presents the total economic impacts of YQT's operations in 2025. These impacts include the ongoing operation of the airport and related businesses including airlines, air cargo operators, ground handling and catering services, concessions, ground transportation, aircraft maintenance, and other airport-support services.

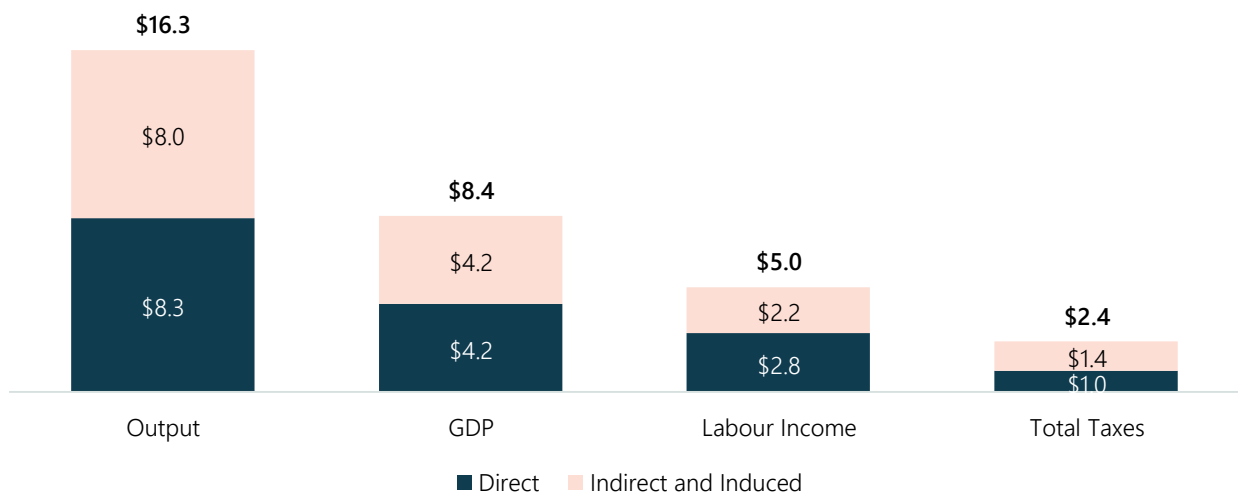
Figure A: Total Economic Impacts of YQT's Operations, 2025 (\$ millions)



3,140 FTEs of total employment are estimated to be supported by the operations of YQT and related businesses in 2025, including 1,490 direct FTEs and 1,650 indirect and induced FTEs.

Figure B presents the total economic impacts of YQT's 2025 capital expenditures, including spending on capital projects, infrastructure upgrades, and leasehold improvements.

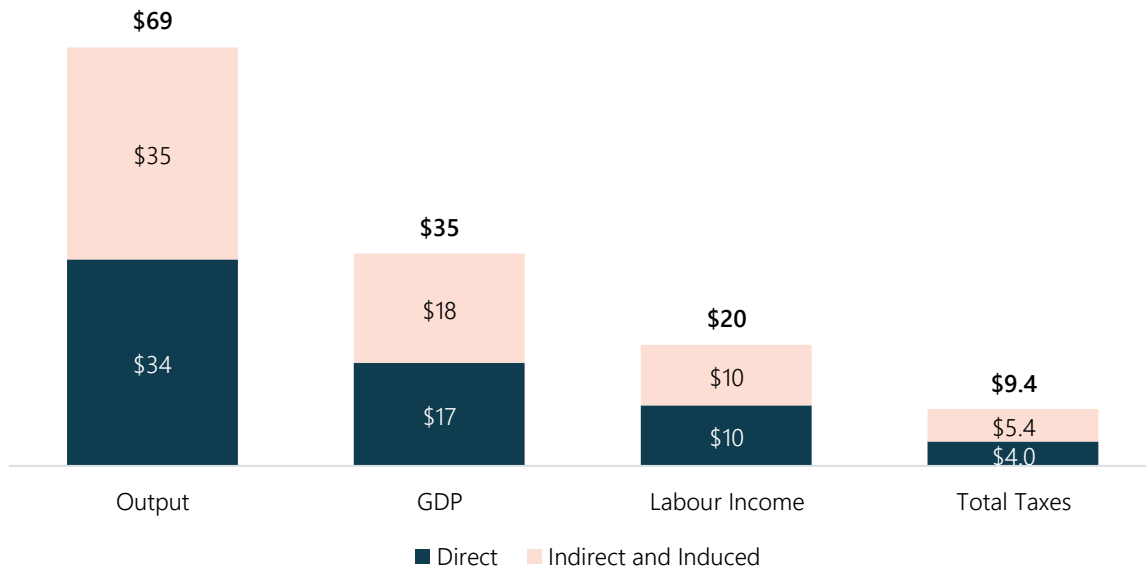
Figure B: Total Economic Impacts of YQT's Capital Expenditures, 2025 (\$ millions)



59 FTEs of total employment are estimated to be generated by the capital expenditures of YQT in 2025, including 30 direct FTEs and 29 indirect and induced FTEs.

Figure C presents the total economic impacts associated with spending by visitors arriving in Thunder Bay through YQT. While not directly attributable to airport operations, they are enabled by the airport's role in providing connectivity and access to Northern Ontario.

Figure C: Total Economic Impacts Associated with Visitors to Thunder Bay Arriving through YQT, 2025 (\$ millions)



340 FTEs of total employment are estimated to be supported by the spending from visitors arriving in Northern Ontario through YQT, including 215 direct FTEs and 125 indirect and induced FTEs.

1. Introduction

Background and Purpose

Thunder Bay International Airport (YQT) plays a significant role in the economy of Northern Ontario through its operations and by facilitating the movement of people and goods. To support its strategic planning and communications, the Thunder Bay International Airport Authority (TBIAA) engaged MNP LLP (MNP) to conduct an economic impact analysis to quantify and document YQT's contributions to the regional economy and its role in supporting northern communities.

Approach

In conducting this study, MNP carried out the following activities:

- Gathered employment and financial data from TBIAA related to airport operations and capital expenditures.
- Conducted an online survey of businesses operating at YQT, including air carriers, air cargo handlers, airside and terminal operators, ground transportation providers, retail and food service providers, and aircraft maintenance and support services.
- Conducted two follow up interviews with cargo service providers.
- Estimated the economic impacts associated with airport operations and capital expenditures.
- Prepared this report summarizing the study methodology, analysis, and key findings.

Structure of the Report

The remaining sections of this report are organized as follows:

- Section 2 provides an overview of YQT.
- Section 3 summarizes the economic impact methodology.
- Section 4 presents the estimated economic impacts.
- Section 5 summarizes findings from the stakeholder survey and interviews, including YQT's role in supporting the movement of goods to northern communities.
- The Appendices provide a detailed description of the methodology and assumptions used in the analysis.

Report Limitations

This report is provided for information purposes and is intended for general guidance only. It should not be regarded as comprehensive or as a substitute for personalized, professional advice.

We have relied upon the completeness, accuracy, and fair presentation of all information and data obtained from TBIAA, survey participants, and other public sources, believed to be reliable. The accuracy and reliability of the findings and opinions expressed in this document are conditional upon the completeness, accuracy, and fair presentation of the information underlying them. As a result, we caution readers not to rely upon any findings or opinions expressed for business or investment

decisions and disclaim any liability to any party who relies upon them as such. Before taking any particular course of action, readers should contact their own professional advisor to discuss matters in the context of their particular situation.

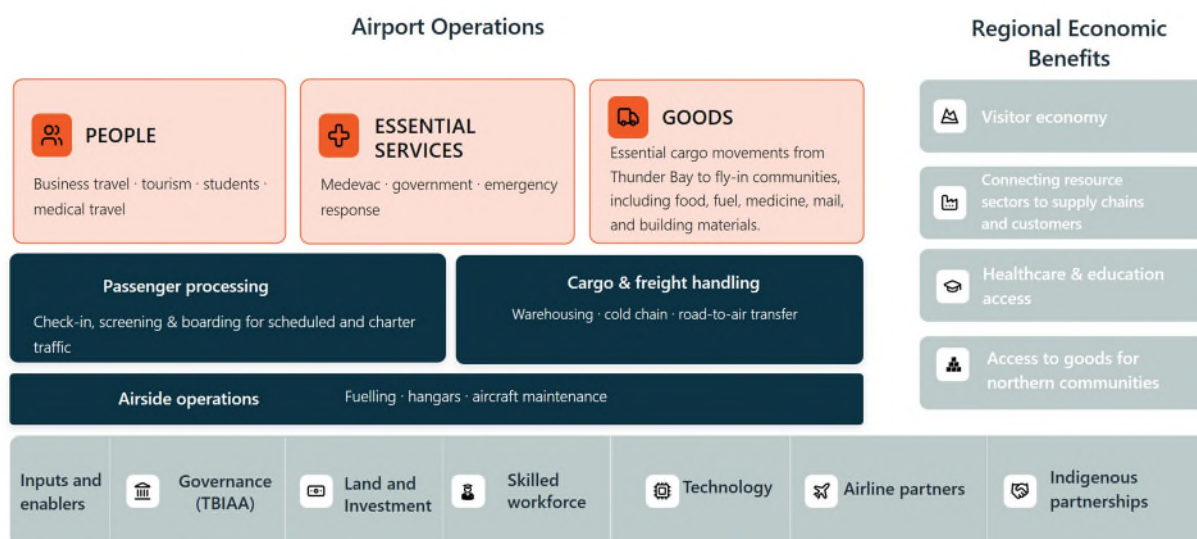
Additionally, the findings and opinions expressed in the presentation constitute judgments as of the date of the presentation and are subject to change without notice. MNP is under no obligation to advise of any change brought to its attention which would alter those findings or opinions.



2. Overview of Thunder Bay Airport

Thunder Bay Airport (YQT) is Northwestern Ontario's largest airport and an important gateway connecting the region with the rest of Ontario, other parts of Canada, and the broader air transportation network. This connectivity supports business activity in mining and other key sectors, brings visitors to the region, and connects northern residents with healthcare, education, and other essential services. YQT and the broader regional aviation network also support cargo transportation, medical travel, emergency services, and wildfire response. Figure 1 outlines YQT's role in the regional economy.

Figure 1: YQT's Role in the Regional Economy



A Central Hub in Northern Ontario's Transportation Network

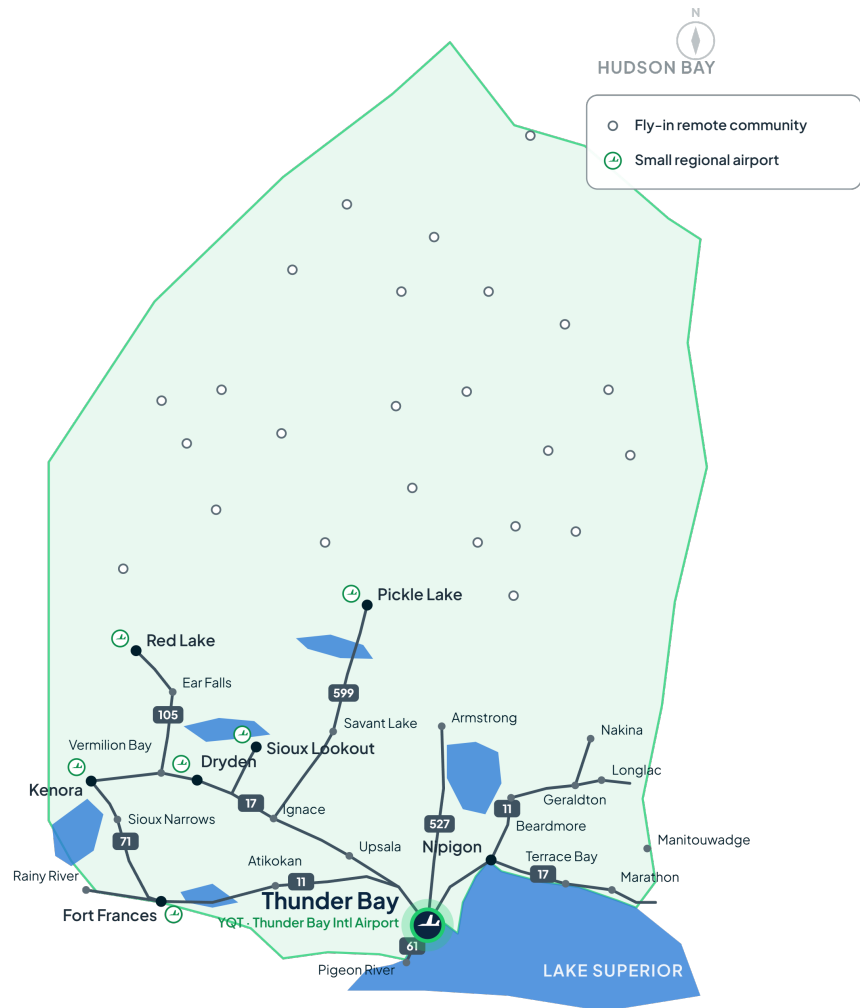
Northwestern Ontario is home to approximately 230,000 residents across a large and geographically dispersed area that includes 32 municipalities and 88 Indigenous communities. Approximately half of the region's population lives in the City of Thunder Bay, while about 28 percent lives in the Kenora District and 10 percent lives in the Rainy River District.

YQT serves as a central hub within the region's transportation network. Approximately 10 communities, with a combined population of about 20,000 residents, are located within a two-hour drive of Thunder Bay and use YQT to access scheduled passenger services and connections to destinations outside the region.

Across Northwestern Ontario, approximately 16 communities have regional or smaller airports that support passenger travel, cargo transportation, medical services, emergency response, wildfire management, and other aviation activities. Depending on the route and service provider, passengers, goods, personnel, and equipment may travel directly through Thunder Bay or connect through regional

hubs such as Pickle Lake and Red Lake.

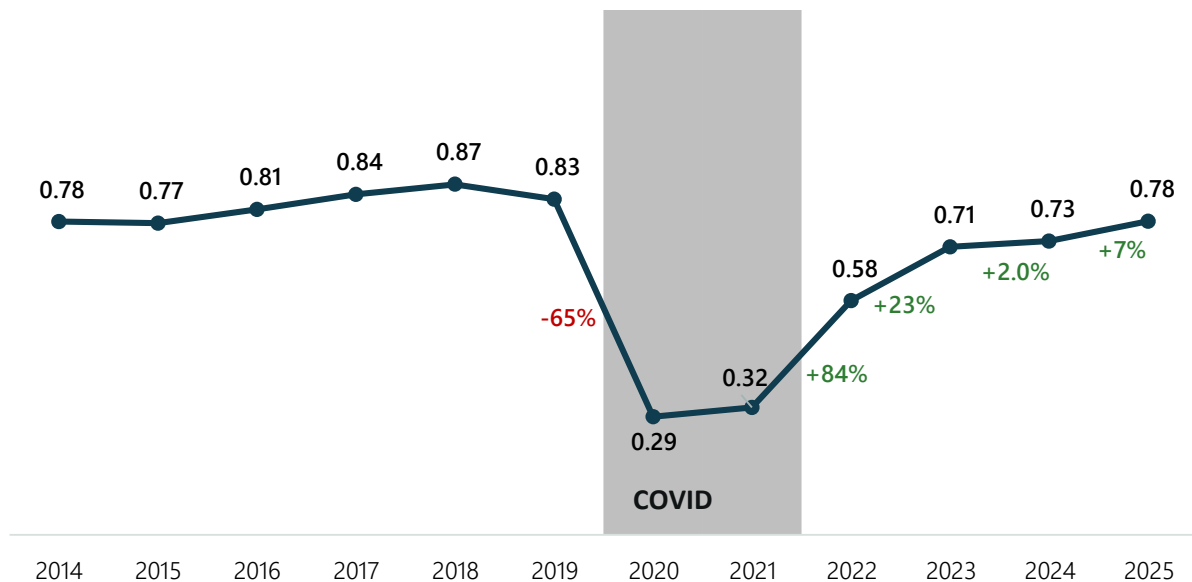
More than 20 communities, with a combined population of over 27,000 residents, are remote and accessible primarily by air. Many are Indigenous communities without year-round road access. Aviation services connect residents with healthcare, education, and other services while supporting the delivery of food, medicine, mail, building materials, and other essential supplies. They also enable medical transportation, emergency response, and wildfire response when timely access is critical.



Trends in Air Traffic

Passenger volume at YQT grew steadily from about 780,000 in 2014 to a pre-pandemic peak of 870,000 in 2018. Following sharp declines during the COVID-19 pandemic, passenger volumes have steadily recovered reaching 2014 levels by 2025.

Figure 2: Thunder Bay Airport (YQT) Passenger Volume, 2014–2025 (millions)



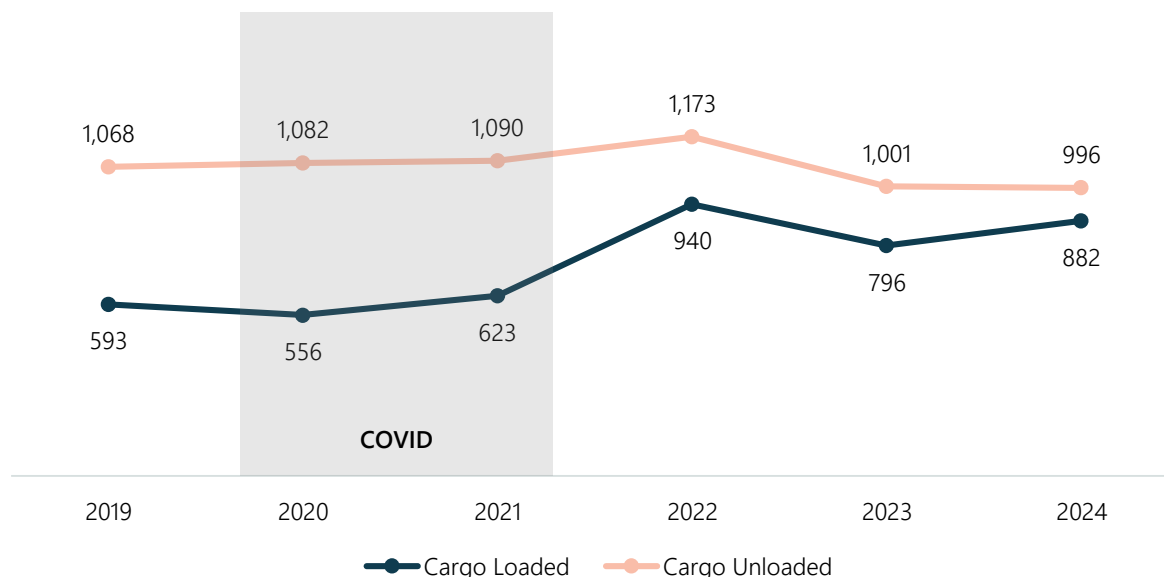
Source: Passenger Traffic Data, TBIAA.

Facilitating the Movement of Goods

In addition to passenger travel, YQT serves as critical logistics infrastructure for northern communities. Air cargo services support the timely movement of essential and time-sensitive goods, while also enabling regional businesses to ship products to larger markets and distribution hubs. Although these contributions are not directly quantified as economic impacts, they represent an important enabling function that supports business continuity, supply chain reliability, and overall economic resilience across the region.

Total air cargo handled at YQT grew from roughly 1,661 tonnes in 2019 to 1,878 tonnes in 2024, peaking at about 2,112 tonnes in 2022 (see Figure 4). Volumes dipped modestly during the COVID-19 period (2020–2021) before rebounding strongly. Across all years, unloaded (inbound) cargo consistently exceeded loaded (outbound) cargo, though the gap has narrowed as outbound volumes rose from about 593 tonnes in 2019 to 882 tonnes in 2024, while inbound volumes were relatively stable at around 1,000 tonnes. This growth in outbound cargo points to an increasing role for YQT in moving goods not only to the residents of the Thunder Bay region but also across Northern Ontario.

Figure 3: Air Cargo Traffic, Thunder Bay, Ontario, 2019-2024 (tonnes)

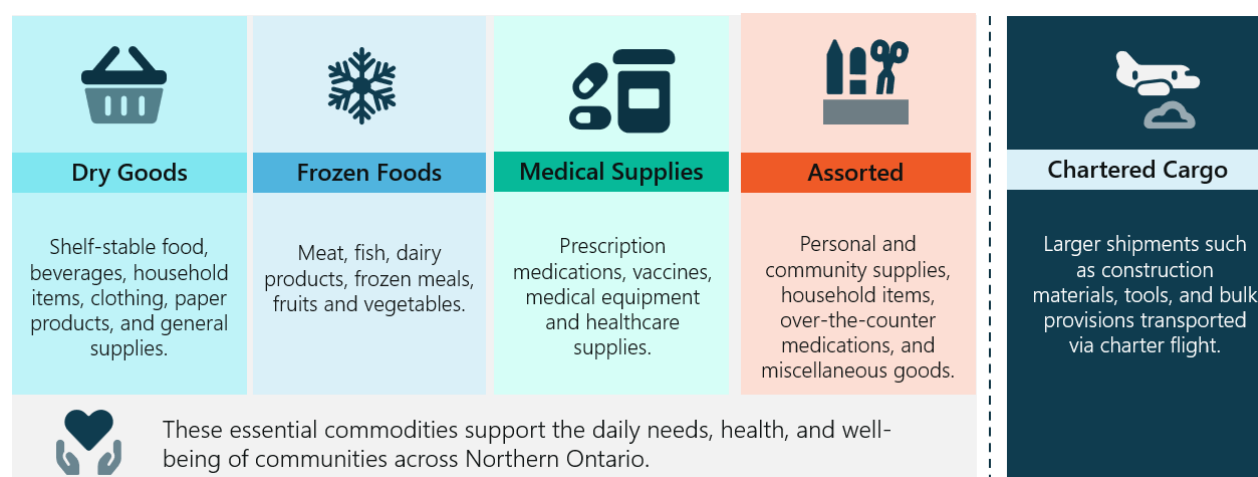


Source: Air cargo traffic at Canadian airports, Statistics Canada.

Figure 5 outlines the types of cargo transported through YQT to northern communities. Survey responses and follow-up discussions with cargo service providers indicate that the majority of cargo handled through YQT is primarily sourced in Thunder Bay and transported to northern communities. These cargo flows can be broadly categorized into three main streams:

- **Passenger-accompanied cargo:** Goods transported by residents and travellers as excess baggage, often including groceries, retail items, and other products purchased in Thunder Bay.
- **Small commercial shipments:** Individually packaged goods dropped off with cargo service providers, often sourced from local retailers or coordinated through local logistics channels.
- **Charter cargo:** Larger shipments transported by charter flights, including construction materials, tools, bulk provisions, and other community or project-related supplies.

Figure 4: Major Type of Commodities Shipped to Northern Communities



Source: Survey of businesses and interviews with cargo service providers.

Cargo service providers indicated that more than 90 percent of the cargo they handle through YQT is destined for northern communities outside of Thunder Bay. This cargo is generally distributed across non-road access communities north of Thunder Bay, including Fort Hope, Lansdowne House, Webequie, Marten Falls, Cat Lake, Round Lake, Muskrat Dam, Bearskin Lake, Sachigo Lake, Deer Lake, Angling Lake / Wapekeka, and Pikangikum. Cargo movements are predominantly one-way, flowing from Thunder Bay to northern communities. Return cargo volumes are limited and typically consist of mail and medical items, such as lab samples.

E-commerce and small packet shipments, including Amazon, UPS, and ICS deliveries, are not commonly shipped directly to northern communities. Instead, goods are typically purchased in Thunder Bay and shipped north through local cargo and logistics channels. Small packet shipments that continue to move through YQT are generally destined for the Thunder Bay region.

Cargo volumes also exhibit seasonal patterns. Demand tends to be higher during the holiday season, particularly around Christmas, and during the summer months. Volumes are lower during the winter road season, when some communities are able to rely more heavily on ground transportation.

Over the longer term, cargo service providers indicated that cargo volumes could continue to experience gradual growth, supported by population growth in northern communities and increasing demand for goods and supplies. However, survey responses and follow-up discussions did not identify any major structural changes in cargo composition. Although alternative shipping points such as Red Lake and Pickle Lake may offer lower-cost options, many shipments continue to move through Thunder Bay because of its convenience and simplicity for customers.

Overall, survey responses and follow-up discussions with businesses highlight YQT's broader role as a critical regional hub for northern communities. Beyond supporting the movement of goods, the airport provides essential connectivity for communities that are often accessible only by air for much of the year. Respondents emphasized YQT's importance in supporting access to medical care, education and training, employment-related travel, shopping, and community resupply. This role is particularly important for remote and non-road access communities, where air service helps maintain access to essential services and supports broader economic activity across Northern Ontario.



3. Economic Impact Methodology

In general, economic impacts are viewed as being restricted to quantitative, well-established measures of economic activity. The most commonly used of these measures are output, GDP, employment, and government revenues:

- **Output** is the total gross value of goods and services produced by a given company or industry measured by the price paid to the producer. This is the broadest measure of economic activity.
- **Gross Domestic Product ("GDP")**, or value added, refers to the additional value of a good or service over the cost of inputs used to produce it from the previous stage of production. Thus, GDP is equal to the unduplicated value of goods and services produced.
- **Labour Income** are the wages and salaries paid to employees.
- **Employment** is the number of additional jobs created. Employment is typically measured in terms of full-time equivalents ("FTEs"). One FTE may be considered one person-year of employment. That is, one FTE is the equivalent of one person working full-time for a period of one year.
- **Government Revenues** are the total amount of tax revenues generated for different levels of government. Tax revenues arise from personal income taxes, corporate income taxes, taxes on products, and taxes on production. Please note that because tax revenues can frequently change due to modifications in tax policy, the tax revenue impacts in this report are estimates only and subject to change. They should be viewed as approximate in nature.

Economic impacts may be estimated at the direct, indirect, and induced levels.

- **Direct impacts** are due to changes to "front end" businesses that would initially receive operating revenue as a direct consequence of the operations and activities of a facility or industry.
- **Indirect impacts** arise from changes in activity for suppliers of the "front end" businesses.
- **Induced impacts** arise from shifts in spending on goods and services as a consequence of changes to the payroll of the directly and indirectly affected businesses.

To estimate the economic impacts of YQT, MNP employed an input-output methodology that uses economic multipliers published by Statistics Canada. Input-output modeling is a widely-used and widely-accepted approach, making it recognizable by many different stakeholders and audiences. The structure of the approach also facilitates easy comparisons between reported results for different projects and facilities. An overview of the approach is provided in Appendix A.

4. Economic Impact Analysis

As a vital component of Northern Ontario's transportation infrastructure, YQT connects domestic, regional, and international markets and supports the economy in two primary ways. First, it generates direct economic activity through employment and the purchase of goods and services associated with its operations. Second, it facilitates the movement of people between markets, enabling broader business activity and tourism that extends beyond the region and across Canada.

To estimate YQT's economic contributions, impacts are categorized as follows:

- **Operations Impacts:** Economic impacts arising from the ongoing operation of YQT and its on-site and airport-related businesses. This includes locally based airline and air cargo operations, ground handling and catering services, retail and concession operators, ground transportation providers, aircraft maintenance facilities, and other services that directly support YQT's operations.
- **Capital Expenditure Impacts:** Economic impacts generated by spending on capital projects, infrastructure upgrades, and leasehold improvements related to YQT.
- **Tourism Impacts:** Economic impacts generated by visitors who travel to Northern Ontario via YQT, including both domestic and international travellers. While these impacts are not directly attributable to airport operations, they are enabled by the airport's role in providing connectivity and access to the region.

Economic Impacts of Operations

Estimates of the economic impacts of YQT's operations are based on direct employment attributable to activities that occur at YQT or that directly support its day-to-day functioning. This includes employment related to air carrier and corporate aviation activity, cargo services, aviation support services, public safety, security and screening, ground transportation, car rental services, food and beverage, retail services, facility operations, property services, and other businesses operating on airport lands.

Employment related to YQT's operations is categorized as follows:

- **Commercial Air Carriers, Corporate Aviation, and Cargo Services** – Staff employed by scheduled and charter airlines, corporate aviation operators, cargo operators, courier companies, and related warehousing and logistics services operating at YQT.
- **Government, Public Safety, Security and Screening Services** – Employment associated with government agencies, fire and emergency response, public safety, airport security, passenger and baggage screening, on-site policing, and other related services that support safe and secure airport operations.
- **Aviation Support Services** – Employment related to the management, operation, maintenance, and support of airport and aviation activities at YQT. This includes TBIAA's staff, as well as ground handling crews, baggage and cargo handlers, aircraft refueling and de-icing staff,

aircraft maintenance personnel, custodial and building maintenance staff, and other operational, terminal, or site support services.

- Ground Transportation and Car Rental Services – Employment associated with taxi, shuttle, car rental, ride-hailing, and other transportation providers directly serving passengers travelling to and from YQT.
- Food and Beverage and Retail Services – Restaurant, café, retail, and concession staff located within the airport terminal and serving airport passengers, employees, and visitors.
- Other Services and Tenants – Employment associated with other businesses, organizations, and tenants operating on airport lands, including education, training, industrial, and other non-passenger-facing activities.

To estimate the direct employment and payroll associated with YQT's operations, MNP used employment and payroll data collected through the survey of service providers. This was supplemented with Restricted Area Identity Card (RAIC) pass data provided by TBIAA and average weekly earnings data from Statistics Canada.

Table 1 shows the estimated direct employment related to YQT's operations in 2025. In total, YQT's operations are estimated to support approximately 1,680 jobs (1,490 full-time equivalent positions (FTEs)) and \$120 million in payroll.

Table 1: Direct Employment Related to YQT's Operations, 2025

Category of Employer	Jobs	FTEs	Payroll (\$ millions)
Commercial Air Carrier, Corporate Aviation, Cargo Services	980	875	\$72.9
Government, Public Safety, Security or Screening Services	370	325	\$26.2
Aviation Support Services	200	195	\$14.2
Ground Transportation, Car Rental Services	45	40	\$3.0
Food and Beverage, Retail Services	30	20	\$0.9
Other (Education, Training, Industrial)	55	35	\$2.4
Total	1,680	1,490	\$119.5

Source: Survey of Service Providers; TBIAA RAIC Pass Data; Average weekly earnings by industry, Statistics Canada.

YQT's operations generate economic impacts through the purchase of goods and services by airport-related service providers, the employment supported by these activities, and the generation of revenues for local, provincial, and federal governments.

Table 2 summarizes the estimated economic impacts of YQT's ongoing operations. In 2025, YQT's operations are estimated to have generated:

- Total output in Ontario of \$840 million, consisting of \$460 million in direct output, and \$380 million in indirect and induced output. When including additional impacts generated across Canada, total output increases to \$1 billion.
- Total GDP in Ontario of \$345 million, consisting of \$160 million in direct GDP, and \$185 million in indirect and induced GDP. When including additional impacts generated across Canada, total GDP increases to \$425 million.
- Total labour income in Ontario of \$220 million, consisting of \$120 million in direct labour income, and \$100 million in indirect and induced labour income. When including additional impacts generated across Canada, total labour income increases to \$250 million.
- Total employment in Ontario of 2,770 FTEs, consisting of 1,490 direct FTEs, and 1,280 indirect and induced FTEs. When including additional employment generated across Canada, total employment increases to 3,140 FTEs.
- Total government revenue of \$106.5 million, consisting of \$51 million in federal revenues, \$45 million in provincial revenues and \$10.5 million in municipal revenues.

The majority of these impacts are expected to occur within Northern Ontario.

Table 2: Economic Impacts of Operations, 2025

	Output (\$ million)	GDP (\$ million)	Labour Income (\$ million)	Employment (FTEs)	Federal Tax (\$ million)	Provincial Tax (\$ million)	Municipal Tax (\$ million)
Ontario							
Direct	\$460	\$160	\$120	1,490	\$20	\$14	\$0.4
Indirect and Induced	\$380	\$185	\$100	1,280	\$23	\$23	\$8.0
Total	\$840	\$345	\$220	2,770	\$43	\$37	\$8.4
Rest of Canada							
Indirect and Induced	\$160	\$80	\$30	370	\$8	\$8	\$2.1
Total							
Direct	\$460	\$160	\$120	1,490	\$20	\$14	\$0.4
Indirect and Induced	\$540	\$265	\$130	1,650	\$31	\$31	\$10.1
Total	\$1,000	\$425	\$250	3,140	\$51	\$45	\$10.5

YQT's Growing Economic Contribution

Since 2016, Thunder Bay Airport's contribution to the regional economy has expanded significantly. Total economic output generated from operations increased from **\$395 million** in 2016 to **\$1.0 billion** in 2025, representing a 154 percent increase. During the same period, total employment grew from **2,782 FTEs** to **3,140 FTEs** (13 percent increase), and labour income rose from **\$162 million** to **\$250 million** (55 percent increase).

Source: The Economic Impact of the Thunder Bay Airport: 2016. RP Erickson & Associates.

Economic Impacts of Capital Expenditures

Capital expenditures create economic impacts in the economy through expenditures on goods and services, the employment of staff, and the generation of tax revenues for different levels of government.

In 2025, capital expenditures associated with YQT were approximately \$8.3 million. These expenditures supported a range of construction and improvement projects, including upgrades to the parking lot, check-in counters, terminal footprint expansion, the addition of a new floor, gift shop improvements, and other terminal area enhancements.

Table 3 shows the estimated economic impacts of capital expenditures. In 2025, capital expenditures were estimated to have generated approximately:

- Total output in Ontario of \$14.9 million. When including additional impacts generated across Canada, total output increases to \$16.3 million.
- Total GDP in Ontario of \$7.7 million. When including additional impacts generated across Canada, total GDP increases to \$8.4 million.
- Total labour income in Ontario of \$4.7 million. When including additional impacts generated across Canada, total labour income increases to \$5.0 million.
- Total employment in Ontario of 55 FTEs. When including additional employment generated across Canada, total employment increases to 59 FTEs.
- Total government revenue of \$2.4 million across all three levels of government.

Table 3: Economic Impacts of Capital Expenditures, 2025

	Output (\$ million)	GDP (\$ million)	Labour Income (\$ million)	Employment (FTEs)	Federal Tax (\$ million)	Provincial Tax (\$ million)	Municipal Tax (\$ million)
Ontario							
Direct	\$8.3	\$4.2	\$2.8	30	\$0.4	\$0.3	\$0.3
Indirect and Induced	\$6.6	\$3.5	\$1.9	25	\$0.5	\$0.5	\$0.1
Total	\$14.9	\$7.7	\$4.7	55	\$0.9	\$0.8	\$0.4
Rest of Canada							
Indirect and Induced	\$1.4	\$0.7	\$0.3	4	\$0.08	\$0.07	\$0.02
Total							
Direct	\$8.3	\$4.2	\$2.8	30	\$0.4	\$0.3	\$0.3
Indirect and Induced	\$8.0	\$4.2	\$2.2	29	\$0.6	\$0.6	\$0.2
Total	\$16.3	\$8.4	\$5.0	59	\$1.0	\$0.9	\$0.5

Economic Impacts of Tourism

YQT's connectivity plays a key role in supporting Northern Ontario's tourism industry. Flights to YQT bring visitors from across Canada and around the world, and these visitors contribute to the regional economy through spending on accommodations, transportation, recreation and entertainment, food and beverages, and retail goods. While these impacts are not directly attributable to airport operations, YQT's role in enabling visitor travel is an important factor in supporting the creation of these economic impacts.

Table 4 presents the estimated number of visitors and their spending by region of origin. In 2025, approximately 62,300 visitors travelled through YQT to Thunder Bay, collectively spending an estimated \$34 million during their stay in Thunder Bay and the surrounding Northern Ontario tourism region.

Table 4: Spending and Number of Overnight Visitors to Thunder Bay Arriving through YQT, 2025

Visitor Region of Origin	Number of Visitors	Average spending per person per trip	Total Spending (\$ in millions)
Other Parts of Ontario	39,500	\$451	\$17.8
Rest of Canada	15,500	\$556	\$8.6
United States	2,300	\$941	\$2.2
Other International	5,000	\$1,099	\$5.5
Total	62,300	-	\$34.1

Source: Statistics Canada, National Travel Survey, Visitor Travel Survey.

Table 5 presents the estimated economic impacts associated with spending by visitors arriving in Thunder Bay through YQT. In 2025, tourism facilitated by YQT is estimated to have generated:

- Total output in Ontario of \$62 million. When including additional impacts generated across Canada, total output increases to \$69 million.
- Total GDP in Ontario of \$32 million. When including additional impacts generated across Canada, total GDP increases to \$35 million.
- Total labour income in Ontario of \$18 million. When including additional impacts generated across Canada, total labour income increases to \$20 million.
- Total employment in Ontario of 320 FTEs. When including additional employment generated across Canada, total employment increases to 340 FTEs.
- Total government revenue of \$9.4 million across all three levels of government.

Table 5: Economic Impacts of Visitors to Thunder Bay Arriving through YQT, 2025

	Output (\$ million)	GDP (\$ million)	Labour Income (\$ million)	Employment (FTEs)	Federal Tax (\$ million)	Provincial Tax (\$ million)	Municipal Tax (\$ million)
Ontario							
Direct	\$34	\$17	\$10	215	\$2.1	\$1.5	\$0.4
Indirect and Induced	\$28	\$15	\$8	105	\$2.0	\$1.9	\$0.7
Total	\$62	\$32	\$18	320	\$4.1	\$3.4	\$1.1
Rest of Canada							
Indirect and Induced	\$7	\$3	\$2	20	\$0.4	\$0.3	\$0.1
Total							
Direct	\$34	\$17	\$10	215	\$2.1	\$1.5	\$0.4
Indirect and Induced	\$35	\$18	\$10	125	\$2.4	\$2.2	\$0.8
Total	\$69	\$35	\$20	340	\$4.5	\$3.7	\$1.2

Summary of Economic Impacts

YQT's impact on the Canadian economy extends beyond the core operations in Thunder Bay. YQT supports supply chains across Ontario and the rest of Canada through spending related to its core operations, as well as supporting the movement of people and goods.

Table 6 provides a summary of the economic impacts of YQT in 2025.

Table 6: Summary of Economic Impacts of YQT, 2025

	Output (\$ million)	GDP (\$ million)	Labour Income (\$ million)	Employment (FTEs)	Federal Tax (\$ million)	Provincial Tax (\$ million)	Municipal Tax (\$ million)
Economic Impacts of YQT's Operations (Total Canada)							
Direct	\$460	\$160	\$120	1,490	\$20	\$14	\$0.4
Indirect and Induced	\$540	\$265	\$130	1,650	\$31	\$31	\$10.1
Total	\$1,000	\$425	\$250	3,140	\$51	\$45	\$10.5
Economic Impacts of Capital Expenditures (Total Canada)							
Direct	\$8.3	\$4.2	\$2.8	30	\$0.4	\$0.3	\$0.3
Indirect and Induced	\$8.0	\$4.2	\$2.2	29	\$0.6	\$0.6	\$0.2
Total	\$16.3	\$8.4	\$5.0	59	\$1.0	\$0.9	\$0.5
Economic Impacts Associated with Visitors to Thunder Bay Arriving through YQT (Total Canada)							
Direct	\$34	\$17	\$10	215	\$2.1	\$1.5	\$0.4
Indirect and Induced	\$35	\$18	\$10	125	\$2.4	\$2.2	\$0.8
Total	\$69	\$35	\$20	340	\$4.5	\$3.7	\$1.2

Looking Ahead: Strengthening Northern Ontario's Aviation Hub

YQT is advancing several initiatives to support long-term growth and strengthen its role as Northern Ontario's aviation hub. The CATSA Plus project will modernize the airport's pre-board screening area and expand screening capacity. Complementing this investment, the terminal will be expanded to provide additional space for passenger screening and the departure lounge, along with a new restaurant and bar.

Development is also planned for the airport's commercial lands. Construction of Canada's first Cambria Hotel is expected to add 107 guest rooms and create a new amenity for travellers, business visitors, and the broader community. YQT is also continuing to service and market available lands to attract aviation-related businesses and complementary commercial and industrial development.

Looking further ahead, YQT will continue working with partners and prospective investors to pursue opportunities in aerospace, aircraft maintenance, manufacturing, and other aviation services. Together, these initiatives are intended to enhance the passenger experience, diversify airport revenues, attract investment, and position YQT for sustainable long-term growth.

Source: Future investment plans and information provided by TBIAA.



Appendix A - Economic Impact Modelling Assumptions

MNP's approach to economic impact modelling is based on published Statistics Canada multipliers and input-output analysis. A step-by-step overview of the methodology is provided below:

Step 1: Collected Employment, Payroll, Capital Expenditures, and Passenger Traffic Data

MNP collected 2025 employment, payroll, and capital expenditures data from TBIAA. MNP also conducted an online survey to collect employment and payroll information from businesses operating at YQT.

For businesses that did not provide employment and payroll information through the survey, RAIC pass data provided by TBIAA was used to estimate employment and fill data gaps. Payroll was then estimated using Statistics Canada's average weekly earnings by industry.

Total passenger traffic data for 2025 was also collected from TBIAA. This data formed the basis for estimating the number of visitors to the region and the associated tourism impacts enabled by YQT.

Step 2: Assigned employment and payroll to an industry classification based on the North American Industry Classification System (NAICS)

MNP assigned each category of employment and payroll to the appropriate industry based on the North American Industry Classification System (NAICS). This step ensured that the employment and payroll estimates were aligned with the relevant industry classifications used in Statistics Canada's input-output multiplier framework.

Step 3: Applied Statistics Canada's Input-Output Multipliers to Estimate Economic Impacts

To estimate the economic impacts of airport operations, MNP used direct labour income-to-output multipliers to estimate direct output from payroll. The relevant Statistics Canada input-output multipliers were then applied to the corresponding direct output estimates.

To estimate the economic impacts of capital investments, the relevant input-output multipliers were applied to capital expenditure data. Similarly, to estimate the economic impacts of visitor spending, the appropriate multipliers were applied to estimated visitor expenditure data.

Statistics Canada's input-output multipliers provided estimates of direct, indirect, and induced impacts within Ontario, across the economic categories of output, GDP, labour income, employment, and taxes. Taxes include income taxes, taxes on products (e.g., sales taxes), and taxes on production (e.g., property taxes, capital taxes, and licenses).

Step 4: Adjusted the Economic Impacts of Operations

The employment and payroll profile for operations collected in Step 1 was compared with estimates generated by the multipliers, including spending on suppliers, employment, and taxes. Adjustments were then made to the multiplier-based estimates to reflect this comparison.



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