



# Economic Impact Study 2024

FOR REGINA INTERNATIONAL AIRPORT

FINAL REPORT  
March 3, 2026

# Executive Summary

This study examines the economic impacts generated from the operations related to the Regina International Airport (YQR) and all businesses operating on Regina Airport Authority land in the Province of Saskatchewan, based on a review of businesses and associated activities in 2024.

*Economic impact* is a measure of the spending and employment associated with a sector of the economy, a specific project, or a change in government policy or regulation. In this case, economic impact refers to the

economic contribution associated with the ongoing activities of YQR, all Regina Airport Authority tenants and subtenants on YQR grounds. The economic contribution of the airport and YQR grounds to the community is termed the *economic impact of YQR*. The three major components of economic impact are classified as *direct, indirect, and induced impacts*.<sup>1</sup> Together, they provide a snapshot of how the operation of the airport benefits the local and regional economy.

## Economic Impacts (2024)

### Economic Impacts of YQR – 2024 (Total impacts)

- 4,470 total jobs
- \$230 million in wages
- \$380 million in GDP
- \$760 million in economic output

The current economic impact of YQR is detailed in **Figure ES-1**. It measures employment, wages, GDP contribution, and economic output from three key activities: ongoing operations, visitor spending, and capital expenditures. Ongoing operations refer to the day-to-day activities at YQR airport. Visitor spending encompasses the economic contributions made by visitors

while in Regina who travelled by air through YQR. Capital expenditures involve airport infrastructure improvement projects that took place between 2020 and 2024. Indirect and induced impacts refer to the broader economic effects generated by the airport's activities, such as supporting industries and employee spending in the broader economy.

<sup>1</sup> Direct impacts account for the economic activity of the target sector itself. Indirect impacts are those that result because of the direct impacts, which involve employment in downstream

industries (i.e., suppliers) that arise from the presence of YQR. Induced employment is generated from expenditures by individuals employed directly or indirectly by the airport.

This study also estimates the tax revenues associated with the direct impacts. This study reports the total federal, provincial, and municipal tax using tax data for the year 2024.

A survey of YQR tenants assessed the airport's direct impact on the local economy. Visitor spending and capital expenditure impacts were estimated using local and national data applied to InterVISTAS proprietary models.

The total *direct* impacts of YQR in 2024 are estimated to be 3,230 jobs earning approximately \$150 million in total *direct* wages. YQR contributes \$220 million in *direct* GDP and \$490 million in *direct* economic output annually.

*Total* impacts are calculated by adding together the *direct*, *indirect*, and *induced* impacts. Total impacts equate to 4,470 jobs, with *total* earnings amounting to \$230 million in wages.

Furthermore, YQR's operations contributed an estimated \$380 million and \$760 million in *total* GDP and *total* economic output, respectively, to the provincial economy.

The YQR airport boosts trade, attracts businesses, and encourages investment, generating local employment and economic development. YQR is crucial for linking the regional and national economy, supporting long-term growth by creating jobs, connecting to business markets, and providing access to resources. Not only does this benefit direct airport users, but more importantly YQR's operations extend positive impacts on the performance and economic activity of the region. Overall, YQR is essential in facilitating economic development, and contributes to Saskatchewan's attractiveness and competitiveness as a province.

Figure ES-1: Economic Impact of YQR's Ongoing Operations, Visitor Spending, and Capital Spending (2024)



Impact	Employment Jobs	Wages (\$ Millions)	GDP (\$ Millions)	Economic Output (\$ Millions)
<b>Ongoing Airport Operations</b>				
Direct	1,270	90	140	290
Indirect	500	30	60	110
Induced	270	10	40	60
<b>Total SK</b>	<b>2,050</b>	<b>140</b>	<b>230</b>	<b>470</b>

<i>Visitor Spending</i>				
Direct	1,850	50	70	150
Indirect	250	10	30	50
Induced	130	10	20	30
<b>Total SK</b>	<b>2,220</b>	<b>70</b>	<b>110</b>	<b>230</b>
<i>Capital Spending Activity</i>				
Direct	120	10	20	40
Indirect	50	4	10	10
Induced	30	2	5	10
<b>Total SK</b>	<b>200</b>	<b>20</b>	<b>30</b>	<b>60</b>
<i>Overall</i>				
Direct	3,230	150	220	490
Indirect	800	50	90	180
Induced	440	20	60	100
<b>Grand Total SK</b>	<b>4,470</b>	<b>230</b>	<b>380</b>	<b>760</b>

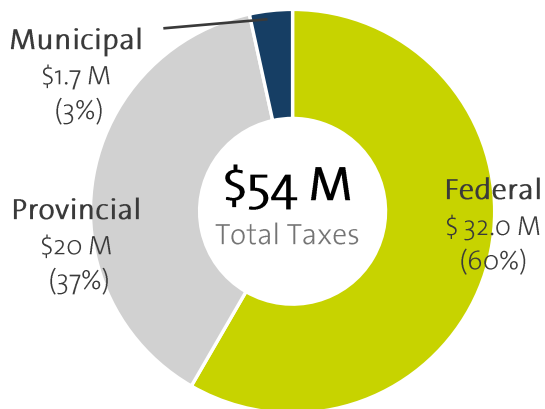
Note: Totals may not sum due to rounding. All values displayed in 2025 dollars.

## Tax Contributions (2024)

YQR is also an important generator of tax revenues to all levels of government. Total tax contributions in 2024 are estimated at nearly \$54 million. Approximately 8% of the airport’s taxes were paid by air passengers, while the balance (92%) was paid by airport employers, tenants and their employees, and Regina Airport Authority.

The majority of YQR’s taxes accrue to the federal and provincial governments, accounting for 60% and 37%, respectively, of the total tax revenues generated by YQR. The municipal government benefits from YQR through the collection of property taxes,

amounting to nearly \$2 million paid by Regina Airport Authority. **Figure ES-2** provides a summary of the taxes collected.



**Figure ES-2: Estimated Annual Tax Revenues Generated by Regina International Airport (YQR)**

# Table of Contents

Executive Summary .....	i
Economic Impacts (2024).....	i
Tax Contributions (2024) .....	iii
<b>1 Introduction.....</b>	<b>1</b>
1.1 Regina International Airport.....	1
1.2 2024 Airport Traffic.....	2
1.3 Regional Economy Overview .....	3
1.4 Economic Impact Overview.....	5
<b>2 Methodology .....</b>	<b>7</b>
2.1 Employment Survey .....	7
2.2 Estimating Tax Revenue Impacts .....	7
<b>3 Employment Snapshot.....</b>	<b>8</b>
<b>4 General Aviation .....</b>	<b>9</b>
4.1 General Aviation ‘s Community Impact.....	9
<b>5 Economic Impact of YQR’s Ongoing Operations.....</b>	<b>12</b>
<b>6 Economic Impact of Visitor Spending.....</b>	<b>13</b>
<b>7 Economic Impact of Capital Expenditures (CapEx) .....</b>	<b>15</b>
<b>8 Total economic Impacts of YQR .....</b>	<b>17</b>
<b>9 Tax Impacts.....</b>	<b>19</b>
9.1 Ongoing Operations Tax Impacts.....	20
Appendix A: Employment Survey.....	20
Appendix B: Sample Survey.....	24
Appendix C: Calculation of Full-time Equivalent Employment.....	42
Appendix D: Summary of Direct Jobs and Full-Time Equivalents .....	43
Appendix E: Inferred Employment.....	44
Appendix F: Contract Employment .....	45
Appendix G: Tax Revenues Attributable to YQR Employers.....	46
Appendix H: Tax Revenues Attributable to Airport Users.....	52
Appendix I: Glossary of Terms.....	54

# 1 Introduction

Regina Airport Authority (RAA) commissioned InterVISTAS Consulting Inc. to conduct an economic impact study on the operations of Regina International Airport (YQR) based on its operations in 2024. The purpose of this study is to document the economic contribution of the airport and related businesses across the province of Saskatchewan.

In addition to its role as an international terminal for commercial air traffic, YQR supports a range of aviation services, including flight training, specialized aircraft repair and maintenance, and cargo shipping. The YQR aviation industry is supported by various on- and off-airport activities, such as retail shopping, dining, and transportation services. Additionally, the airport hosts non-aviation tenants who lease office and warehouse spaces on the property.

## 1.1 Regina International Airport

The Regina Municipal Airport first officially opened in 1930 and featured the only paved runway between Montreal and Vancouver. It soon became a hub for air training, with the Regina Flying Club training Royal Canadian Air Force (RCAF) pilots during World War II. Scheduled cargo and passenger services began around the same time. The current terminal, constructed in 1960, has undergone several expansions and improvements, shaping the airport into its present form.

YQR provides essential transportation infrastructure that links the Regina region to cities across Canada and around the world, making it an important component of Canada's tourism and trade-related industries. The airport offers direct service to destinations across Canada, the United States, Mexico and the Caribbean.<sup>2</sup>



*Economic impact studies  
are an important tool in communicating the significance and role of  
Regina International Airport  
in the local and provincial,  
economies.*

---

<sup>2</sup> Diio (2024)

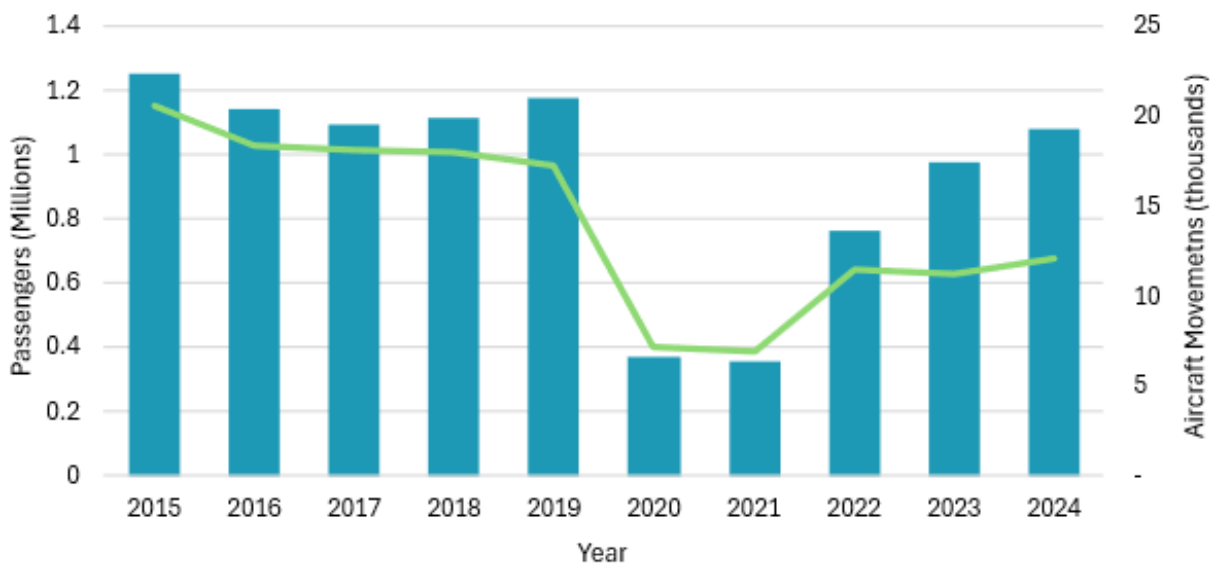
## 1.2 2024 Airport Traffic

In the years leading up to the COVID-19 pandemic, passenger traffic at YQR declined from 1.25 million in 2015 to 1.17 million in 2019. YQR has seen a modest recovery, with passenger volumes in 2024 increasing by over 300% from the low in 2021, though still 14% below the peak in 2015. Nevertheless, YQR continues its recovery, with 1.08 million enplaned and deplaned passengers in 2024, representing a 10% growth from 2023.<sup>3</sup>

YQR handled a total of over 12,100 aircraft movements, including itinerant and local movements. This was an increase of 5% compared to the previous year. Like previous years, itinerant movements accounted for the majority and rose by 8% year-over-year.

Figure 1-1 illustrates passenger traffic and aircraft movements at Regina International Airport from 2015 to 2024.

Figure 1-1: Air Passenger Traffic & Aircraft Movements at YQR, 2015-2024



<sup>3</sup> Traffic data provided by RAA.



Regina City Population: 226,404  
*\*Metropolitan area 249,217*

- **Employment:** 121,445 *Employed Residents*
- **Average Household Income:** \$73,312
- **Largest Industries:** health care and social assistance, retail trade, public administration

Source: Census Data Regina (CMA), Saskatchewan (2021)

### 1.3 Regional Economy Overview

Regina, the capital city of Saskatchewan, is in the southern region of the province, surrounded by expansive agricultural land and sits adjacent to the Bakken Oil Formation. Its position along major railways and highways has established Regina as a crucial trade hub. The city's agricultural expertise has resulted in the development of advanced manufacturing and has become headquarters of financial institutions.

In recent years, Regina has actively worked to attract new residents and visitors by investing in infrastructure, housing, and community support. The Regina Revitalization Initiative has notably transformed the urban landscape with projects like Mosaic Stadium and the Railyard Renewal Project. These developments not only draw tourists and sports enthusiasts but also support local businesses, fostering economic growth and community engagement.

To bolster the event hosting and business travel sector, Tourism Saskatchewan collaborated with an international lead generation agency to identify qualified leads for international business events in Regina and Saskatoon. This partnership resulted in the identification of 32 qualified leads, with half originating from the life sciences sector.<sup>4</sup>

In 2025, YQR announced the launch of daily non-stop United Airlines service. The flight offers crucial connectivity to the U.S. and increases accessibility for visitors to experience Regina and the many offerings across the province. The route is supported by a revenue guarantee program in collaboration with the province, YQR, and various business partners to ensure its commercial success and longevity.

The city's 2024 GDP growth was projected at 1.4%, reflecting strong economic performance.<sup>5</sup> As of March 2025, Regina's Housing Price Index Benchmark Composite

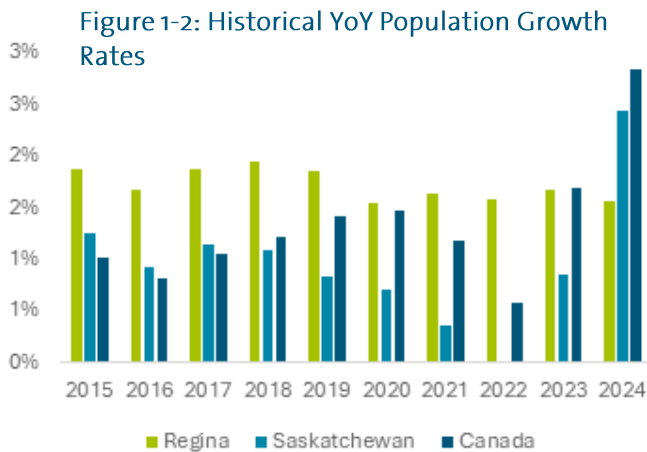
---

<sup>4</sup> Tourism Saskatchewan Annual report for 2023-24

<sup>5</sup> EDR's Forecast report Card for the GRA: 2024

Price rose by 4.4% in year over year, reflecting stable growth in the housing market.<sup>6</sup>

Regina has experienced consistent population growth, averaging 1.7% annually over the past decade, surpassing both the provincial average of 1.0% and the national average of 1.3%.<sup>7</sup> Looking ahead, the city's population is estimated to increase by approximately 4,540 people each year, growing at a rate of 1.5% from 2021 to 2051.<sup>8</sup> This growth will result in an estimated population of 369,600 by 2051, marking an increase of about 136,200 people from 2021.<sup>9</sup> The primary driver of this growth is expected to be net migration, as natural population growth is projected to decline due to an aging demographic. Consequently, the province has placed a strong emphasis on strategies to attract and retain migrants.



Regina's population growth is supported by strong employment rates, especially post-

pandemic, with average employment growth surpassing provincial and national averages. Job openings driven by expansion demand are expected to reach 42,880 over the next five years.<sup>10</sup> The workforce is projected to grow at an annual rate of 1.5% through 2051, significantly higher than the 0.7% rate from 2011 to 2021.<sup>11</sup> This growth will be mainly driven by the service sector, with contributions from the industrial sector, particularly in small-scale utilities, construction, and manufacturing.

While the economy has proven resilient in the past, tariffs remain as a key threat to Regina's economy. Most of the area's exports are bound for the US, and uncertainty around tariffs threaten the trade of agricultural products to the US. Additionally, in March of 2025, China placed 100 % tariffs on Canola and other agricultural products from Canada.<sup>12</sup> These tariff uncertainties pose significant risks to Regina's economic stability, particularly in the agricultural sector.

Regina's economic outlook is positive, driven by strong population and employment growth. As the city expands, transportation infrastructure will be vital. YQR is expected to be a key hub for workers, business travellers, newcomers, and residents. The city's growth and YQR will be mutually dependent, each driving the other's success.

<sup>6</sup> ibid

<sup>7</sup> Canada populations, Statistics Canada

<sup>8</sup> Updating Our Growth Plan, City of Regina March 2025

<sup>9</sup> ibid

<sup>10</sup> Saskatchewan Occupational Labour Demand Outlook|2024-2028

<sup>11</sup> Updating Our Growth Plan, City of Regina March 2025

<sup>12</sup> Agriculture and Agri-Food Canada

## 1.4 Economic Impact Overview

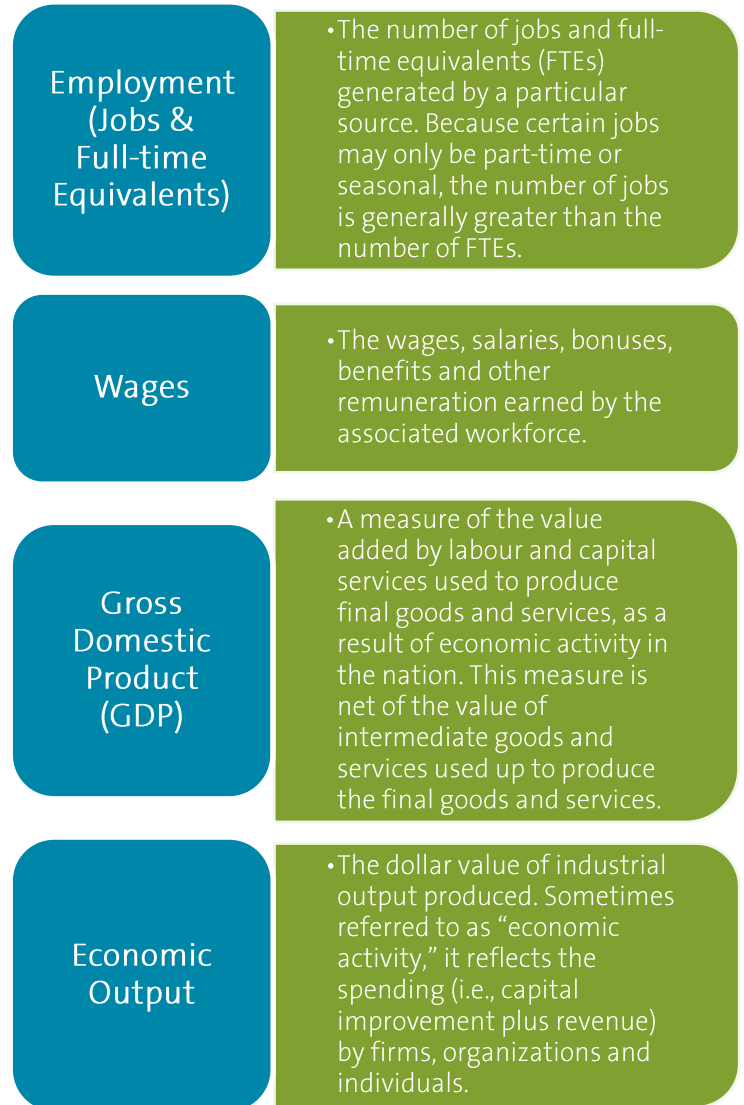
The YQR Airport plays a significant role in Regina's economy, directly contributing to employment and the provincial GDP through its diverse business and commercial activities. It serves as an economic catalyst, driving regional business and industrial growth.

InterVISTAS was commissioned to evaluate the economic impact of YQR's ongoing operations. This assessment measures employment, spending, and activity associated with the airport and its tenants. The study includes contributions from airlines, general aviation businesses, security services, and onsite concessions, highlighting the airport's integral role in the community.

Economic impact is typically assessed using several key indicators: employment, wages, GDP, and economic output. These metrics demonstrate how YQR supports both local and provincial economies. The importance of the industry is underscored by its significant employment and wage impacts, as well as its broader economic contributions.

Figure 1-3 illustrates these impacts, showcasing the airport's essential role in supporting economic growth and stability in the region. By facilitating business and industrial activities, YQR Airport not only boosts the local economy but also enhances the overall economic health of Saskatchewan.

Figure 1-3: Measurements of Economic Impact



### 1.4.1 Categories of Economic Impact

The three major components of economic impact are *direct, indirect, and induced impacts*. These distinctions are used as a base for the estimation of the total economic impact of YQR. Each of these three components requires different tools of analysis. These categories of impacts are described below and summarized in **Figure 1-4**.



**Direct impacts** account for the economic activity of the target sector itself. This covers all employment that is directly related to the operation and management of YQR including businesses located onsite at the airport and on airport grounds. Thus, the direct employment base includes airline employees, fixed base operators, aircraft maintenance, ground handling, customer service, etc.



**Indirect impacts** are those that result because of the direct impacts. This involves employment in upstream industries that supply and support the activities at YQR. For instance, indirect employment includes the portion of employment in supplier industries which are dependent on sales to the air transport sector, e.g., food wholesalers that supply food for catering on flights, aviation fuel providers, and IT suppliers

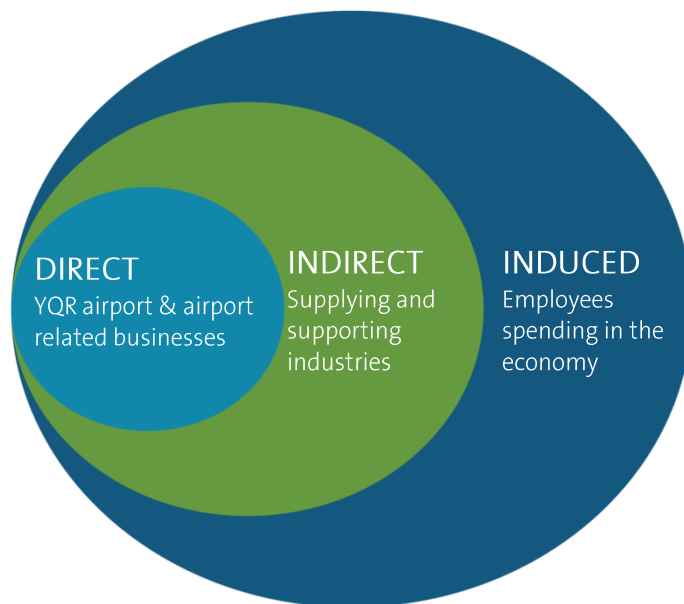


**Induced impacts** are generated from expenditures by individuals employed directly or indirectly at the airport. These impacts arise from employees spending their wages in the wider economy – whether on groceries, restaurants, car repair, etc. For instance, if an airline employee at YQR decides to renovate their home, this would result in induced employment hours in the general economy as the renovation would support hours of employment in the construction industry, the construction materials industry, etc. Induced impact is often called the “household-spending effect”.



**Total economic impacts** are the sum of direct, indirect, and induced effects.

**Figure 1-4: Categories of Economic Impact Generated and Facilitated by YQR**



## 2 Methodology

InterVISTAS conducted a study in spring 2025 to estimate the economic impact of YQR's 2024 operations. Employment was measured by surveying 34 tenants, subtenants, and other businesses, estimating direct employment by business type. The survey data also provided insights into the tax impacts generated by the airport's operations.

### 2.1 Employment Survey

Employment for non-responding firms was inferred using a proven methodology, incorporating public information, Restricted Area Identity Card (RAIC) data, and survey results from similar firms, ensuring accuracy using a conservative approach.

Employment is typically measured by the number of jobs, but part-time or seasonal workers can lead to an overstatement of economic impact. Therefore, employment impacts are measured both by calculating the number of Full-Time Equivalents (FTE'S) where possible.

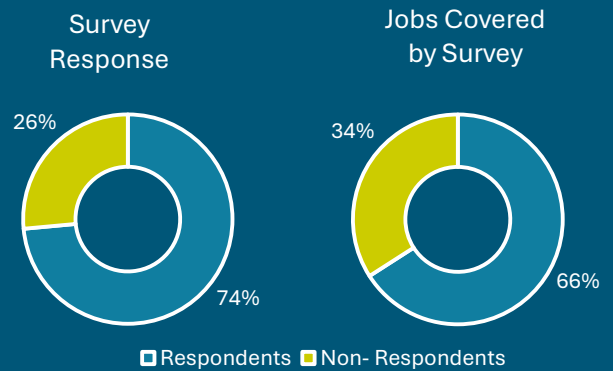
Some employers contract out services to individuals and other firms. It is estimated that approximately 3 jobs are accounted for by contract individuals and firms at YQR.

### 2.2 Estimating Tax Revenue Impacts

The study estimates tax contributions from airport operations to federal, provincial, and municipal governments, including payroll taxes, sales taxes on passenger expenditures, and property taxes.

## Survey Responses

- 74% of tenants responded to the employment survey
- 66% of total direct full-time equivalents covered by the survey

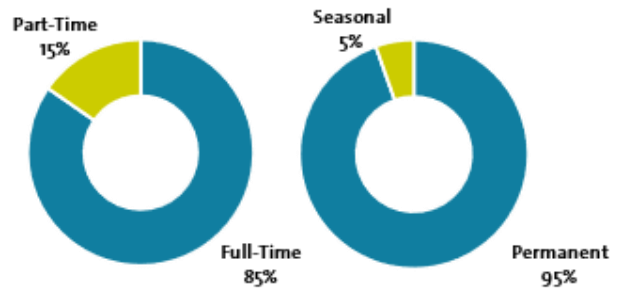


Employment at YQR was measured through a survey of 34 tenants and subtenants. Of these, 25 tenants responded, detailing 836 direct jobs, while 432 jobs were inferred.

### 3 Employment Snapshot

Survey data indicates that 95% of surveyed jobs at YQR are permanent, with 5% being seasonal or contract employees. Nearly all permanent jobs are full-time, emphasizing the consistent and stable employment offered by firms operating at YQR. The report details the breakdown of permanent and seasonal jobs by full-time and part-time positions.

Figure 3-1: Employment Characteristics

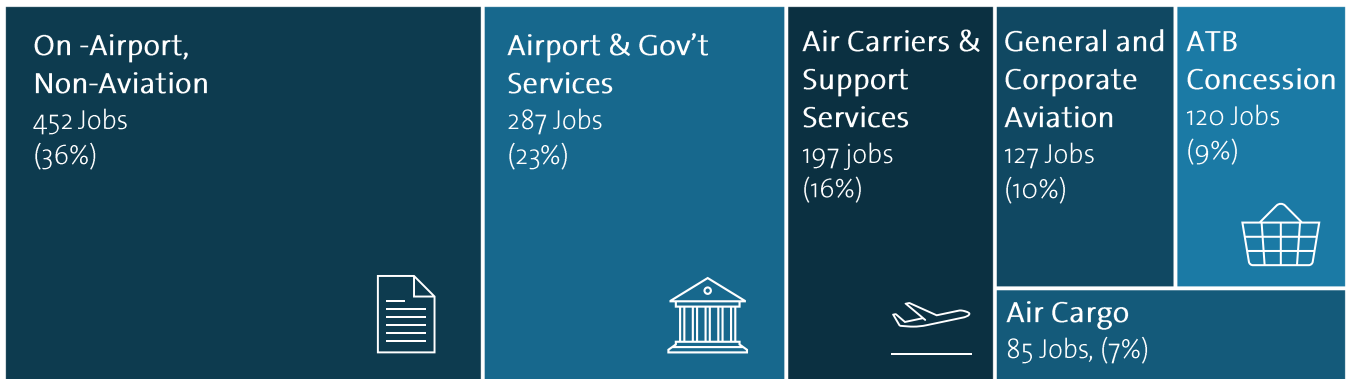


#### Direct Employment by Industry

This report groups business operations activities at YQR into the following categories:

- **Air Operators and Aviation Support Services** include roles in commercial service, air carrier operations, ground handling, and aircraft maintenance. This category accounts for 200 jobs, or 16% of total direct employment.
- **Airport and Government Services** includes roles for airport staff and on-site agencies like the Airport Authority, CBSA, and CATSA, account for about 390 jobs, or 23% of total direct employment.
- **Air Cargo** refers to Air Operators whose operational focus is on the Air Transport of Cargo. This category accounts for 85 jobs or 7% of total direct employment.
- **ATB Concessionaries** employment includes staff working in airport retail outlets and restaurants. This sector comprises 120 jobs, accounting for 9% of the airport's direct employment.
- **On-Airport, Non-Aviation** jobs at YQR include roles in accommodation, transportation services (e.g., taxis), and non-aviation tenants. These firms employ a total of 450 individuals, representing 36% of the airport's direct employment.
- **General and Corporate Aviation** includes employment related to CARS 604 operations and flight training units. These employers account for over 130 jobs or 10% of direct employment.

Figure 3-2: Jobs by Employment category



## 4 General Aviation

General aviation (GA) encompasses all civil aviation operations except commercial air transport and aerial work, including private flying, business aviation, flight training, and recreational flying. GA aircraft range from small single-engine planes to advanced business jets and helicopters. This sector constitutes 10% of YQR’s total employment and is vital for personal travel, business efficiency, and specialized services such as medevac.

**Aeromedical services** at YQR supports jobs for pilots, healthcare professionals, and administrative staff and ensures the health and safety of residents of Regina and surrounding communities.

**Recreational Aviation** at YQR is unique, serving as a convenient stop for cross-country travellers, a customs clearance point, and a local gathering spot. This recreational traffic supports GA employment through jobs in aircraft fuelling and servicing, as well as the broader tourism market. Additionally, recreational flying fosters community engagement through aviation events and clubs, serving as a valuable economic driver.

**Corporate aviation** enhances productivity and drives economic growth by improving connectivity for local businesses, attracting investments, and providing access to global markets. Fixed Base Operators (FBOs) offer essential services such as fuelling, maintenance, and passenger amenities.

**Flight Training** is integral to the GA ecosystem, Regina’s central location in southern Saskatchewan and relatively flat landscape make it an ideal spot for flight training, providing essential training for aspiring pilots. Flight Training support jobs for instructors, administrative staff, and maintenance personnel.

Figure 4-1: Perceived Respondent GA Benefits



Saskatchewan. While primarily belonging to flight training programs, a portion of these aircraft are used for personal or business activities, such as transporting employees across the province or Canada, supporting economic activity both regionally and nationally.<sup>14</sup>

Business aviation, considered a subset of GA activity, is also prevalent in Saskatchewan with an estimated 490 direct jobs associated with business aviation operations and business aircraft manufacturing.<sup>15</sup> This includes services such as charter flights, medevac, cargo transport, and aerial photography.

Beyond the types of GA directly supported by YQR's operations, agricultural aviation throughout the province is a crucial activity supporting the province's large agricultural sector. Aerial application of fertilizers, fungicides, insecticides, and other products ensure crop yields, and in turn the agriculture sector, remain productive.

Of the responding GA firms, 80% indicated that their aviation related activities led to job creation or support in the local community, fostering a skilled workforce in these specialized fields.

The General Aviation community at YQR offers benefits that extend beyond job creation and contribute to the overall wellbeing of the local community. Every responding GA firm reported that their

aviation activities benefit the community through educational or mentorship opportunities, as well as providing support for emergency or disaster relief efforts. Additionally, many firms surveyed indicated their participation in or hosting of community outreach events, with some noting that their activities also contribute to tourism promotion. These efforts highlight the GA community's commitment to strengthening the social and economic foundation of the region.

Despite the numerous benefits provided by the GA community, only 20% of responding firms felt that GA was perceived positively within the community. This highlights a significant gap between the tangible contributions of GA and public perception.

In addition to rising costs, the aviation community faces significant challenges stemming from the need for greater awareness and support. The result is an insufficient prioritization of airport development, as there is growing pressure to develop land around the airport for other uses. Consequently, this restricts opportunities for airport expansion and hinders the growth potential of the aviation sector.

To improve visibility and understanding of general aviation's benefits, concerted efforts

---

<sup>14</sup> *Ibid.*

<sup>15</sup> Economic Impact of Business Aviation Operations and Business Aircraft Manufacturing in Canada (2023), InterVISTAS Consulting



must be made to engage with the public and educate them on the benefits the GA community brings, as well as the challenges they face. Mutual support can enhance the

positive impacts of general aviation on both the GA community and the broader Regina region.


## 5 Economic Impact of YQR’s Ongoing Operations

YQR's ongoing operations play a crucial role in the economic vitality of both the provincial and national landscapes. The airport not only provides direct employment opportunities but also stimulates indirect and induced employment through its extensive network of suppliers and the spending of wages by its employees. Indirect and induced impacts were estimated using the latest Statistics Canada economic multipliers and ratios for Saskatchewan. This economic activity underscores the importance of YQR within the community.

Direct employment at YQR includes 1,270 jobs (1,100 FTEs), with direct wages of \$90 million. The average wage per job is \$71,000, higher than the provincial average of \$63,200, highlighting the high-skilled nature of many airport roles. Direct employment contributes \$140 million in GDP and \$290 million in economic output in Saskatchewan.

Indirect employment from YQR's operations, including suppliers to airport-related businesses, results in 500 jobs (440 FTEs). These jobs contribute \$30 million in wages, \$60 million in GDP, and \$110 million in total economic output.

Figure 5-1: Annual Economic Impact of Ongoing Operations at YQR, 2024



Impact	Employment		Wages (\$ Millions)	GDP (\$ Millions)	Economic Output (\$ Millions)
	Jobs	FTEs			
<i>Impacts in Saskatchewan (SK)</i>					
Direct	1,270	1,100	90	140	290
Indirect	500	440	30	60	110
Induced	270	90	10	40	60
<b>Total SK</b>	<b>2,050</b>	<b>1,640</b>	<b>140</b>	<b>230</b>	<b>470</b>

Note: Totals may not sum due to rounding. All values displayed in 2025 dollars.

## 6 Economic Impact of Visitor Spending

YQR plays a vital role in boosting economic activity, not just through employment but also by facilitating visitor spending. The airport attracts travellers who contribute to the local economy by spending on various services and businesses. This influx of visitor spending supports a wide range of economic activities, highlighting YQR's importance in driving growth and supporting the community.

Individual spending was estimated at \$558 per visitor, based on data from Statistics Canada. Visitor arrivals, estimated using passenger traffic data from YQR, totalled 265,917 passengers for June 2025 year-to-date (YTD). Total visitor spending was calculated by multiplying the average spending per visitor by the total number of visitors, resulting in \$148 million for June 2025YTD. The spending and employment impacts were calculated using Statistics Canada multipliers for Saskatchewan.


Average Spend per Visit	×	Number of Visitors	=	Total Visitor Spending
\$558		265,917		\$148 million

Visitor spending has a direct impact on the local economy through the creation of jobs,

increased wages, and enhanced economic output. Visitor spending facilitated by YQR directly supports 1,850 *direct* jobs with associated wages amounting to \$50 million. Visitor spending directly contributes \$70 million to Regina's GDP and \$150 million in economic output. Visitor spending at YQR indirectly supports the local economy by facilitating 250 jobs through various businesses and services catering to travelers. These jobs generate \$10 million in wages, contribute \$30 million to GDP, and result in an associated economic output of \$50 million.

Induced employment from visitor spending stemming from the spending of wages by direct and indirect employees, results in 130 jobs with \$10 million in wages. This indirect economic impact supports \$20 million in GDP and \$30 million in total economic output. The total economic impact of visitor spending supports 2,220 jobs with \$70 million in wages. These operations contribute \$110 million to Canada's GDP and \$230 million in economic output in Saskatchewan.

Figure 6-1: Annual Economic Impact of Visitor Spending, 2024



Impact	Employment Jobs	Wages (\$ Millions)	GDP (\$ Millions)	Economic Output (\$ Millions)
<i>Impacts in Saskatchewan (SK)</i>				
Direct	1,850	50	70	150
Indirect	250	10	30	50
Induced	130	10	20	30
<b>Total SK</b>	<b>2,220</b>	<b>70</b>	<b>110</b>	<b>230</b>

Note: Totals may not sum due to rounding. All values in 2025 dollars.

## 7 Economic Impact of Capital Expenditures (CapEx)


The airport's infrastructure projects and upgrades attract significant investment, which in turn stimulates the local economy. These infrastructure investments support a wide range of economic activities, from construction jobs to increased demand for materials and services. This influx of investment highlights YQR's economic importance. The economic impacts of these investments were estimated by examining YQR's capital spending over a 5-year timeframe, from 2020-2024. Total spending on capital projects during this period equated to almost \$43 million.

Capital expenditure (CapEx) investments at YQR have a direct impact on the local economy through the creation of jobs, increased wages, and enhanced economic output. These investments support 120 direct jobs with associated wages amounting to \$10 million. CapEx projects contribute \$20 million directly to Regina's GDP and generate \$40 million in economic output, highlighting the significant role of infrastructure development in driving economic growth and supporting the community.

Capital expenditure investments at YQR indirectly support the local economy by creating 50 jobs through various businesses and services involved in infrastructure projects. These jobs generate \$4 million in wages, contribute \$10 million to GDP, and result in a total economic output of \$10 million.

Induced employment from visitor spending stemming from the spending of wages by direct and indirect employees, results in 30 jobs with \$2 million in wages. This indirect economic impact supports \$5 million in GDP and \$10 million in economic output.

Figure 7-1: Annual Economic Impact of Capital Spending at YQR, (2020-2024 projects)



Impact	Employment Jobs	Wages (\$ Millions)	GDP (\$ Millions)	Economic Output (\$ Millions)
<i>Impacts in Saskatchewan (SK)</i>				
Direct	120	10	20	40
Indirect	50	4	10	10
Induced	30	2	5	10
<b>Total SK</b>	<b>200</b>	<b>20</b>	<b>30</b>	<b>60</b>

Note: Totals may not sum due to rounding.

## 8 Total Economic Impacts of YQR

YQR's ongoing operations, visitor spending, and capital expenditure investments collectively play a crucial role in the economy. The airport's daily activities provide direct employment opportunities, while visitor spending supports various businesses and services. Additionally, infrastructure projects and upgrades attract significant CapEx investments, which further boost economic activity. The impact of operations, visitor spending, and investments eloquently demonstrate YQR's role in driving economic growth and enriching the community.

The combined impact of YQR's operations, visitor spending, and capital expenditure investments significantly boosts the local economy. These activities collectively support over 3,200 direct jobs with direct wages amounting to \$150 million. They contribute \$220 million to Regina's GDP and generate \$490 million in economic output.

The combined activity at YQR indirectly bolsters the local economy by indirectly supporting 800 jobs through various businesses and services involved in infrastructure projects. These jobs generate

\$50 million in wages, contribute \$90 million to GDP, and result in a total economic output of \$180 million.

Induced employment from this activity at YQR results in 440 jobs with \$20 million in wages. This spending supports \$60 million in GDP and generates a total economic output of \$100 million.

The total combined economic impact of YQR supports almost 4,500 jobs earning \$230 million in wages. This activity subsequently contributes \$380 million in GDP and generates a total economic output of \$760 million in Saskatchewan.

YQR's current economic footprint demonstrates the resiliency of the airport's operations following the COVID-19 pandemic and subsequent passenger traffic recovery. Without the negative impacts of COVID-19, it is estimated that YQR's total economic output could be as high as \$865 million in 2024 and reaching \$1 billion in the next 10-15 years.

Figure 8-1: Total Impact of YQR (Ongoing Operations, Visitor Spending, and Capital Spending), 2024



Impact	Employment Jobs	Wages (\$ Millions)	GDP (\$ Millions)	Economic Output (\$ Millions)
<i>Impacts in Saskatchewan (SK)</i>				
Direct	3,230	150	220	490
Indirect	800	50	90	180
Induced	440	20	60	100
<b>Total SK</b>	<b>4,470</b>	<b>230</b>	<b>380</b>	<b>760</b>

Note: Totals may not sum due to rounding.

## 9 Tax Impacts

The operations of Regina International Airport (YQR) and the related regional economic activities generate meaningful tax revenue for federal, provincial, and municipal governments. These tax impacts, which include income and sales taxes, are distinct from the economic output, which measures the spending of firms and individuals related to the airport. This section summarizes the government revenues from YQR's current operations, with detailed tax impact methodology available in **Appendix G** and **Appendix H**.

Tax revenue impacts are presented based on who is making the payment:

- **Taxes paid by employers and employees.** This includes income and payroll taxes, employment insurance contributions, and federal and provincial fuel taxes paid by airport employers and employees.
- **Taxes paid by passengers.** This is the taxes visitors pay taxes on personal expenditures while in Regina, such as food and beverages, airline tickets, and the Passenger Facility Fee (PFF).
- **Taxes paid by YQR.** The Regina Airport Authority pays property taxes and makes a federal ground lease payment to the government.

For each of the tax revenue sources, taxes paid to the federal, provincial, and municipal levels of government are identified separately.

This section outlines the government tax revenue impacts from economic activities directly attributable to Regina International Airport (YQR). As with all economic impact studies, a conceptual decision is made regarding the scope of economic activity to be measured. For this study, a relatively narrow definition has been adopted, excluding certain activities as follows:

- Taxes associated with indirect or induced employment (i.e., multiplier effects).
- Consumption taxes paid by employees when they spend their income/wages and benefits.
- Taxes paid by airport users outside of the airport.
- Property taxes paid by employees.

It would be exceedingly complex to broaden the scope of the tax base in this analysis to include taxes generated by indirect and induced employment. The level of detail collected on direct employment by the survey administered by InterVISTAS is critical to the tax impact analysis; however, such information is not available for the indirect and induced employment. Estimating

the tax impacts associated with indirect and induced employment would be a complex process, requiring speculation about the general economy and resulting in averages that would not necessarily be accurate. Therefore, the tax impact analysis in this report is limited to government revenues generated from direct employment associated with airport operations only.

### 9.1 Ongoing Operations Tax Impacts

Ongoing economic activity at YQR generates tax revenue contributions for all levels of government. In 2024 total tax contributions from YQR-related direct employment to all levels of government are estimated to be nearly \$ 54 million.

Taxes paid by passengers accounted for approximately 6% of the total, while 94% was paid by airport employers, tenants and

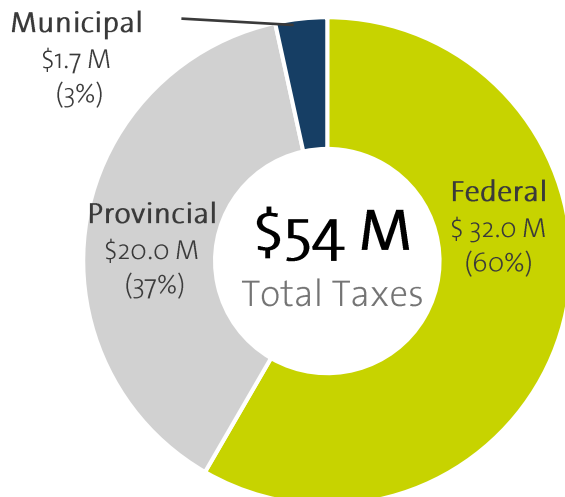
their employees, and Regina Airport Authority.

The federal government received an estimated \$32 million (60 % of the total). The provincial government received a tax revenue contribution of 20 million (37% of the total), while the municipal government received \$1.7 million in tax revenues (3% of the total) **Figure 9-1**.

**Figure 9-1: Annual Estimated Tax Revenues Generated by Ongoing Operations YQR, 2024**

Government Level	Passengers (\$ Millions)	YQR & Other Employers/ Employees (\$ Millions)	Total (\$ Millions)
Federal	\$3.6	\$28.5	\$32.0
Provincial	\$0.6	\$19.4	\$20.0
Municipal	\$0.0	\$1.7	\$1.7
<b>Total</b>	<b>\$4.2</b>	<b>\$49.6</b>	<b>\$53.7</b>

**Figure 9-2: Share of Estimated Tax Revenues Generated by Ongoing Operations YQR, 2024**



# Appendix A: Employment Survey

## Identification of the Survey Population

A total of 34 firms received employment surveys for the YQR economic impact study including YQR tenants and offsite firms directly related or dependent upon the airport. YQR provided a list of tenants and, together with InterVISTAS, identified the offsite employers closely tied to airport operations.

Figure A-1: Total Number of Firms Surveyed

Number of Firms Surveyed	Number of Responding Firms	Response Rate
34	25	74%

## Questionnaire Design

The basic questionnaire was designed to be effective in obtaining information and, equally importantly, to be as clear and easy to understand as possible for respondent firms. Two surveys were distributed electronically to employers at the airport and YQR campus. One survey focused on commercial operations while the other survey addressed General Aviation operations. The questionnaire provided to YQR tenants focused on questions in the following areas:

### General Information

- Name and address of firm
- Contact person's name and title
- Phone and fax numbers
- Email and website address

### Business Characteristics

- Identification of any subsidiary businesses
- Operational focus – general aviation, commercial air services
- Principal Business Activity

### **Total Employment Numbers (for calendar year 2024)**

- Total employees
- Total annual payroll, excluding benefits
- Number of onsite employees
- Number of offsite employees

### **Part-time and Full-time Employment**

- Full-time permanent employees
- Part-time permanent employees
- Full-time seasonal employees
- Part-time seasonal employees
- Average hours and weeks for part-time and seasonal employees

### **Employment by Trade**

- A selection of job trades was provided to categorize employment

### **Outsourcing and Contracting Out**

- Number of individuals on contract
- Number and names of firms on contract

### **Business Related to Airport**

- proportion company business revenues related to the airport

### **Revenue Related to Air Cargo**

- proportion company business revenues related to servicing Air Cargo

### **Taxes**

- Property taxes paid in 2024

#### **Additional Questions for specified providers**

- Air Carriers: Hotel Accommodation detail
- Ground Transportation Providers: Service frequency, employment Specifics
- Accommodations Providers: Rooms, Guest profiles, shuttle service
- Fixed Base Operators: Fuel Sold
- Flight Schools; Employment profiles

#### **Capital Investment**

- capital infrastructure investment detail

Copies of the surveys are provided in **Appendix B**.

## **Conducting the Survey**

The survey was mailed out electronically by InterVISTAS Consulting on March 5<sup>th</sup>, 2025, with a cover letter signed by the Regina Airport Authority. The letter explained the purpose of the study, the confidentiality of responses and encouraged members of the airport business community to participate.

Following the initial electronic mail-out of the surveys and throughout the following weeks, non-responding firms were contacted by telephone to follow up. Firms were encouraged to return the survey, and new copies were offered if the originals were lost. The replacement surveys were emailed once again. Some survey responses were collected via a telephone interview with firms.

## **Analysis of the Results**

The survey results were compiled into an MS Excel spreadsheet.

# Appendix B: Sample Survey

## Economic Impact Survey

Name of Company: \_\_\_\_\_

Address of Company: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Phone number: \_\_\_\_\_

Email: \_\_\_\_\_

---

## Q1. Operational Focus

Please list all related subsidiary businesses you are including in this survey response, if applicable.

### Subsidiary Businesses

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Q2. Operational Focus

Please indicate your operational focus – general aviation, commercial air services, both, or neither.

- General Aviation
- Commercial air Services
- Both
- Neither

## Q3. Principal Business Activity

Please indicate your principal business activity. If you are involved in more than one of the business types below, please choose the one that best describes your business (i.e., contributes the largest proportion of revenues).

## Air Carriers

- 1. Scheduled Air Passenger Carrier
  - 2. Charter Air Passenger Carrier
  - 3. Dedicated Cargo Carrier
  - 4. Courier / Integrator
  - 5. General Aviation Operator
  - 6. Other: \_\_\_\_\_
- 

## Other Business Types

- 7. Airport Operator
- 8. Flight School
- 9. Freight Forwarder, Cargo Agent, etc.
- 10. Warehousing
- 11. Customs Broker
- 12. Aircraft Maintenance, Repair and Overhaul
- 13. Airport Ground Handler
- 14. Fuelling Company
- 15. Fixed Base Operator
- 16. Aircraft Parts Supplier
- 17. Aviation Related Manufacturing
- 18. Aviation Related Training
- 19. In-flight Catering Company
- 20. Security Services
- 21. Airport Retail Outlet, Restaurant, etc.
- 22. Government Agency/Department
- 23. Car Rental
- 24. Taxi, Limousine, Shuttle (**skip to Q12**)
- 25. Hotel (**skip to Q13**)
- 26. Other: \_\_\_\_\_

## Q4. Employment at Your Company

Please state the number of **permanent & seasonal** staff employed by your company that is related to operations and activities at the airport in **2024**. This should include employees both on-site at the airport and off-site within the Province of Saskatchewan (where off-site employees are involved with providing service at the airport, e.g., catering employees at an off-site location). Include only those employees that are residents of the Province of Saskatchewan (e.g., do not include airline crew that reside outside of Saskatchewan).

Please break down the employment into permanent, seasonal, full-time, and part-time. *This should not include employment for work done on contract.*

	Permanent Employees Full Time	Permanent Employees Part Time	Seasonal Employees Full Time	Seasonal Employees Part Time
Number of <b><u>ON-SITE</u></b> Employees				
Number of <b><u>OFF-SITE</u></b> Employees				

*Note: For employees that split their time between on-site and off-site, please allocate them to the location where they spend the most time.*

Please indicate how many hours per week **part-time employees** worked on average in **2024**, as well as how many weeks and weekly hours **seasonal employees** worked in **2024**, on average.

	Number of Weeks per Year	Number of Weekly Hours
Permanent Part-Time	52	
Seasonal Part-Time		

## Q5. Payroll and Wages

Please state the total gross payroll paid by your company in **2024** for the employees included in Question 4. This figure should include all full-time, part-time, and seasonal employees.

Total payroll includes gross (pre-tax) wages or salaries, including overtime pay, commissions, allowances, and bonuses.

<b>Total Payroll (2024):</b>	\$
------------------------------	----

**Alternatively**, if you are unable to answer this question, please provide an estimate of the **average annual wage/salary per employee** (including overtime pay, commissions, allowances, and bonuses), or select one of the options below.

**Average Annual Salary/Wage per Employee:** \$ \_\_\_\_\_ per annum.

**Or:** Estimate of the **average annual salary range** per employee

- |  |   |
|--|---|
| <input type="checkbox"/> Less than \$20,000  | <input type="checkbox"/> \$80,000 - \$99,999    |
| <input type="checkbox"/> \$20,000 - \$39,999 | <input type="checkbox"/> \$100,000 or \$119,000 |
| <input type="checkbox"/> \$40,000 - \$59,999 | <input type="checkbox"/> \$120,000 or \$139,000 |
| <input type="checkbox"/> \$60,000 - \$79,999 | <input type="checkbox"/> \$140,000 or more      |

## Q6. Employment by Occupation

Please estimate the number of employees included in Question 4 that are in each of the following occupation categories.

*The figures entered below should sum to the same total as Question 4.*

Employment by Occupation		Number of Employees
General	Managerial/Supervisory	
	Clerical	
	Craft Trades (Electricians, Steam Fitters, etc.)	
Airline & Airline Servicing Trades	Pilots	
	Flight Attendants	
	Aircraft & Vehicle Mechanics	
	Customer Service Agents	
	Aircraft Servicing	
Support Trades	Security Agents	
	Food Service Workers	
	Drivers / Delivery / Couriers	
	Dispatchers	
	Call Center / Reservations	
	Air Traffic Control	
Retail Trades	Sales / Cashiers	
	Food & Beverage Staff	
Other (Please specify)		

## Q7. Outsourcing and Contracting Out

Since we do not want to exclude any employment that support operations at the airport. we would like you to briefly comment on whether your firm contracts out any important services.

**Individuals on Contract:** If you pay some individuals through a contract, as opposed to through payroll, please indicate the number of such employees, how many hours per week worked in **2024**, as well as how many weeks worked in **2024**, on average.

	Number of Contract Employees	Number of Weeks per Year	Number of Weekly Hours
Contract Employees			

**Firms on Contract:** If you outsource or contract out any work to other companies (e.g., cleaning services, IT, ground handling, etc.), please complete the following table, indicating the functions you outsource to third party companies, and provide an estimate of the annual contracted hours of work completed in **2024**. Also, please specify the company's name(s) and indicate whether they are located at the airport. This will allow us to avoid any double counting of work performed by other companies which may also be surveyed as a part of this study.

Function	Name of Firm	Located On-site? (Check if Yes)	Number of Hours Performed by the Company in 2024
<i>Example: Cleaning services</i>	<i>Spic and Span Cleaners</i>	<input type="checkbox"/>	<i>100 hours per year (2 hours per week)</i>
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	

## Q8. Business Related to Airport

Please estimate the proportion of your company's business revenues that was related to activities at the airport in **2024**. For example, some businesses will derive all their business from airport related activities, while others will also do business in other sectors of the economy (e.g., maritime shipping).

<b>% Related Business Revenue (2024):</b>	%
---	---

## Q9. Business Revenue Related to Air Cargo

We would like to be able to document the impact of air cargo services. Please indicate the proportion of your business revenues that was related to servicing air cargo at the airport in **2024**.

<b>% Business Revenue Related to Air Cargo (2024):</b>	%
--	---

*Note: The percentage entered should be the same or less than that entered in Question 8.*

## Q10. Property Taxes Paid

Please indicate the amount of municipal property taxes paid by your firm in **2024**.

Total Property Taxes Paid (2024):	\$
-----------------------------------	----

# Q11. Questions for Air Carriers Only

## Hotel Accommodation for Airline Crew

If you use any hotels in Regina for the layover of airline crew, please complete the following table indicating the name and address of the hotel, and the estimated number of room nights booked with the hotel in **2024**.

Hotel Name	Hotel Address	Number of Room Nights Booked in 2024

# Q12. Questions for Ground Transportation Providers Only

## Airport Services Operated by Your Company

Please indicate the **average number of vehicle trips** and **average number of driver hours** provided by your company in **2024** to transport passengers to and from the airport:

Vehicle Trips (Round-trips per week)	Driver Hours (Round-trip)

## Drivers Employed by Your Company

Please indicate the **number of drivers** employed by your company in **2024** who were involved in the transportation of passengers to and from the airport:

Number of Drivers (2024):	
---------------------------	--

## Other Staff Employed by Your Company

Please indicate in the table below the number of other staff employed in the transportation of passengers to and from the airport in **2024**. For example, in ticketing, customer service, management, etc. Please indicate how many were located on-site at the airport and how many were located off-site.

Location	Other Staff
On-site	
Off-site	

# Q13. Questions for Accommodations Providers

## Total Number of Rooms

Please state the **total number of rooms available** at your accommodation's property in **2024**: \_\_\_\_\_

## Airport Passengers at Your Accommodations

Please provide an estimate of the percentage of total visitor nights accounted for by **passengers** from the airport in **2024**:

<b>% of Total Visitor Nights by Airport Passengers (2024):</b>	%
--	---

## Connecting Air Passengers at Your Accommodations

Please provide an estimate of the percentage of total visitor nights accounted for by **single night stays of connecting airline passengers** from the airport in **2024**.

<b>% Connecting Airline Passengers (2024):</b>	%
--	---

## Airline Crews

Do you have any layover contracts with airlines?

- Yes
- No

If yes, please estimate the percentage of visitor nights accounted for by airline crew contracts in **2024**.

<b>% Visitor Nights Attributable to Airline Crew Contracts (2024):</b>	%
--	---

## Airport Shuttle Services

Does your accommodations property offer shuttle services to/from the airport(s)?

- Yes
- No

If yes, please complete the table below:

Number of Shuttle Drivers	Average Number of Weekly Shuttle Trips (Round-trip):	Hours per Shuttle Trip (Round-trip):

# Q14. Questions for Fixed Based Operators

Please provide the volume of fuel sold (in litres) at the airport in **2024**.

<b>Litres of Fuel Sold (2024):</b>	
------------------------------------	--

# Q15. Questions for Flight Schools

Please provide additional information on your flight school's operations in **2024**.

<b>Total Number of Based Aircraft at YQR in 2024:</b>	
<b>Turbo Prop:</b>	
<b>Jet:</b>	
<b>Total Number of Hours Flown in 2024:</b>	

<b>Total Number of Students Enrolled at Your Flight School in 2024</b>	
<b>Total Number of Instructors at Your Flight School in 2024</b>	
<b>Average Number of Hours per Instructor in 2024 (Classroom Instruction and Flight Time)</b>	

# Q16. Capital Investment

Please provide the amount of capital infrastructure investments that were made by your firm at the airport in **2024**.

Total Expenditure (2024)	% of Total Expenditure Occurring within SK	Location of Investment
\$		

# Additional Comments

Please use the space below to provide any additional comments.

Additional Comments



## Contact Information

Name of Company: \_\_\_\_\_

Address of Company: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Phone number: \_\_\_\_\_

Email: \_\_\_\_\_

---

## Q1. Subsidiary Businesses

Please list all related subsidiary businesses you are including in this survey response, if applicable.

### Subsidiary Businesses

4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

## Q2. Operational Focus

Please indicate your operational focus – private/recreational or business.

- Private/Recreational
- Business
- Both

## Q3. Principal Business Activity (Business Operators Only)

Please indicate your principal business activity. If you are involved in more than one of the business types below, please choose the one that best describes your business (i.e., contributes the largest proportion of revenues).

- Corporate Private Operator (CAR 604)
- Non-Scheduled Airline (CAR 704)
- Non-Scheduled Charter (CAR 704)
- Air Taxi Operator
- Management Company
- Other: \_\_\_\_\_

## Q4. Aircraft Fleet, Hours Flown & Top Destinations

<b>Total Number of Based Aircraft at YQR in 2024:</b>	
	<b>Piston:</b>
	<b>Turboprop:</b>
	<b>Jet:</b>
	<b>Helicopter:</b>
	<b>Glider</b>
	<b>Other (Please specify):</b>
<b>Total Number of Hours Flown in 2024:</b>	
<b>Top Destination(s):</b>	

## Q5. Aviation-Related Employment at Your Company (Business Operators Only)

Please state the number of **permanent & seasonal** staff employed by your company that is related to **aviation operations and activities at the airport in 2024**, such as employees in the aviation department. This should include employees both on-site at the airport and off-site within the Province of Saskatchewan (where off-site employees are involved with providing service at the airport, e.g., administrative employees at an off-site location). Include only those employees that are residents of the Province of Saskatchewan (e.g., do not include sales staff that reside outside of Saskatchewan).

Please break down the employment into permanent, seasonal, full-time, and part-time. *This should not include employment for work done on contract.*

	Permanent Employees Full Time	Permanent Employees Part Time	Seasonal Employees Full Time	Seasonal Employees Part Time
--	-------------------------------	-------------------------------	------------------------------	------------------------------

<b>Number of <u>ON-SITE</u> Employees</b>				
<b>Number of <u>OFF-SITE</u> Employees</b>				

Note: For employees that split their time between on-site and off-site, please allocate them to the location where they spend the most time.

Please indicate how many hours per week **part-time employees** worked on average in **2024**, as well as how many weeks and weekly hours **seasonal employees** worked in **2024**, on average.

	Number of Weeks per Year	Number of Weekly Hours
<b>Permanent Part-Time</b>	52	
<b>Seasonal Part-Time</b>		

## Q6. Payroll and Wages (Business Operators Only)

Please state the total gross payroll paid by your company in **2024** for the employees included in Question 5. This figure should include all full-time, part-time, and seasonal employees.

Total payroll includes gross (pre-tax) wages or salaries, including overtime pay, commissions, allowances, and bonuses.

<b>Total Payroll (2024):</b>	\$
------------------------------	----

**Alternatively**, if you are unable to answer this question, please provide an estimate of the **average annual wage/salary per employee** (including overtime pay, commissions, allowances, and bonuses), or select one of the options below.

**Average Annual Salary/Wage per Employee:** \$ \_\_\_\_\_ per annum.

**Or:** Estimate of the **average annual salary range** per employee

- |  |   |
|--|---|
| <input type="checkbox"/> Less than \$20,000  | <input type="checkbox"/> \$80,000 - \$99,999    |
| <input type="checkbox"/> \$20,000 - \$39,999 | <input type="checkbox"/> \$100,000 or \$119,000 |
| <input type="checkbox"/> \$40,000 - \$59,999 | <input type="checkbox"/> \$120,000 or \$139,000 |
| <input type="checkbox"/> \$60,000 - \$79,999 | <input type="checkbox"/> \$140,000 or more      |

## Q6. Employment by Occupation (Business

## Operators Only)

General aviation operations involve a variety of job types, each playing a crucial role in ensuring safe and efficient flight operations. Please estimate the number of employees included in Question 4 that are in each of the following occupation categories.

*The figures entered below should sum to the same total as Question 5.*

Employment by Occupation		Number of Employees
General	Operations Managerial/Supervisory	
	Financia/Accounting	
	Marketing & Sales	
	Human Resources	
	Administrative Staff	
Flight Operations	Pilots	
	Flight Instructors	
	Flight Dispatchers	
Maintenance and Engineering	Aircraft Mechanics	
	Avionics Technicians	
	Maintenance Managers	
Ground Operations	Ground Crew	
	Ramp Agents	
	Line Services Technicians	
Safety and Compliance	Safety Officers	
	Quality Assurance Inspectors	
	Regulatory Compliance Specialists	
Other (Please specify)		

## Q5. Outsourcing and Contracting Out (Business Operators Only)

Since we do not want to exclude any employment that support operations at the airport. we would like you to briefly comment on whether your firm contracts out any important services.

**Individuals on Contract:** If you pay some individuals through a contract, as opposed to through payroll, please indicate the number of such employees, how many hours per week worked in **2024**, as well as how many weeks worked in **2024**, on average.

	Number of Contract Employees	Number of Weeks per Year	Number of Weekly Hours
Contract Employees			

**Firms on Contract:** If you outsource or contract out any work to other companies (e.g., cleaning services, IT, ground handling, etc.), please complete the following table, indicating the functions you outsource to third party companies, and provide an estimate of the annual contracted hours of work completed in **2024**. Also, please specify the company's name(s) and indicate whether they are located at the airport. This will allow us to avoid any double counting of work performed by other companies which may also be surveyed as a part of this study.

Function	Name of Firm	Located On-site? (Check if Yes)	Number of Hours Performed by the Company in 2024
<i>Example: Cleaning services</i>	<i>Spic and Span Cleaners</i>	<input type="checkbox"/>	<i>100 hours per year (2 hours per week)</i>
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	

## Q7. Property Taxes Paid (Business Operators Only)

Please indicate the amount of municipal property taxes paid by your firm in **2024**.

Total Property Taxes Paid (2024):	\$
-----------------------------------	----

## Q9. Capital Investment (Business Operators Only)

Please provide the amount of capital infrastructure investments that were made by your firm at the airport in **2024**.

Total Expenditure (2024)	% of Total Expenditure Occurring within SK	Location of Investment
\$		

## Q10. Annual Expenditures (Private/Recreational Only)

On average, how much do you spend annually on the following:

Expenditure Type	Annual Average (\$)
Aircraft Maintenance & Repairs	\$
Fuel	\$
Hangar or Tie-Down Fees	\$
Insurance	\$
Pilot Supplies	\$
Flight Training or Re-Certification	\$
Travel-Related Expenses (lodging, dining, transportation)	\$

## Q10. Aviation-Related Services (Private/Recreational Only)

Do you employ or contract any aviation-related services (e.g., mechanics, flight instructors, administrative support)?

- Yes  
 No

*If yes, please specify type and number of people.*

Aviation-Related Service	Number of People
Mechanics	
Flight Instructors	
Administrative Support	
Other (please specify)	

--	--

# Q11. Community & Social Impact

## Job Creation/Support

Have your aviation activities led to job creation or support in your local community?

- Yes
- No

*If yes, please describe.*

Job Creation/Support

## Community Outreach/Volunteer Activities

Are you involved in any community outreach or volunteer activities related to aviation (e.g., search and rescue, Regina Flying Club, etc.)?

- Yes
- No

*If yes, please describe.*

Community Outreach/Volunteer Activities

## Local Events

Have you participated in local events (air shows, fly-ins, educational workshops) to promote aviation awareness?

- Yes
- No

*If yes, please describe.*

Local Events

**Benefits to Local Community**

How do you believe your aviation activities benefit your local community? *(Select all that apply)*

- Economic contributions to local businesses
- Support for emergency or disaster response
- Educational or mentorship opportunities
- Tourism promotion
- Other (please specify): \_\_\_\_\_ --

**Perception of General Aviation**

In your opinion, how is general aviation perceived in your community?

- Very positively
- Somewhat positively
- Neutral
- Somewhat negatively
- Very negatively

## Q12. Challenges & Improvements

What challenges do you face as a general aviation pilot in your community?

Challenges

What suggestions do you have for improving the visibility and understanding of general aviation’s benefits?

Improvements

## Additional Comments

Please use the space below to provide any additional comments.

**Additional Comments**

--



# Appendix C: Calculation of Full-time Equivalent Employment

The following are details of calculations for the average number of hours per full-time equivalent (FTE) employment.

Figure C-1: Full-time Equivalent Hours per Year

Calculation of FTE hours per year:		
	365	days per year
Less:	(104)	weekend days
	(11)	legal holidays
	(15)	average vacation days
	(6)	sick leave
	229	days per FTE
	* 8	hours per work day
	<b>1,832</b>	<b>hours per FTE</b>

Workdays vary anywhere from 6.5 to 8 hours; however, to be conservative, an 8-hour workday was assumed.<sup>16</sup> Similarly, numbers of vacation and sick leave days may also vary.

---

<sup>16</sup> Essentially, we are using a measure of paid hours per year. Using a measure of productive hours per year with 6.5-hour workdays (8 hours less 1 hour for lunch less two 15-minute work breaks) would give 1,489 hours per FTE. Using this lower figure would result in inferring a greater number of FTEs from seasonal and part-time jobs. Using the 1,832 figure, we infer a lower number of FTEs.

# Appendix D: Summary of Direct Jobs and Full-Time Equivalents

Figure D-1: Direct Jobs and Full-Time Equivalent Employment

	Jobs	Full-Time Equivalents
Surveyed employment <sup>1</sup>	833	474
Inferred employment for non-respondents <sup>2</sup>	432	627
Contract employment <sup>3</sup>	3	3
<b><i>Total</i></b>	<b><i>1,268</i></b>	<b><i>1,104</i></b>

**Notes:**

1. Refer to Appendix A
2. Refer to Appendix E
3. Refer to Appendix F
4. Rounded figures are presented throughout the report

# Appendix E: Inferred Employment

Because not all employers responded to our requests for information in the survey, we statistically inferred some employment data to replace that which otherwise would be missing. This allows us to estimate the total amount and type of employment, which provides the basis for other estimates of economic impact.

In general, InterVISTAS' approach bases these inferred estimates on information provided by responding firms for each business type and validated against information from other publicly available sources of data. This approach is conservative in that we assumed that the non-responding firms are smaller than responding firms.

The employment data in this report was compiled from a combination of two sources:

1. **Employment reported by employers on surveys submitted to InterVISTAS.**
2. **Employment inferred for employers who did not provide a survey response.** Inferred employment was based on employment information from those firms in each business type that did respond to the survey. The mean employment of respondents in each business type was calculated, excluding outliers, and then conservatively adjusted downwards. For instance, those firms with especially large employment levels were excluded from the "mean without outliers" to obtain conservative results. This "adjusted mean" employment for each business type was then applied to those firms who did not respond to the survey.

# Appendix F: Contract Employment

Some firms contract out services that they do not have expertise in providing or when there are cost advantages to doing so. For example, many airport firms contract out janitorial, elevator and maintenance services. The employment survey asked firms to identify whether they contracted out some of their work, and to estimate the number of annual hours involved.

Contract work was separated into two distinct categories in the employment survey: 1) individual “employees” paid through a contract, rather than via payroll, and 2) contracting out services to other firms.

The employment results for individuals on contract were derived by counting the number of individual positions for the number of *jobs* and dividing the total hours of employment by 1,832 to estimate an FTE. The employment results for firms on contract were derived by dividing the total hours of employment by 1,832 to estimate FTEs.

There were approximately 3 jobs supplied by firms doing work for YQR.

# Appendix G:

## Tax Revenues Attributable to YQR Employers

### Introduction

This appendix describes the employment and other assumptions on which tax revenue calculations are based. As well, the approaches used to estimate employer and employee contributions to local, provincial, and federal governments are presented. All estimates are using 2024 rates, unless otherwise stated.

Some of the taxes pose conceptual questions about how much, or if any, tax revenue from a particular source should be attributed to firms serving YQR terminal and YQR campus. These questions are highlighted and simplifying assumptions are put forth.

### Employment at YQR

The majority of tax calculations in this report depend on direct employment and total wages. The total direct employment, in jobs, used for these calculations is 1,270 jobs. The total payroll is estimated at nearly \$90 million.

### Personal Income Tax (Federal and Provincial)

Employees who work for employers located at YQR are taxed on their income and, as a result, contribute to federal and provincial tax revenues.

Under the *Income Tax Act* federal income tax is paid on taxable income at a rate that increases with taxable income.

#### Estimation Method and Results

Provincial income tax was formerly calculated as a percentage of federal tax, but most provincial governments have begun collecting taxes on a sliding scale.

Because the tax rate is progressive, the tax paid by a group of employees depends on the distribution of income among those employees. Unfortunately, the distribution of income is not known, and average incomes must be used.

The average tax rates used are derived from the more detailed calculations of taxes payable shown in **Figure G-1**. In those calculations, assumptions have been made about income from non-employment sources, tax deductions from income (e.g., RPP and RRSP contributions), and tax credits applied against tax otherwise payable (e.g., EI and charitable contributions). Average credits

are calculated from Revenue Canada, *General Income Tax Forms, 2022*, the most recent available. Each employee is assumed to pay tax as a single tax filer.

## Corporate Income Tax (Federal and Provincial)

All corporations are liable to pay federal income tax under the *Income Tax Act*. The tax rate varies by type and size of company and by province. Provincial governments also levy a corporation income tax on any company having a permanent establishment in that province.

Government agencies are not subject to corporate income tax, nor are public authorities.

### Estimation Method and Results

To calculate tax liability precisely is very difficult. It requires knowledge of the total tax base, and the proportion of the tax base attributable to the province. Therefore, an approximate method has been used.

In 2024, the federal corporate income tax collected per employee was \$3,978 and the provincial corporate income tax collected per employee was \$8,469.

Assuming all companies pay tax at the average rate per employee calculated above, the corporation income tax liability of the YQR employment sector is estimated to be \$4.7 million toward federal revenues and \$10 million toward provincial revenues. The estimated total corporate income tax revenue is roughly \$14.7 million.

Figure G-1: Saskatchewan Single Tax Filer Income Tax Calculation

SK - Saskatchewan Single Tax Filer Income Tax Calculation													
<b>Income</b>													
Employment	\$	5,000.00	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 60,000.00	\$ 80,000.00	\$ 100,000.00	\$ 250,000.00	\$ 350,000.00	
TOTAL	\$	5,000.00	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 60,000.00	\$ 80,000.00	\$ 100,000.00	\$ 250,000.00	\$ 350,000.00	
<b>Deductions</b>													
RRSP	\$	902.94	\$ 204.24	\$ 140.12	\$ 186.23	\$ 317.64	\$ 498.40	\$ 832.04	\$ 1,487.91	\$ 2,321.03	\$ 8,647.12	\$ 19,682.82	
RPP	\$	7,647.06	\$ 291.25	\$ 173.77	\$ 216.97	\$ 402.81	\$ 718.46	\$ 1,094.30	\$ 1,853.76	\$ 3,415.63	\$ 3,878.18	\$ 2,258.19	
Carrying Charges	\$	400.98	\$ 167.37	\$ 84.58	\$ 71.83	\$ 104.09	\$ 157.99	\$ 215.70	\$ 334.14	\$ 510.26	\$ 473.94	\$ 171.08	
Union	\$	453.92	\$ 138.73	\$ 77.99	\$ 84.24	\$ 97.62	\$ 116.88	\$ 167.68	\$ 227.72	\$ 288.05	\$ 918.52	\$ 4,091.24	
TOTAL	\$	9,404.90	\$ 801.59	\$ 476.46	\$ 559.26	\$ 922.16	\$ 1,491.73	\$ 2,309.73	\$ 3,903.54	\$ 6,534.97	\$ 13,917.76	\$ 26,203.33	
<b>Taxable Income</b>	\$	(4,404.90)	\$ 9,198.41	\$ 19,523.54	\$ 29,440.74	\$ 39,077.84	\$ 48,508.27	\$ 57,690.27	\$ 76,096.46	\$ 93,465.03	\$ 236,082.24	\$ 323,796.67	
<b>Credits</b>													
Basic Federal	\$	15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	\$ 15,705.00	
Basic Provincial	\$	18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	\$ 18,491.00	
CPP	\$	9,082.35	\$ 1,336.60	\$ 830.71	\$ 746.24	\$ 979.47	\$ 1,292.39	\$ 1,687.90	\$ 2,139.84	\$ 2,395.96	\$ 2,296.94	\$ 1,679.75	
EI	\$	7,819.61	\$ 709.55	\$ 332.18	\$ 264.60	\$ 332.80	\$ 427.16	\$ 552.80	\$ 657.35	\$ 729.75	\$ 655.00	\$ 397.37	
Charity	\$	12.75	\$ 7.96	\$ 18.49	\$ 40.61	\$ 71.24	\$ 90.27	\$ 117.16	\$ 150.16	\$ 164.42	\$ 363.79	\$ 2,256.62	
Fed. Total	\$	32,619.71	\$ 17,759.11	\$ 16,886.38	\$ 16,756.45	\$ 17,088.51	\$ 17,514.83	\$ 18,062.87	\$ 18,652.34	\$ 18,995.13	\$ 19,020.73	\$ 20,038.74	
Prov. Total	\$	35,405.71	\$ 20,545.11	\$ 19,672.38	\$ 19,542.45	\$ 19,874.51	\$ 20,300.83	\$ 20,848.87	\$ 21,438.34	\$ 21,781.13	\$ 21,806.73	\$ 22,824.74	
Federal Tax Credit Rate		15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
Provincial Tax Credit Rate		10.50%	11%	11%	11%	11%	11%	11%	11%	11%	11%	11%	
Federal Credits	\$	4,892.96	\$ 2,663.87	\$ 2,532.96	\$ 2,513.47	\$ 2,563.28	\$ 2,627.22	\$ 2,709.43	\$ 2,797.85	\$ 2,849.27	\$ 2,853.11	\$ 3,005.81	
Provincial Credits	\$	3,717.60	\$ 2,157.24	\$ 2,065.60	\$ 2,051.96	\$ 2,086.82	\$ 2,131.59	\$ 2,189.13	\$ 2,251.03	\$ 2,287.02	\$ 2,289.71	\$ 2,396.60	
<b>Tax Payable</b>													
Federal - Bracket 1	\$	-	\$ 1,379.76	\$ 2,928.53	\$ 4,416.11	\$ 5,861.68	\$ 7,276.24	\$ 8,003.85	\$ 8,003.85	\$ 8,003.85	\$ 8,003.85	\$ 8,003.85	
Federal - Bracket 2	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 887.91	\$ 4,661.18	\$ 8,221.74	\$ 10,938.39	\$ 10,938.39	
Federal - Bracket 3	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,265.38	\$ 15,265.38	
Federal - Bracket 4	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,371.05	\$ 20,371.05	
Federal - Bracket 5	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 134.39	\$ 29,080.15	
Federal Total	\$	-	\$ 1,379.76	\$ 2,928.53	\$ 4,416.11	\$ 5,861.68	\$ 7,276.24	\$ 8,891.76	\$ 12,665.03	\$ 16,225.59	\$ 54,713.06	\$ 83,658.82	
<b>Basic Federal</b>			##	##	###	###	###	###	###	###	###	###	\$ 80,653.01
SK - Saskatchewan - Bracket 1	\$	-	\$ 965.83	\$ 2,049.97	\$ 3,091.28	\$ 4,103.17	\$ 5,093.37	\$ 5,220.60	\$ 5,220.60	\$ 5,220.60	\$ 5,220.60	\$ 5,220.60	
SK - Saskatchewan - Bracket 2	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 996.28	\$ 3,297.06	\$ 5,468.13	\$ 11,542.25	\$ 11,542.25	
SK - Saskatchewan - Bracket 3	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,633.52	\$ 26,352.11	
SK - Saskatchewan - Bracket 4	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
SK - Saskatchewan - Bracket 5	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
SK - Saskatchewan - Bracket 6	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
SK - Saskatchewan - Bracket 7	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
SK - Saskatchewan - Bracket 8	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
SK - Saskatchewan Total	\$	-	\$ 965.83	\$ 2,049.97	\$ 3,091.28	\$ 4,103.17	\$ 5,093.37	\$ 6,216.88	\$ 8,517.66	\$ 10,688.73	\$ 30,396.37	\$ 43,114.96	
<b>Basic Provincial</b>			##	##	###	###	###	###	###	###	###	###	\$ 40,718.36
<b>TOTAL TAX PAYABLE</b>			##	##	###	###	###	###	###	###	###	###	\$ 121,371.37
<b>Average Rate of Tax</b>													
Federal		0.0%	0.0%	6.9%	###	###	###	###	###	###	###	###	37.5%
Provincial		0.0%	0.0%	4.7%	7.6%	9.0%	###	###	###	###	###	###	24.9%
		0.0%	0.0%	2.1%	4.5%	5.7%	6.6%	7.7%	8.7%	###	###	###	12.6%

## Employment Insurance Premiums

In 2024, employees in Canada paid employment insurance (EI) premiums equal to 1.66% of earnings up to a maximum of \$ 1,049.12 per year. (Maximum insurable earnings are \$63,200). Employers paid EI premiums equal to 1.4 times employee premiums.

### Estimation Method and Results

The employee premium rate is applied to total payroll costs for employees earning less than \$61,500 per year. The maximum contribution was used for employees earning more than \$63,200 per year. Estimated employee payments are about \$470,000.

The employer rate is applied to the employee payments. Estimated employer payments were about \$1.1 million.

## Canada Pension Plan Contributions

### Tax Base and Rates

In 2024, employee contributions for the Canada Pension Plan (CPP) were 5.95 % of pensionable earnings. Pensionable earnings are actual earnings less \$3,500, to a maximum of \$65,000. The maximum annual employee contribution is \$3,867. The employer contribution is the same as the employee contribution.

### Estimation Method and Results

The employee contribution rate is applied to average payroll for employees who are earning less than \$65,000 a year. The maximum contribution was used for employment earning more than the maximum pensionable earnings.

Estimated employer and employee contributions are about \$4.2 million each, for a total of \$8.3 million.

## Workers' Compensation Board Contributions

Employers in Saskatchewan are required to make contributions to the Workers' Compensation Board (WCB) of Saskatchewan, the provincial workers' compensation board, to help offset the cost of on-the-job injuries. Employers are classified into industry groups. The contribution rate for each group is based on the injury costs associated with all companies in that group.<sup>17</sup> The group

---

<sup>17</sup> Subject to Experience Rating Adjustment for individual companies.

contribution rate varies widely among industries and provinces. Some major companies are not included in the general “rateable” method of contribution but simply pay the actual cost of their claims plus an allowance for WCB administration costs. As it is not generally known which firms contribute in this manner, nor the value of their claims, an estimate based on reported payroll has been made for all firms.

It is possible that some companies are self-insured, and their payments could be viewed as a business expense rather than a tax. However, we have chosen to include their contribution because they are required to be part of this government-mandated program.

**Estimation Method and Results**

The contribution rates for each employment classification at YQR and YQR campus have been applied to the total payroll for that group. YQR and YQR tenants’ employees paid an estimated \$2.3 million to WCB.

**Aviation Fuel Tax**

The federal and provincial governments levy taxes on aviation fuel. The aviation fuel tax rates are shown in Table G-2.

**Figure G-2: Fuel Tax Rates, 2023**

Federal	Saskatchewan
\$/Litre	
\$0.067	\$0.015

**Estimation Method and Results**

The amount of taxable aviation jet fuel and sold at YQR in 2024 was over 124,000 litres<sup>18</sup>. Of the associated tax collected from fuel sales, about \$8,320 went to the federal government and the Government of Saskatchewan collected \$1,863.

The total tax revenues from jet fuel sales at YQR amount to \$10,183.

---

<sup>18</sup> Amount of taxable aviation jet fuel was provided by the RAA and reflects activities with Shell and Regina Flying Club.

## Property Taxes

Governments levy property taxes to help them finance local services. Property taxes paid by Regina Airport Authority amounted to over \$ 1.70 million in 2024.

# Appendix H: Tax Revenues Attributable to Airport Users

## YQR Passengers in 2024

In 2024, approximately 1.1 million passengers enplaned and/or deplaned at YQR.

## GST on Air Fares, Insurance Surcharges, and the Passenger Facility Fee (PFF)

### Tax Base and Rate

The 5% Goods and Services Tax (GST) applies to all tickets purchased in Canada and includes all domestic, transborder and international flights.

The Regina Airport Authority charges all passengers originating their journey at YQR a Passenger Facility Fee (PFF) that is collected for the sole purpose of funding capital improvements at the airport. GST is levied on the fee.

**Conceptual Issues.** Taxes levied on the air fare should be shared among airports in Canada associated with the journey. The estimation method builds in a sharing assumption based on point of origin data from Sabre Global Demand Database.

### Estimation Method and Results

GST is levied on all air fares; however, due to the sharing assumption stated above, only a percentage of the estimated taxes per departing passenger are attributable to YQR. Total tax on airfares is estimated to be \$2.1 million.

The Regina Airport Authority collected \$15 million through the PFF (Passenger Facility Fee) in 2024.<sup>19</sup> Tax revenue on this amount collected by the Federal government is approximately \$755,000.

---

<sup>19</sup> Regina Airport Authority 2024 Annual Report.

## GST on Air Traveller Security Charge

The Canadian Government enacted the Air Traveller Security Charge (ATSC) on April 1, 2002, to help fund security improvements at airports across Canada, because of the terrorist attacks on September 11, 2001. There is a flat rate fee of \$7.12 for each chargeable enplanement for domestic travel, \$12.10 for transborder travel, and \$25.91 for international travel.

### Tax Base and Rate

The GST applies to the domestic and transborder ATSC.

### Estimation Method

The volume of origin/destination traffic at YQR was determined based on data from Sabre Global Demand Database. Each origin passenger pays the ATSC. A total of \$250,000 in taxes was collected on the ATSC in 2023.

## GST on Other Aeronautical Revenue

The GST rate is applied to other aeronautical revenue collected from the main terminal, airfield and general operations.

### Estimation Method and Results

Based on YQR's 2024 Financial Statements, general terminal fee revenue received was \$2.2 million. Total tax collected is estimated at \$110,000 in GST.

## GST on Non-Aeronautical Revenue

The GST rate is applied to non-aeronautical revenue collected from airport concessions, parking and ground transportation.

### Estimation Method and Results

Based on YQR's 2024 Financial Statements, the combined net revenue from airport concessions, parking, and rental car was \$ 9.8 million. Total tax collected is estimated at \$490,000 in GST.

## Appendix I: Glossary of Terms

**Air Traveller Security Charge (ATSC):** A fee collected by the Federal Government from air travellers to help fund security improvements at Canadian airports. The fee varies by region of travel and is charged to the passenger per enplanement.

**Passenger Facility Fee (PFF):** A fee collected by the airport authority from passengers to help with funding capital improvements at the airport. In some regions of Canada, this is also referred to as the Passenger Facility Charge (PFC).

**Contract Work:** Any work which is done for a company by an individual who is not on the payroll or work done for a company by another company. Firms will contract out work in areas in which they do not have expertise or when there are cost advantages to doing so.

**Direct Employment:** Direct employment is employment that can be directly attributable to the operations in an industry, firm, etc. It is literally a head count of those people who work in a sector of the economy. In the case of the airport, all of those people who work on airport property and in an aviation related capacity would be considered direct employment.

**Economic Activity:** (also Output, Production) The end product of transforming inputs into goods. The end product does not necessarily have to be a tangible good (for example, knowledge), nor does it have to create utility (for example, pollution). Or, more generally, the process of transforming the factors of production into goods and services desired for consumption.

**Economic Output:** (also Economic Activity, Production) The end product of transforming inputs into goods. The end product does not necessarily have to be a tangible good (for example, knowledge), nor does it have to create utility (for example, pollution). Or, more generally, it is defined as the process of transforming the factors of production into goods and services desired for consumption.

**Employment Impact:** Employment impact analysis determines the economic impact of employment in terms of jobs created and salaries and wages paid out. In the case of the airport, the direct, indirect, induced, and total number of jobs or full-time equivalents created at the airport is examined to produce a snapshot of airport operations.

**Full Time Equivalent (FTE):** (also Person Year) One full time equivalent (FTE) year of employment is equivalent to the number of hours that an individual would work on a full-time basis for one year. In this study we have calculated one full time equivalent year to be equivalent to 1,832 hours. Full time equivalent years are useful because part time and seasonal workers do not account for one full time job.<sup>20</sup>

---

<sup>20</sup> *The Dictionary of Modern Economics*, David W. Pearce, General Editor, The MIT Press, Cambridge Mass., 1984

**Gross Domestic Product:** (GDP, also value-added) A measure of the value added by labour and capital services used to produce final goods and services, as a result of economic activity in the nation. This measure is net of the value of intermediate goods and services used up to produce the final goods and services.

**Ground Transportation:** Ground Transportation at the airport includes any vehicles which transport passengers from the airport to the cities or from the cities to the airport. This would include taxicab service, limousine service and hotel van service. Valet services as well as skycaps are included in this category.

**Indirect Employment:** Indirect employment is employment which results because of direct employment. For the airport, it would include that portion of employment in supplier industries which are dependent on sales to the air transport sector. In some cases, contract work would be considered indirect employment.

**Induced Employment:** Induced employment is employment created because of expenditures by direct and indirect employees.

**Multiplier Analysis:** Analysis using economic multipliers in which indirect and induced economic impacts is quantified. Essentially, a multiplier number is applied to the "directly traceable economic impact" to produce indirect and total effects (see Multiplier.)

**Multiplier:** Economic multipliers are used to infer indirect and induced effects from a particular sector of the economy. They come in a variety of forms and differ in definition and application. A multiplier is a number which would be multiplied by direct effects to calculate indirect or induced effects. In the case of the airport, as in many other cases, multipliers can lead to illusory results, and thus must be used with great care.

**Seasonality:** Seasonality results when the supply and demand for a good is directly related to the season in which is consumed. For example, ski resorts experience changes in net income as a result of seasonality. Airports and airport services also experience seasonality because of vacation times for families (typically during the summer) and/or temperatures abroad (typically at Christmas time). As a result of seasonality in demand for flights, some air carriers increase frequency of flights to certain areas during the busy season.

**Tenant:** A firm which pays a lease to a leasing company or to the airport authority directly.

**Value-Added:** (also GDP) A measure of the money value of final goods and services produced as a result of economic activity in the nation. This measure is net of the value of intermediate goods and services used up to produce the final goods and services.



Prepared by

InterVISTAS Consulting Inc.

450 Southwest Marine Drive  
18<sup>th</sup> Floor  
Vancouver, BC, V5X 0C3

Telephone: +1-604-717-1800  
[www.intervistas.com](http://www.intervistas.com)