



InterVISTAS

2025 Economic Impact Study

COMOX VALLEY AIRPORT (YQQ)

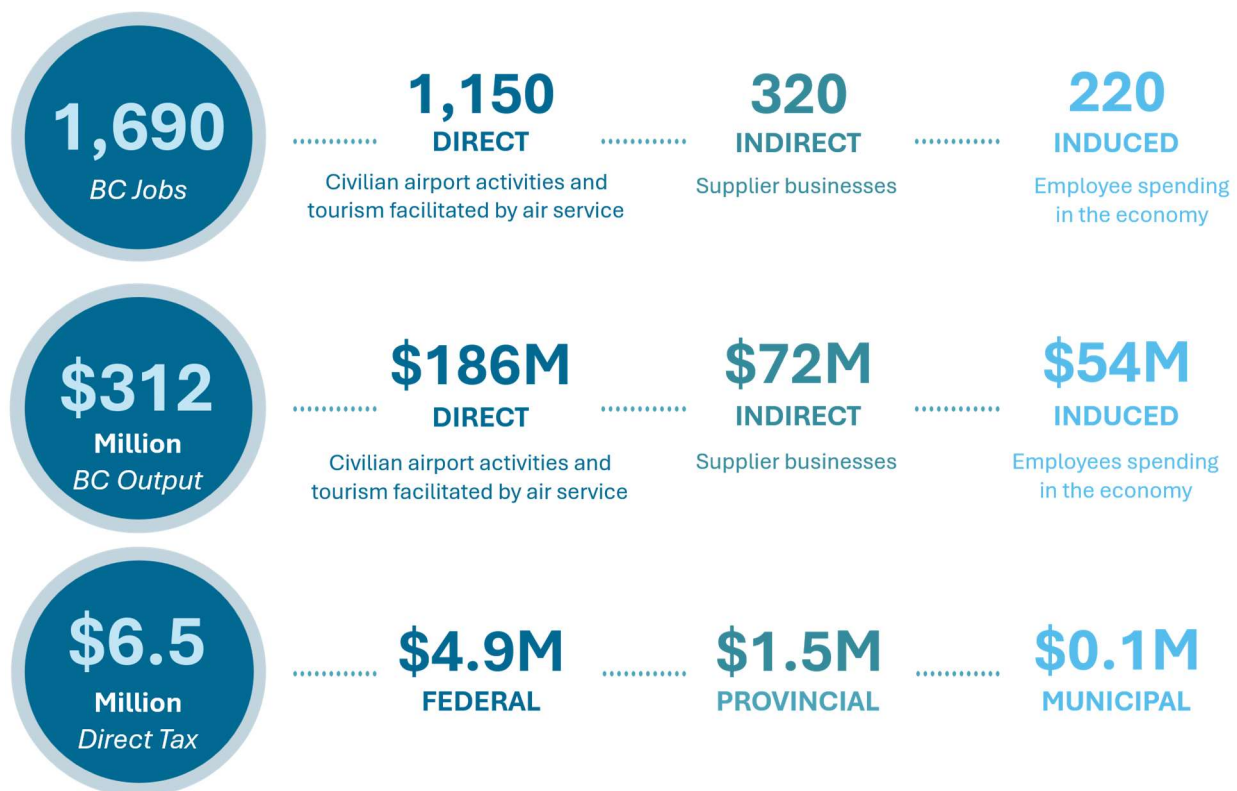


Executive Summary

Comox Valley Airport (YQQ) is an important transport link on Vancouver Island, connecting island communities to the rest of the world. As a busy joint military and civilian airfield, YQQ continues to grow its civilian operations – in 2025, the airport hosted nearly 450,000 passengers, higher than its previous pre-pandemic record.

The Comox Valley Airport Commission (CVAC) commissioned InterVISTAS Consulting to conduct a study on the economic impact of civilian operations at YQQ in 2025. This study provides the latest snapshot of the economic contributions made by the airport within the province of British Columbia, focusing on commercial airport operations, airport capital investment, and air visitor expenditures.

YQQ’s civilian operations facilitate substantial economic activity which includes 1,690 total jobs, \$312 million in total annual economic output, and an estimated \$6.5 million in direct annual taxes to the B.C. economy.




YQQ’s economic impact is driven by the direct activities associated with the day-to-day operation of civilian flights, airport capital improvements, and expenditures by visitors who fly into the region via YQQ. Altogether, these activities generate 1,150 direct jobs. “Ripple effects” in the economy are also generated by these direct activities, through the supply chain for the directly related firms (indirect impacts), as well as the spending of income earned through the direct and indirect activities (induced impacts).

Daily airport operations account for 210 direct jobs, which include employment of all tenants located at YQQ, employment in ground transportation and accommodation for overnighting flight crews, and a proportion of military employment which is needed to support civilian operations (such as air traffic control). Activities at businesses that supply and support aviation activity amount to 100 indirect jobs, while the spending of people employed directly or indirectly generate an additional 70 induced jobs.

Airport capital improvements, estimated at an annual average expenditure of \$1.5 million (excluding land purchases), support 6 direct jobs. Supplier impacts amount to 3 indirect jobs, while the spending of people employed directly or indirectly generates an additional 2 induced jobs.

Visitor expenditures, estimated at \$124 million by the 97,000 non-local passengers traveling via YQQ in 2025, support 930 direct jobs throughout the local tourism and hospitality sectors. Supplier impacts amount to 220 indirect jobs, while spending in the general economy by people employed directly or indirectly generates 150 induced jobs.

Figure E-1: Economic Impact of Comox Valley Airport, 2025

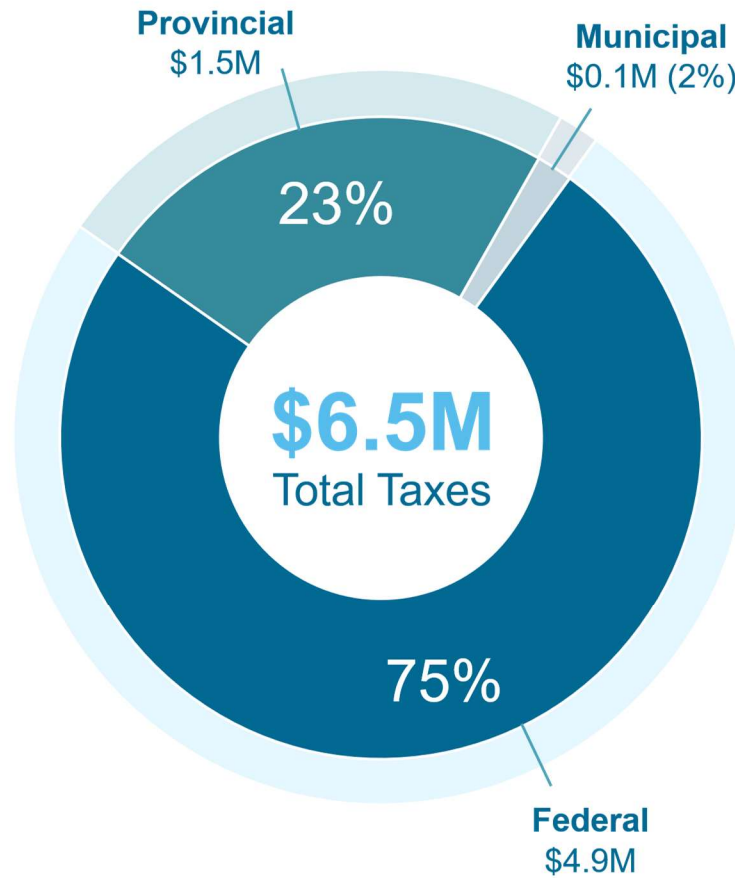


	Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Airport Operations	Direct	210	\$15.3	\$28.7	\$60.6
	Indirect	100	\$7.5	\$13.0	\$25.0
	Induced	70	\$4.3	\$11.1	\$17.1
	Total	380	\$27.1	\$52.8	\$102.7
Capital Improvements	Direct	6	\$0.5	\$0.6	\$1.5
	Indirect	3	\$0.2	\$0.4	\$0.7
	Induced	2	\$0.1	\$0.3	\$0.5
	Total	10	\$0.8	\$1.3	\$2.7
Visitor Spending	Direct	930	\$39.1	\$65.6	\$124.0
	Indirect	220	\$14.7	\$25.6	\$46.5
	Induced	150	\$9.1	\$23.5	\$36.1
	Total	1,300	\$62.9	\$114.8	\$206.5
Consolidated	Direct	1,150	\$54.8	\$95.0	\$186.1
	Indirect	320	\$22.4	\$39.0	\$72.2
	Induced	220	\$13.6	\$34.9	\$53.6
	Total	1,690	\$90.7	\$168.9	\$312.0

Note: Dollar figures expressed in 2025 dollars. Totals may not sum due to rounding.

YQQ is also an important generator of tax revenue to all three levels of government. Taxes associated with the direct employment and business activities associated with ongoing airport operations were estimated at \$6.5 million in 2025. Three-quarters of this revenue (\$4.9 million) accrued to the federal government, while 23% (\$1.5 million) accrued to the provincial government and 2% (\$0.1 million) to the municipal government.

Figure E-2: Direct Annual Tax Impact of YQQ Airport Operations, 2025



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1 Introduction

The Comox Valley Airport Commission (CVAC) engaged InterVISTAS Consulting Inc. (InterVISTAS) to conduct a study on the economic impact of civilian operations at Comox Valley Airport (YQQ) in 2025. This study provides an up-to-date snapshot of the economic contributions the airport's operations make to the province of British Columbia.

Commercial airport facilities like YQQ serve an important role in facilitating air transport for their communities. In addition to the significant military operations that take place at the facility, YQQ also supports commercial airlines, private flyers and general aviation. Aviation supports employment and economic development in local communities through a number of key mechanisms including trade of goods and services, productivity gains, tourism, and investment. The continued growth in civilian aviation operations and related activities at YQQ has made it a robust economic generator and a key gateway to Vancouver Island for visitors and locals alike.

Economic impact studies are an important tool to quantify the total economic footprint of an airport like YQQ. As the airport continues to grow, it is important to recognize the economic contributions that the airport makes to its wider community.

1.1 Overview of Comox Valley Airport

The land and infrastructure on which Comox Valley Airport (YQQ) sits is owned and operated by the Government of Canada as part of Canadian Forces Base (CFB) Comox, the Royal Canadian Air Force's (RCAF) primary air defence base on the Pacific coast. YQQ is located on the east coast of Vancouver Island, approximately 220 km northwest of Vancouver, and 230 kms north of Victoria, the provincial capital. Opened as a Royal Air Force Base in the 1940s, the site underwent extensive modernizations after World War II, which included a major airfield extension. As part of the modernization, the Department of National Defence also built a civilian air terminal on the site which opened in 1956.¹ The civilian terminal was initially run by Transport Canada until 1996, when CVAC began overseeing civilian operations at the airport.²

Today, CFB Comox is a busy military base, home to 19 Wing Comox, which hosts multiple operational squadrons. Crews from the base conduct regular reconnaissance and monitoring missions over the Pacific Ocean looking for foreign submarines, illegal fishing activity, human trafficking and pollution. The Wing also has multiple search and rescue (SAR) squadrons which train and carry out active SAR operations along the entire B.C. coast. Alongside its operational squadrons, 19 Wing Comox is the home of the 19 Air Maintenance Squadron and the Canadian Forces School of Search and Rescue.³

Civilian operations at YQQ have grown significantly in recent decades, transforming the airport into a key gateway into central and northern Vancouver Island. In 2025, the airport served a total of 449,849 passengers, surpassing the previous (pre-pandemic) record of 420,811 set in 2018.⁴ This has been part

¹ <https://comoxmuseum.ca/wp-content/uploads/2021/07/Comox-Valley-BC-History.pdf>

² <https://www.comoxairport.com/cms/wpattachments/wpID21atID1090.pdf>

³ <https://www.canada.ca/en/air-force/corporate/wings/19-wing.html>

⁴ <https://www.comoxairport.com/january-21-2026>

of a long-term growth trajectory – data from Statistics Canada shows that, in 2024, total enplaned/deplaned passengers at YQQ were 32% higher than in 2008.⁵ In 2025, the airport enjoyed regularly scheduled services with WestJet, Air Canada and Pacific Coastal Airlines, connecting the Comox Valley with direct service to Vancouver, Kelowna, Calgary, Edmonton, Toronto (in summer) and Puerto Vallarta (in winter).⁶

Figure 1-1: Nonstop Destinations from YQQ, 2025



Source: Diio Mi.

1.2 Overview of the YQQ Catchment Area

YQQ is situated within the Comox Valley Regional District (CVRD), the administrative subdivision of the province located mid-way along the east coast of Vancouver Island and immediately south of Strathcona Regional District, which includes Campbell River. The CVRD serves as one of the main regional hubs for the central and north island regions and also represents the ‘core’ catchment area for the airport. It is centred on the City of Courtenay and incorporates the Town of Comox and the Village of Cumberland, alongside unincorporated communities such as Denman Island, Hornby Island, Royston, Black Creek and Mount Washington. A map of YQQ’s core catchment area (shaded) and its location relative to Vancouver Island, Victoria and Vancouver is shown in **Figure 1-2**.

⁵ <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=2310025301>

⁶ <https://www.comoxairport.com/facts-and-figures>

Data from the 2023 YQQ Traveller Profile & Customer Satisfaction Survey shows how YQQ acts as a gateway to and from the Comox Valley, with nearly half of travellers through YQQ being residents of the Comox Valley and slightly over half being visitors to the area. Among all visitors travelling through YQQ, 68% indicated they had visited a destination in the Comox Valley as part of their trip.

Figure 1-2: Map of location of YQQ and its core catchment area



Note: Shaded area corresponds to the CVRD boundaries – the ‘core’ catchment area for YQQ.

Data from the 2021 Census of Population indicates that in 2021, 72,000 people lived in the CVRD – an increase of 8.9% since 2016, 1.3 percentage points higher than the province-wide growth rate over the same period.⁷ The median total income for the employed population over the age of 15 in the region in 2020 was \$40,000, similar to the province-wide median income of \$40,800, while the area benefits from a lower cost-of-living than in major urban areas such as Metro Vancouver and Greater Victoria.⁸ The unemployment rate in the CVRD in 2021 was 8.0%, lower than the 8.4% province-wide average.⁹ Major employers in the area include the Canadian Armed Forces, municipal governments and healthcare (Island Health). There is also significant employment in tourism, aquaculture, seafood production, agriculture and forestry in the region.¹⁰

⁷ <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

⁸ https://assets.nationbuilder.com/livingwageforfamilies/pages/1073/attachments/original/1762973736/Living_Wage_Report_2025.pdf?1762973736

⁹ <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

¹⁰ <https://viea.ca/business-living-on-vancouver-island/vi-economic-map/>

The CVRD includes the Inland Island Highway (Highway 19A), in addition to Highway 19, the main thoroughfare connecting communities on northern Vancouver Island (e.g. Campbell River, Gold River, Port McNeill and Port Hardy) with municipalities further south (e.g. Nanaimo, Ladysmith, Duncan and Victoria). BC Ferries provides direct ferry service connecting the Comox Valley with Powell River on the mainland, along with connections to Denman and Hornby Islands.

The area enjoys abundant access to outdoor recreational activities year-round. It is located near major tourism destinations such as Strathcona Provincial Park, Mount Washington Alpine Resort and Forbidden Plateau Mountain Resort, which provide seasonal opportunities for activities such as hiking, camping, canoeing, and both alpine and Nordic skiing. Additional nearby options include golfing, fishing, kayaking and beach activities – particularly on Denman and Hornby Islands.

YQQ's close proximity to key attractions and good highway connections to other parts of the region mean that, in addition to its core CVRD catchment area, it also serves as a wider gateway for travellers to visit other parts of northern and central Vancouver Island as well. Specifically, data from the 2023 YQQ Traveller Profile & Customer Satisfaction Survey shows that around a third of travellers through YQQ indicated they visited Campbell River on their trip. Similarly, around a quarter of travellers indicated they had visited Port Alberni, Tofino, Ucluelet and other destinations on northern and central Vancouver Island, including Port Hardy, Port McNeill, Gold River, Tahsis, and Quadra Island.

1.3 What Is Economic Impact?

Economic impact is a measure of the spending and employment associated with a sector of the economy, a specific project (e.g. the construction of a new facility), or a change in government policy or regulation. This study focuses on the economic impact associated with ongoing operations of and tourism spending facilitated by Comox Valley Airport in 2025.

Economic impact is commonly measured using several metrics including employment, labour income, Gross Domestic Product (GDP), and economic output, all of which are defined in **Figure 1-3**. These measures help express the gross level of economic activity being generated by the airport. The economic benefits of the airport are highlighted by both the employment and income supported by the airport as well as the impacts on the broader economy through the production of GDP and economic output.

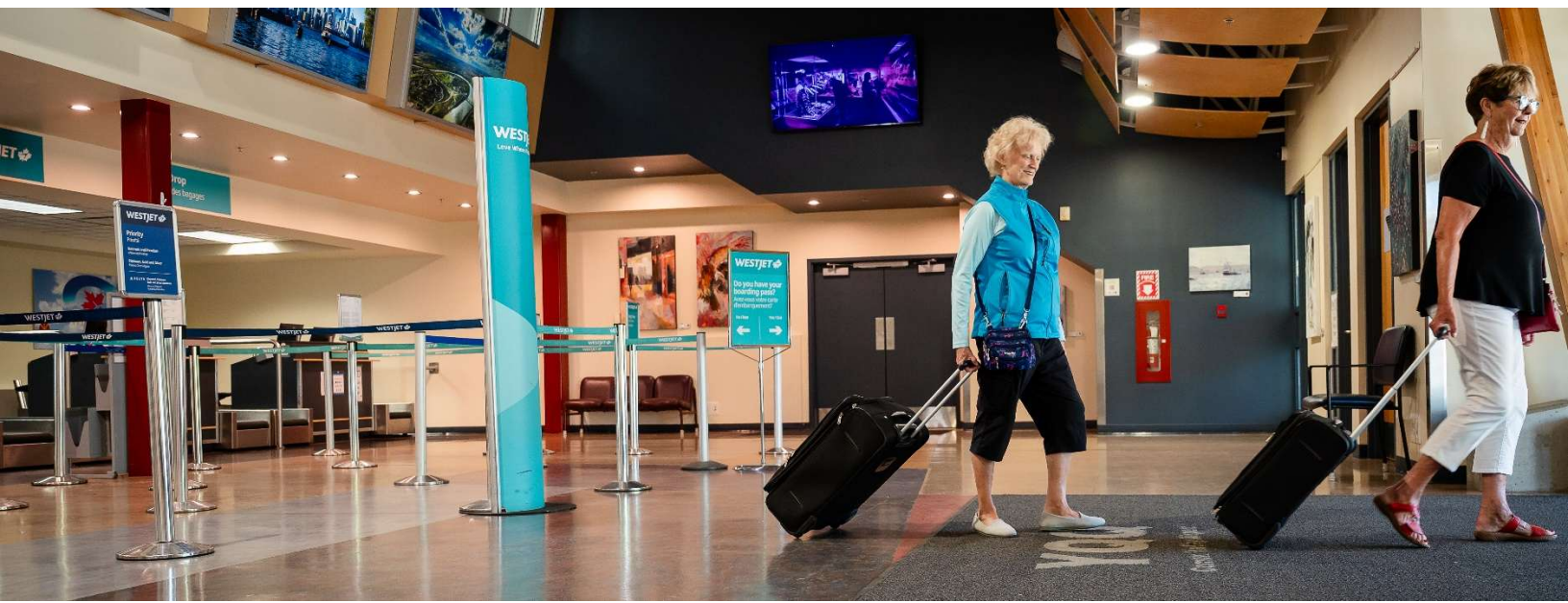
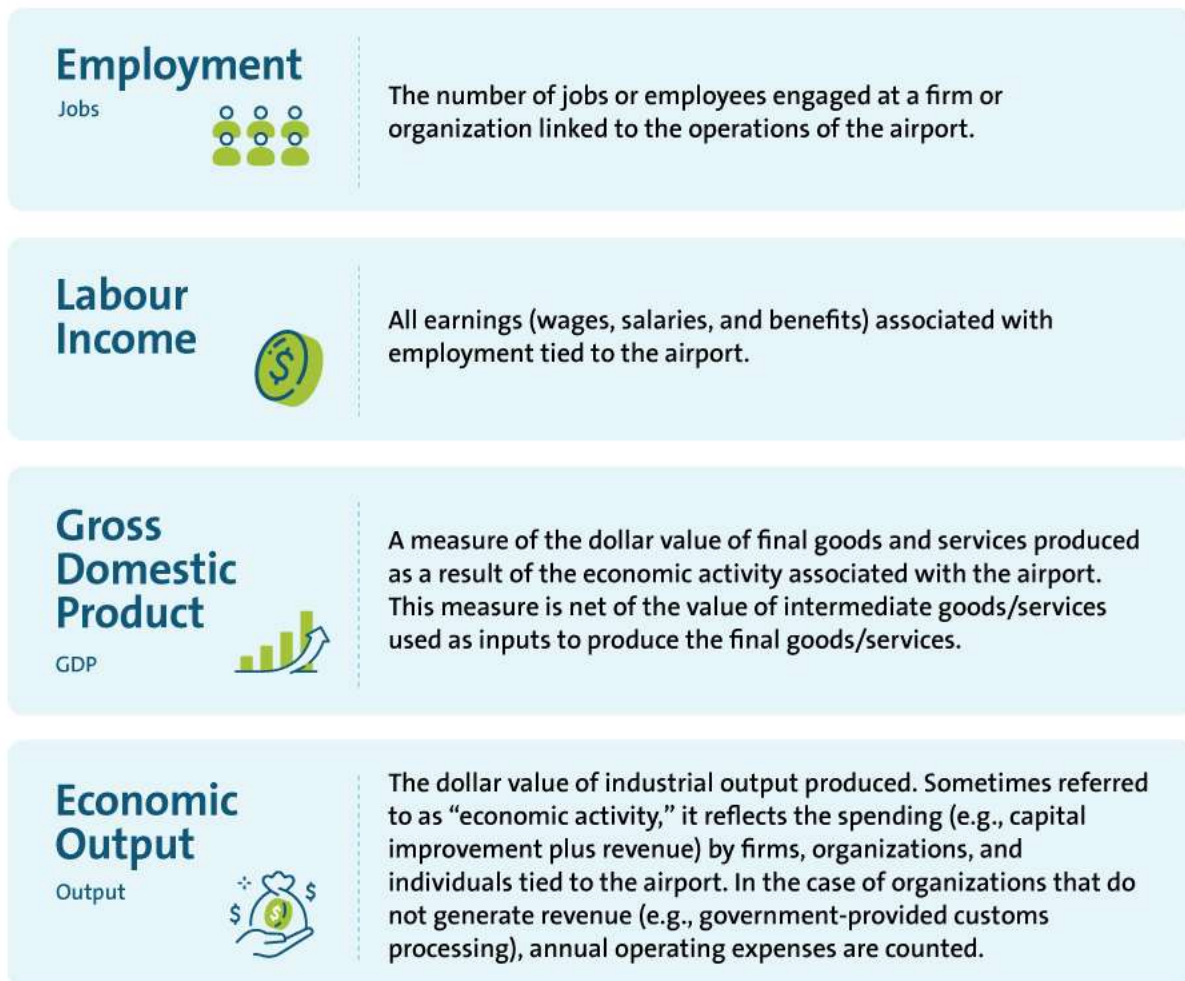


Figure 1-3: Measures of Economic Impact



1.4 How Airports Generate Economic Impacts

This study measures three main ways in which Comox Valley Airport generates or facilitates economic impact – ongoing airport operations, airport capital improvement projects, and visitor spending. While military operations at CFB Comox account for a part of the aviation activity at YQQ each year, this study focuses only on civilian operations. Only a small proportion of military activity (e.g. air traffic control, airfield maintenance, etc.) which helps support civilian operations is included in the analysis.

- **Airport Operations** include aviation and all related activities associated with running the airport and onsite businesses by airport tenants, including a proportion of military activity which supports civilian airport operations.
- **Airport Capital Improvement** includes the construction activity associated with infrastructure improvements made at the airport. Capital improvements at YQQ are considered separately from

regular airport operations as they generate one-time economic impacts and can vary over time and on a project-by-project basis.

- **Visitor Spending** accounts for the tourism-related economic impacts facilitated by the airport by way of helping to bring non-local visitor traffic into the region to spend money on local businesses (namely food, accommodations, ground transportation, entertainment, and retail).

1.5 Categories of Economic Impact

The three major levels of economic impact are classified as *direct*, *indirect*, and *induced* impacts. Airport operations, airport capital improvements, and visitor spending each generate their own set of these impacts. Combined, these classifications constitute the total economic impact of Comox Valley Airport. Each level of economic impact requires different tools of analysis. The direct, indirect, and induced employment, labour income, GDP, and output generated or facilitated by the airport are examined to produce a snapshot of the airport’s economic footprint.

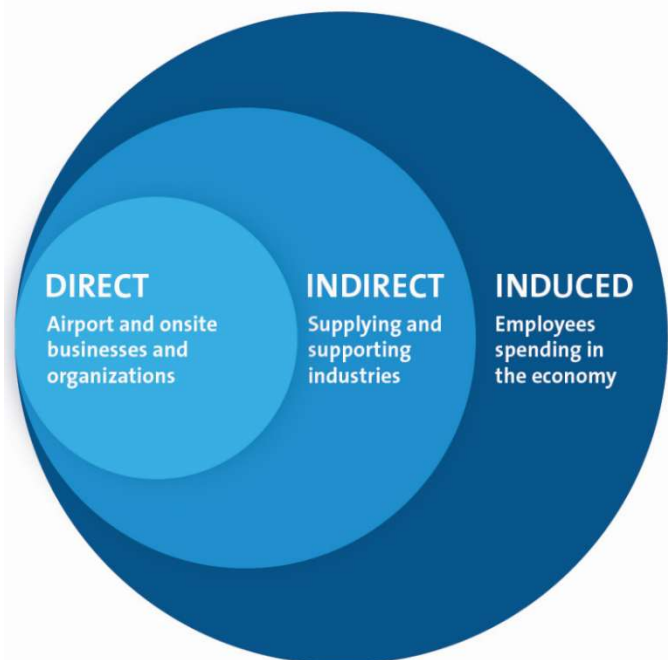
Direct Impact

Direct impacts account for the economic activity of the target sector itself. In the case of airport operations, the direct impacts cover the employment, labour income, GDP, and economic output that can be attributed to the operation and management of the airport, including all onsite businesses as well as any offsite activities that are directly involved in running the airport. In terms of the direct employment impacts, this would include all personnel working at YQQ including airport management, airline check-in and security staff, baggage handlers, employees working at airport concessions (retail and food service), car rental and ground transport (i.e. taxi) staff and Canada Border Services Agency (CBSA) screening staff.

Direct employment impacts of airport capital improvements would include construction workers, contractors, engineers, and anyone else directly involved in an airport construction project.

Direct employment impacts of visitor spending would include a portion of employees at hotels, restaurants, shops, and other hospitality businesses throughout the area where visitors arriving via YQQ spend their money. Without expenditures by these visitors, there would be relatively fewer employees needed at these businesses.

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



Indirect Impact

Indirect impacts occur as a result of the direct impacts. This involves employment, labour income, GDP, and economic output generated by *supplier industries* that support airport operations, airport capital improvements, and the tourism-related businesses serving visitor traffic. In the case of airport operations specifically, the indirect impacts are generated in industries that supply or provide goods and services to the aviation industry and airport businesses. This could include oil refineries for jet fuel, parts suppliers for aircraft maintenance, accounting and legal service providers for airport tenants, etc.

Indirect impacts also stem from the direct impacts associated with capital improvements and visitor spending including, for instance, suppliers that sell tools used for the construction of capital improvements at the airport, or food wholesalers to restaurants where visitors spend their money.

Induced Impact

Induced impacts are created by the spending of wages, salaries, and profits earned from the direct and indirect economic activities. They capture the economic activity generated by the employees of firms directly or indirectly connected to YQQ spending their wages in the general economy. For example, if a check-in agent working at YQQ, construction worker involved in rebuilding hangars, or a manager at a hotel serving visitors from YQQ – spends his/her wages on groceries, restaurants, childcare, dental services, home renovations, and other items, this spending in turn generates employment in a wide range of sectors throughout the general economy. Induced impact is often called the “household spending effect”.

Total Impact

Total impacts are the sum of the direct, indirect, and induced impacts collectively associated with ongoing airport operations, capital improvements, and visitor spending.



2 Methodology

This chapter summarizes the methodology and sources used to estimate the economic impact of YQQ. This study was conducted during the winter of 2025/26 and reflects employment and operations in 2025.

2.1 Data Collection and Assumptions

Economic impact analysis is built upon a foundation of reliable data on the *direct* economic activity being measured. The core inputs related to this direct economic activity were collected primarily through survey and supplementary data collected by the project team, as well as supporting information provided by CVAC as follows:

- Survey of all tenants located at YQQ, which was used as an input to assess the direct employment and activity at YQQ's airport operations. Data collected from the survey was also used to inform the associated tax impacts (government revenue) generated by YQQ's operations. Specifics of the survey methodology are described further in **Appendix A**. E-mail and telephone follow-ups were conducted to increase the response rate. The survey achieved a high final response rate of 92%, with missing data being inferred in consultation with CVAC and using representative data from other responding firms
- Airport capital expenditures by category as well as airport site statistics and traffic reported by CVAC.
- Supplementary airport traffic data, including aircraft movements, origin-destination and point-of-origin passenger flows, and scheduled airline service, reported by Diio Mi and Sabre Market Intelligence for YQQ. In particular, this data was used to estimate the proportion of YQQ's commercial passengers attributable to non-connecting, inbound (i.e. visitor) traffic.
- Visitor trip characteristics and average expenditures for air travellers to the region were based on the most recent data available from Statistics Canada's National Travel Survey and Visitor Travel Survey, as well as the 2023 YQQ Traveller Profile & Customer Satisfaction Survey.

For domestic overnight visitors, average length of stay was estimated based on data from YQQ's Traveller Profile & Customer Satisfaction Survey as it captures information specific to visitors who travel through YQQ. For domestic overnight and daytrip visitors, daily spend rates were estimated using data from Statistics Canada's National Travel Survey (NTS). Analysis of the NTS data provided estimates of spend rates for visitors to two regions, 'Vancouver Island and Coast' and 'Victoria'. Data from these two regions were combined to generate a bespoke daily spend estimate for day and overnight trips to 'Vancouver Island excluding Victoria'.^{11,12} Daily spend rate estimates were then split by expenditure category (accommodation, vehicle rental, vehicle operation, commercial transport, food

¹¹ A bespoke estimate was used because spend patterns for visitors to Victoria differ significantly from visitors to other parts of Vancouver Island. Section 1 shows that the wider catchment area of YQQ includes many parts of northern and central Vancouver Island, so a wider Vancouver Island excluding Victoria estimate is able to capture different spend rates for many of the municipalities in the area.

¹² Estimates for 'Vancouver Island excluding Victoria' were generated by subtracting total expenditure by visitors in the 'Victoria' tourism region from total expenditure by visitors in the 'Vancouver Island and Coast' tourism region and dividing by the difference of total nights spent in Vancouver Island and Coast from total nights spent in Victoria.

and beverage, recreation, entertainment, clothing and other expenditures) based on overall spend patterns in the NTS data.

For international visitors, average length of stay and daily spend rates were estimated using data from Statistics Canada's Visitor Travel Survey (VTS) for the 'Vancouver Islands' tourism region.¹³ Daily spend rate estimates were then split by expenditure category (accommodation, clothing and gifts, food and beverage, recreation and entertainment, transportation and other expenditures) according to overall spent patterns in the VTS data.

All daily spend rates for domestic and international visitors were updated using Statistics Canada CPI data to reflect 2025 prices.

Collectively, these sources provided the core direct impacts for the study including direct airport employment, airport capital expenditures, and air visitor expenditures.

2.2 Estimating Multiplier Impacts

Using the data and direct inputs described in the preceding section, the other associated economic impact metrics were then estimated using InterVISTAS' proprietary economic impact model. This model incorporates economic multipliers and ratios developed by Statistics Canada to estimate the multiplier (indirect and induced) impacts, as well as certain direct economic impacts which were not explicitly measured by the project team such as GDP and economic output. Multiplier impacts are presented at the provincial level.

The multipliers used for the analysis are based on Statistics Canada economic multipliers for British Columbia from the 2022 Interprovincial Input-Output model, which is the most recent available. These multipliers were updated with Consumer Price Indices to account for inflation to 2025.

Data collected from the employment survey was also used to calculate the associated tax impacts (government revenue) generated by YQQ's operations.

2.3 Note on Rounding and Dollar Figures

The findings of this study are presented throughout the report in rounded figures, as economic impact figures are estimates and not the result of a detailed audit or accounting exercise. All dollar figures throughout the report are expressed in 2025 dollars unless otherwise noted.

¹³ These estimates did not exclude spending in the Victoria tourism region from the analysis due to a lack of granularity.

3 Economic Impact of Airport Operations

This chapter describes the economic impact of regular, daily operations at YQQ. The additional impacts associated with capital improvements at the airport as well as visitor spending are discussed separately in the subsequent chapters.

3.1 Direct Impacts of Airport Operations

The direct impacts are those attributed to employment located on airport property or otherwise directly involved in airport operations. The direct employment of YQQ’s ongoing operations is the sum of all employment serving the airport including airport authority staff and all 12 of the airport tenants’ onsite employees.¹⁴

Using the direct employment figures as inputs, the direct labour income,¹⁵ GDP, and economic output impacts were then estimated using Statistics Canada input-output multipliers.

Direct Impacts of Airport Operations

Through its ongoing operations, YQQ contributes directly to employment and the regional economy. Every flight and every aircraft serviced at YQQ generates employment hours related to handling the aircraft and any accompanying passengers. This employment includes airport management and maintenance staff, terminal employees, a portion of airfield staff serving civilian flying such as air traffic controllers and maintenance, janitorial/grounds maintenance, and any other support staff for activities located at the airport.

Figure 3-1 summarizes the direct impacts of ongoing operations at YQQ in 2025. Altogether, ongoing airport operations directly supported 210 jobs that paid \$15.3 million in earnings, providing an average income of about \$73,500 per job. This is higher than both British Columbia’s average provincial earnings rate of \$71,700 and the national average of \$69,100 in 2025.¹⁶ In addition to employment and wages, the airport directly contributed \$28.7 million in GDP and \$60.6 million in economic output in 2025.

Figure 3-1: Direct Impacts of YQQ Airport Operations, 2025



Note: Dollar figures represent 2025 dollars.

¹⁴ All employment figures in this report are measured in jobs or headcount. Also included in total employment was a proportion of military activity which was estimated to support civilian operations at YQQ.

¹⁵ Some survey respondents provided total payroll which was used as an input for direct labour income. For respondents who did not provide total payroll, labour income was estimated using Statistics Canada multipliers.

¹⁶ Statistics Canada (2026). [Table 14-10-0063-01 Employee wages by industry, monthly, unadjusted for seasonality](#)

Direct Employment by Business Type at YQQ

Figure 3-2 shows the breakdown of direct employment at YQQ by business type. Major employers involved in daily airport activity include terminal and passenger-related operators in retail and food service, security, and car rentals, which together account for 38% of employment at YQQ. Airlines and aviation support account for around a third of total employment, while Canada Border Services Agency (CBSA) staff and other armed forces personnel supporting civilian aviation (e.g. through air traffic control, airfield maintenance, etc.) account for 10% of total employment. CVAC employees and those working in ground transportation for passengers as well as accommodations serving overnighting flight crew make up the remainder of direct YQQ employment.

Figure 3-2: Direct Employment at YQQ by Type



3.2 Indirect and Induced Impacts of Airport Operations

Indirect Impacts of Airport Operations

Indirect effects include the economic undertakings of companies that support direct airport operations. For example, this includes the segment of employment in supplier industries that rely on sales to the air transport sector, such as oil refineries that provide jet fuel.

In 2025, YQQ operations supported 100 indirect jobs that paid \$7.5 million in labour income (see **Figure 3-3**). This activity generated \$13.0 million in indirect GDP and \$25.0 million in indirect economic activity.

Figure 3-3: Indirect Impacts of YQQ Airport Operations, 2025

Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Indirect	100	\$7.5	\$13.0	\$25.0

Note: Dollar figures represent 2025 dollars.

Induced Impacts of Airport Operations

Induced impacts are those created by the spending of wages, salaries, and profits earned in direct and indirect economic activities. These are the “household spending effects” of successive rounds of spending throughout the broader state economy. Induced employment, for example, is employment generated from the expenditures by individuals employed directly or indirectly from airport operations. Induced effects typically reflect changes in spending from households as income increases or decreases due to the changes in production (in this case, airport operations). As shown in **Figure 3-4**, YQQ operations supported another 70 induced jobs that paid \$4.3 million in earnings. This activity amounted to \$11.1 million in GDP and \$17.1 million in economic activity.

Figure 3-4: Induced Impacts of YQQ Airport Operations, 2025


Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Induced	70	\$4.3	\$11.1	\$17.1

Note: Dollar figures represent 2025 dollars.

3.3 Total Economic Impact of Ongoing Airport Operations

Ongoing YQQ operations, including multiplier (indirect and induced) effects, supported a total of 380 jobs and \$27.1 million in labour income in 2025. Including multiplier impacts, operations at the airport also contributed \$52.8 million in total GDP and \$102.7 million in total economic output across the province, as shown in **Figure 3-5**.

Figure 3-5: Total Economic Impact of YQQ Airport Operations, 2025



Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Direct	210	\$15.3	\$28.7	\$60.6
Indirect	100	\$7.5	\$13.0	\$25.0
Induced	70	\$4.3	\$11.1	\$17.1
Total	380	\$27.1	\$52.8	\$102.7

Note: Dollar figures represent 2025 dollars. Totals may not sum due to rounding.

Community Stewardship in Comox Valley

Beyond the daily grind of moving people and planes, YQQ and its tenants maintain a commitment toward serving and representing their community.

Airlines operating at YQQ contributed over \$100,000 of in-kind donations as gifts of flight in 2025. This includes flight vouchers for fundraising efforts across more than two dozen different local community organizations including Black Creek Community Association, Campbell River Salmon Foundation, Comox Valley Family Services Association, Filberg Heritage Lodge and Park Association, and Lush Valley Food Action Society, among others.

In addition, Comox Valley Airport Commission (CVAC) supports a variety of local organizations focused on serving the region’s families, as well promoting tourism and aviation. Each year, the terminal hosts the *Sharing the Christmas Spirit* program in which airport staff, tenants, and volunteers sponsor several families with gifts and supplies throughout the holiday season. In 2025, CVAC’s support throughout the community spanned across several programs including Angel Flight, Teen Flight Campbell River, and Operation Freedom Paws. CVAC has also sponsored local events including *National Indigenous Peoples Day* in partnership with the K’ómoks First Nation, *Downtown Comox Summer Fest*, and *Vancouver Island MusicFest*.

More broadly, CVAC and tenants alike have cultivated a terminal experience which showcases the culture of the region, while leveraging the airport as a place to support its community. The terminal’s concessions are operated by long-time Island businesses featuring products by local artisans, while the terminal itself is decorated in locally made art with year-round displays and various art shows featuring local artists. CVAC also hosts a school tour program for young students in Comox Valley to learn about how an airport is run.

Sources: InterVISTAS YQQ tenant survey; <https://www.comoxairport.com/>

4 Economic Impact of One-Time Airport Capital Improvements

Annual capital investments at YQQ reflect major infrastructure developments needed to keep the airport functional as well as to accommodate anticipated future growth in activity at the airport. Each capital improvement project generates additional economic impacts beyond regular daily airport operations as previously described.

From fiscal years 2023/24 through 2025/26, YQQ reported a total of nearly \$4.6 million (an annual average of \$1.5 million, expressed in 2025 dollars) spent on its capital improvement program for YQQ. This excluded expenditures on land transfers which typically do not generate any significant economic impacts themselves. After consultation with YQQ officials, it was assumed that all these expenditures occurred within the province of B.C., generating economic impacts throughout the local and province-wide economies. This timeframe includes significant expenditures on construction and expansion at the airport, including an apron expansion, an upgrade to the airport’s ground power units (GPU) to replace diesel-powered units with GPUs that plug into the provincial electricity grid, alongside other terminal and office upgrades.

In consultation with YQQ, the 3-year (2023-25) provincial annual average capital expenditure of \$1.5 million (in 2025 dollars) was used for the analysis. As shown in **Figure 4-1**, capital spending in 2025 alone supported 6 direct jobs that generated \$0.5 million in direct earnings as well as \$0.6 in direct GDP and \$1.5 million in direct economic output. Including multiplier effects, the average annual capital spending at YQQ supported a total of 10 jobs earning \$0.8 million in earnings, with a total contribution of \$1.3 million in GDP and \$2.7 million in economic output.

Figure 4-1: Total Economic Impact of YQQ Capital Improvements, 2025

Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Direct	6	\$0.5	\$0.6	\$1.5
Indirect	3	\$0.2	\$0.4	\$0.7
Induced	2	\$0.1	\$0.3	\$0.5
Total	10	\$0.8	\$1.3	\$2.7

Note: Dollar figures represent 2025 dollars. Totals may not sum due to rounding.

5 Economic Impact of Visitor Spending

Another related economic impact that arises from the airport’s operations flows from off-airport spending by the visitors who arrive in the area by flying into YQQ. The hospitality industry in particular benefits greatly from these visitors who spend money on lodging, meals, entertainment, local ground transportation, and shopping. The economic impacts associated with visitor spending include a distinct set of direct, indirect, and induced impacts which are separately identified in this report.

The number of visitors and their total local trip expenditure was estimated using data from YQQ, Sabre Global Demand Database, Statistics Canada, and the 2023 YQQ Traveller Profiler & Customer Satisfaction Survey.

Air Visitor Profile

In 2025, an estimated 224,000 trips by non-connecting passengers were made through YQQ.¹⁷ Of these total passengers, about 97,000 (43%) were visitors, with 81,000 (36%) being Canadian visitors and 16,000 (7%) being visitors from another country. Outbound residents from Comox account for 127,000 (57%) of traffic at YQQ.

Figure 5-1: YQQ Origin-Destination Passengers by Type, 2025



Data from the 2023 YQQ Traveller Profile & Customer Satisfaction Survey indicates that YQQ’s visitor traffic is diverse. Nearly half (45%) of travellers indicated that the purpose of their trip was to visit friends and relatives, while 16% of travellers indicated that their travel was a business trip, and the remainder mainly on a pleasure trip.

¹⁷ Origin-destination (OD) traffic accounted for 99.7% of passengers at YQQ in 2025. One OD passenger represents one enplanement plus one deplanement at YQQ.

Visitor Expenditure Impacts

Total spending by visitors flying through YQQ was estimated at \$124 million. The majority (86%) of this visitor spending was from domestic visitors, driven by longer trip lengths and higher traffic overall than for international visitors. Average trip spend rates per person, visitor numbers, and total spending are broken down by visitor type in **Figure 5-2**.

Figure 5-2: Total Expenditure of Visitors Travelling Through YQQ (2025)

Total Visitor Spending by Visitor Type	
Total Domestic Visitors (2025)	81,000
Average local trip spend per domestic visitor	\$1,300
Total spending for domestic visitors	\$107,000,000
Total International Visitors (2025)	16,000
Average local trip spend per international visitor	\$1,100
Total spending for international visitors	\$18,000,000
Total visitor spending	\$124,000,000





Note: Figures may not sum to totals due to rounding. Dollar figures expressed in 2025 dollars.

Sources: InterVISTAS analysis of Statistics Canada NTS and VTS, Sabre Global Demand Database, and YQQ Traveller Profile & Customer Satisfaction Survey.

Figure 5-3 below summarizes the total economic impact of this visitor spending. In 2025, visitor spending supported 930 direct jobs that paid \$39.1 million in wages, further generating \$65.6 million in direct GDP and \$124 million in direct output.

Including the indirect and induced impacts, visitor spending by YQQ's air traffic supported a total of 1,300 jobs paying \$62.9 million, along with \$114.8 million in total GDP and \$206.5 million in total output. Without the volume of air visitor traffic facilitated by YQQ, the demand for tourism within the Vancouver Island area would be smaller and the size of the tourism and hospitality industry would in turn be smaller as well.

Figure 5-3: Economic Impact of Visitor Spending Facilitated by YQQ, 2025

				
Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Direct	930	\$39.1	\$65.6	\$124.0
Indirect	220	\$14.7	\$25.6	\$46.5
Induced	150	\$9.1	\$23.5	\$36.1
Total	1,300	\$62.9	\$114.8	\$206.5


Note: Dollar figures expressed in 2025 dollars. Totals may not sum due to rounding.

6 Consolidated Economic Impact of YQQ

The total economic impact of YQQ incorporates the impacts associated with ongoing airport operations, capital improvement projects at the airport, and spending from visitors who fly into the area via YQQ. They include the impacts linked directly to each of these components, as well as the associated supply chain effects (indirect impacts), and the resulting household spending effects (induced impacts).

As shown in **Figure 6-1**, the consolidated economic impact of YQQ included 1,690 total jobs earning \$90.7 million in income, along with a total GDP contribution of \$168.9 million and \$312 million in total economic output.

Figure 6-1: Consolidated Economic Impact of YQQ, 2025



	Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Airport Operations	Direct	210	\$15.3	\$28.7	\$60.6
	Indirect	100	\$7.5	\$13.0	\$25.0
	Induced	70	\$4.3	\$11.1	\$17.1
	Total	380	\$27.1	\$52.8	\$102.7
Capital Improvements	Direct	6	\$0.5	\$0.6	\$1.5
	Indirect	3	\$0.2	\$0.4	\$0.7
	Induced	2	\$0.1	\$0.3	\$0.5
	Total	10	\$0.8	\$1.3	\$2.7
Visitor Spending	Direct	930	\$39.1	\$65.6	\$124.0
	Indirect	220	\$14.7	\$25.6	\$46.5
	Induced	150	\$9.1	\$23.5	\$36.1
	Total	1,300	\$62.9	\$114.8	\$206.5
Consolidated	Direct	1,150	\$54.8	\$95.0	\$186.1
	Indirect	320	\$22.4	\$39.0	\$72.2
	Induced	220	\$13.6	\$34.9	\$53.6
	Total	1,690	\$90.7	\$168.9	\$312.0

Note: Dollar figures expressed in 2025 dollars. Totals may not sum due to rounding.

Keeping Island Communities Connected

Regional airports like Comox Valley Airport are important pieces to Canada's transportation network, providing vital connectivity which promotes economic development and community-building beyond the largest metropolitan areas.

For Comox Valley and adjacent communities served by YQQ, aviation is the most efficient form of commercial travel to and from the island. Most of the connectivity enabled by YQQ currently comes in the form of indirect connectivity through Western Canada's main aviation hubs. This includes multi-daily, year-round service offered by both WestJet and Jazz (Air Canada) into Calgary and Vancouver, respectively, where passengers can connect between Comox Valley and hundreds of destinations served out of YYC and YVR.¹ These services include carefully timed morning departures out of Comox (and evening returns) which not only allow for convenient arrival and departure times for passengers whose trips conclude in those markets, but also feed into each respective airline's hub schedules to enable onward connections to other destinations as conveniently as possible.

In addition, YQQ offers other nonstop services beyond these hubs which provide the fastest and most direct travel into other markets. This includes service directly to other Canadian cities such as year-round service to Edmonton (5x weekly in winter; 7x weekly in summer), Kelowna (6x weekly year-round increasing to 7x weekly in May 2026), and Toronto (seasonal), as well as seasonal service to Puerto Vallarta geared toward helping island residents get to a prime leisure destination in the winter without having to connect through a larger airport first. These nonstop services enable the most convenient linkage for Comox residents and businesses to reach their vacations, friends and family, customers, and trade partners in these markets.

¹ Pacific Coastal also offers daily nonstop service to YVR, which further improves connectivity directly into the Lower Mainland.

Sources: Diio Mi.

7 Direct Tax Impacts

A related part of YQQ's economic impact includes the significant amount of tax revenue generated for federal, provincial and municipal governments by its operations. Revenue impacts are presented based on who is making the payment:

Taxes paid by employers and employees. These are taxes paid by employers and employees located at YQQ. They include income and payroll taxes, social insurance contributions (such as the employment insurance premiums), and the federal and provincial fuel taxes.

Taxes paid by YQQ. YQQ pays taxes in the form of sales taxes on revenue earned from parking concessions, office leases and any other revenue source. YQQ also pays property taxes to the municipal government.

For each of the tax revenue sources, taxes paid to the federal, provincial, and municipal levels of government are identified separately.¹⁸

The purpose of this section is to present the government tax revenue impacts resulting from economic activity that can be attributed directly to YQQ. As with all economic impact studies, a conceptual decision has to be made as to how broad a definition of *economic activity* should be used in measuring the impacts. For this study, a relatively narrow definition has been taken, for example, the following have **not** been included:

- 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 YQQ users outside of YQQ.
- Property taxes paid by employees.

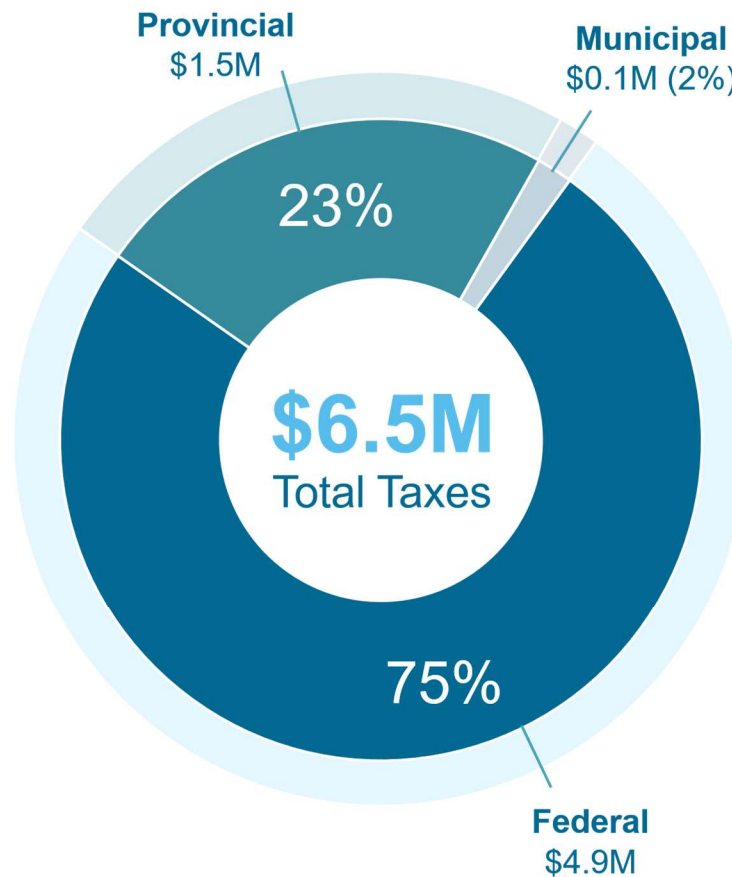
It would be exceedingly complex to broaden the scope of the tax base in this analysis to include taxes generated by indirect and induced employment. The level of detail collected on direct employment by the survey administered by InterVISTAS is critical to the tax impact analysis; however, such information 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 YQQ operations only.

¹⁸ For the most part, this study **estimates** taxes paid from information on the employers and employees at YQQ (some tax envelopes were measured directly, e.g., tenant property taxes). In a few situations, such as the corporate income tax paid by employers, an approximate method was used to estimate taxes paid. In every case, conservative methods were used. The tax payments were estimated for the direct employment and were based on 2025 tax rates.

7.1 Summary of Tax Contributions by Level of Government

Ongoing economic activity at YQQ generates tax revenue contributions for all levels of government. In 2025, total tax contributions from YQQ-related *direct* employment to all levels of government are estimated to be in the order of \$6.5 million. The federal government is the largest recipient of tax revenue, receiving about \$4.9 million (75% of the total), as seen in **Figure 7-1**. The provincial government received a tax revenue contribution of \$1.5 million (23% of the total), while the municipal government received \$0.1 million in tax revenues (2% of the total).

Figure 7-1: Estimated Annual Tax Revenues of YQQ by Level of Government, 2025



Note: Based on 2025 tax rates.

8 Microeconomic Impact Analysis of Seasonal Service to Cancun

In 2025, there were over 7,900 scheduled flights at YQQ, with non-stop service to Vancouver, Kelowna, Calgary, Edmonton, Toronto, and Puerto Vallarta.¹⁹ Each departure of an aircraft at YQQ generates labour hours for individuals with jobs involved in handling passengers, their baggage, cargo and the aircraft. To understand the labour necessary to support and operate each turn of an aircraft, employment and other economic factors of the air service were examined. These analyses are called “micro” economic studies to differentiate them from broader “macro” economic impact study that takes into account all employment and economic activity at an airport, not just that associated with a given service to a particular destination.

The purpose of a “micro” study is to demonstrate how the economic impact of YQQ operations may change with the addition of new routes and services. For the purposes of this study, a hypothetical seasonal sunspot service was analysed as follows:

Direct, international service from YQQ to Cancun: Mid-day departure on a 737-800, 737 MAX 8 or similar, with 174 seat capacity operating weekly from November to April.

Figure 8-1: Details of Hypothetical Air Service YQQ-CUN

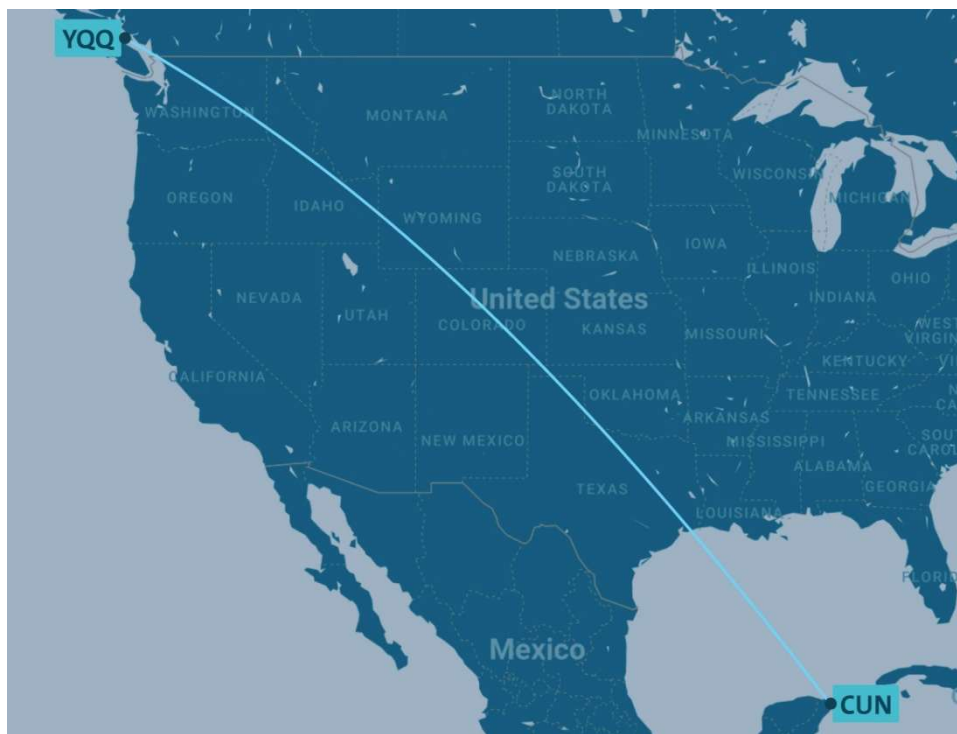
Aircraft Type	Seats	Load Factor	Annual Frequency	Annual Passengers	Length (nm; hours)
737-800, 737-Max 8, or similar	174	84% ²⁰	26	3,700	2,490; 5.25

Source: InterVISTAS analysis; Great Circle Mapper

¹⁹ Cirium Diiio data

²⁰ Determined based on a review of passenger load factors for existing similar services.

Figure 8-2: YQQ-CUN Direct Route



8.1 Airport-Related Economic Impacts

The route would generate economic impacts from additional labour hours associated with check-in, boarding, arrival and baggage services for both the inbound and outbound passengers, ground servicing of the aircraft (loading/unloading, fuelling, other services), plus catering and other services. The analysis also includes employment hours at other organizations that enable flight operations and passenger facilitation, including security, immigration and customs services and ground transportation and accommodation of overnighing crew.²¹

The employment and earnings associated with these activities are considered to be “direct” impacts of the flight as they are immediately associated with the operation of the aircraft. The analysis represents the labour requirement for this particular international service. It includes the sum of the labour hours from all jobs/tasks associated with the flight - both “hands-on” jobs as well as “overhead” jobs that are required to turn the aircraft at YQQ. Any employment hours generated outside of YQQ are excluded from the analysis.

Figure 8-3 below presents the detailed information and assumptions used to compute the direct airport related employment. Estimations are based on the employment survey conducted for the “macro” impact study, InterVISTAS Consulting industry knowledge and secondary research.

²¹ Existing direct service from YQQ – Puerto Vallarta involves a crew overnight on the return flight. It was assumed that a similar service to Cancun would follow a similar schedule and involve one crew overnight per outbound-return trip.

Figure 8-3: Summary of Direct Estimated Hours per Departure and Annual FTEs per Flight Between YQQ and Cancun





Job Type	FTE per Departure	Annual FTEs
In-flight services	-	-
In-terminal staff	0.05	1.4
Ramp crews	0.00	0.1
Other overhead, including ATC, training, catering, etc.	0.01	0.1
Hotel & transport for crews	0.01	0.3
Total	0.07	1.9

Notes: Pilots, flight crew and cargo terminal staff are excluded from the analysis as they are presumed to not be based (residing) out of YQQ and because the route is unlikely to include significant cargo provision. Instead, flight crew are assumed to overnight in the Comox Valley on the arriving (return) flight, which generates impacts associated with local ground transport and accommodations. Airline in-terminal staff includes check-in agents, ticket agents, gate agents, escorts, supervisors and the airline's overhead staff. Other Terminal staff include security screening, customs agents, security, retail and restaurant, car rental and the airport authority. Figures shown are rounded, and the total may not sum due to rounding.

Each departure of this flight is estimated to support around one-tenth of an FTE in jobs. Assuming 26 departures per year, this air service is estimated to generate about 2 direct full-time equivalent jobs of direct local employment in Comox throughout the year and about \$200,000 in direct GDP.

The total economic impact of this service would also include indirect and induced effects. Considering multiplier effects (indirect and induced), the total economic impacts of the air service would support approximately 4 jobs, with value added GDP of nearly \$500,000 in B.C. on an annual basis.

Figure 8-4: Economic Impact of Direct Seasonal Air Service to Cancun

Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Direct	2	\$0.2	\$0.2	\$0.5
Indirect	1	\$0.1	\$0.1	\$0.2
Induced	1	<\$0.1	\$0.1	\$0.2
Total	4	\$0.3	\$0.5	\$0.9

Note: Dollar figures expressed in 2025 dollars. Totals may not sum due to rounding.

8.2 Inbound Tourism Related Impacts

While this seasonal route would primarily serve outbound, sunseeker demand by Comox Valley residents, analysis of passenger point-of-origin data for a similar existing service to Puerto Vallarta shows that a small proportion (approximately 6%)²² of passengers are non-local visitors. It can reasonably be expected that a comparable service to Cancun might generate a small amount of economic impact from inbound tourism to the Comox Valley area.

Based on an estimated 6% of passengers being non-local visitors, this service could be expected to bring in around 200 non-local inbound visitors. Data from Statistics Canada's Visitor Travel Survey (VTS) shows that, on average, overseas visitors spend 6 nights per trip on trips to Vancouver Island, spending an average of \$165 per night. The route can therefore be expected to generate around \$235,000 of visitor spending.

Figure 8-5 indicates that this spending, in turn, supports a total of about three jobs in B.C. (direct jobs plus other jobs driven by supplier industries and employee spending), around \$100,000 in labour income and \$200,000 in value-added GDP.

Figure 8-5: Economic Impact of Direct Seasonal Air Service to Cancun

Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Direct	2	\$0.1	\$0.1	\$0.2
Indirect	<1	<\$0.1	\$0.1	\$0.1
Induced	<1	<\$0.1	<\$0.1	\$0.1
Total	3	\$0.1	\$0.2	\$0.4

Note: Dollar figures expressed in 2025 dollars. Totals may not sum due to rounding.





²² Based on analysis of Sabre Market Intelligence data.

8.3 Combined Airport and Visitor Spending Impacts

The combined economic impact of the air service, which includes the total impact of airport-related operations and the direct visitor spending impacts, is shown in **Figure 8-6** below.

This air service is estimated to support 4 *direct* jobs and contribute \$0.4 million in *direct* GDP. Including indirect and induced effects, the total impact of a seasonal YQQ-Cancun operation includes 6 jobs along with \$0.7 million in total GDP and \$1.3 billion in total economic output to the broader provincial economy.

Figure 8-6: Total Economic Impact of Direct Seasonal Air Service to Cancun

				
Impact	Employment (Jobs)	Labour Income (\$ Millions)	GDP (\$ Millions)	Output (\$ Millions)
Direct	4	\$0.2	\$0.4	\$0.7
Indirect	1	\$0.1	\$0.2	\$0.3
Induced	1	\$0.1	\$0.2	\$0.2
Total	6	\$0.4	\$0.7	\$1.3

Note: Dollar figures expressed in 2025 dollars. Totals may not sum due to rounding.



Appendix A: Employment Survey

Identification of the Survey Population

A total of 12 firms received employment surveys for the YQQ economic impact study. The employment survey was distributed to all firms located on-site at YQQ. Of the 12 tenants contacted, 92% provided a response to the online survey or via telephone.

Additional employment for non-responding firms was inferred based on employment from responding firms, alongside ground transport employment and a proportion of military employment supporting civilian operations. Further detail on inferred employment is provided in **Appendix C**.

Table A-1: Total Number of Firms Surveyed

	Total Number of Firms Surveyed	Number of Responses via Online Survey	Number of Responses via Telephone or YQQ Follow-up	Response Rate
YQQ Tenants in 2025	12	9	2	92%

Questionnaire

The base questionnaire was designed to obtain information, and to be as clear and easy to understand as possible for respondent firms. The base questionnaire provided to YQQ tenants contained questions in the following areas:

General Information

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

Principal Business Activity

- 25 business types related to YQQ operations were listed for respondents to choose from, and an “other” line was included for those businesses that didn’t fit into the selected categories

Total Employment Numbers

- Total employees (2025)
- Number of on-site employees

- Number of off-site 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

Payroll and Wage

- Total payroll excluding benefits; or
- Average wage per employee

Employment by Occupation

- A selection of occupation types was provided to categorize employment

Outsourcing and Contracting Out

- Number of individuals on contract
- Average hours and weeks for individuals on contract
- Number and names of firms on contract
- Average annual hours for firms on contract

Property Taxes

- Total property taxes paid (2025)

Business Related to YQQ

- Proportion of firm's business revenues related to YQQ (2025)

Capital Investment

- Approximate value of firm's capital investment in 2025

Social Contributions and Community Engagement

- A summary of charitable donations and volunteering made through respondents' firms in 2025

Hotel Accommodation for Aircrew

- Name of hotel(s) used by airlines for overnighing aircrew
- Number of room-nights booked by the airline in 2025

Ground Transportation Statistics

- Number of vehicle trips, average number of driver hours and average trip length provided by ground transport companies to passengers departing from or arriving at YQQ in 2025.

Conducting the Survey

The survey was created using an online survey platform and a link was mailed out electronically by InterVISTAS Consulting, with a cover letter from CVAC Marketing and Communications Manager, Grant McNeil. The letter explained the purpose of the study, the confidentiality of responses and encouraged YQQ tenants 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 on the completion of the survey. Firms were encouraged to complete the online survey and new emails with the link were offered if the originals were lost. Some survey responses were collected via a telephone interview with firms.



Appendix B: Summary of Direct Jobs

Table B-1 below includes a summary of the direct surveyed employment, inferred employment for non-respondents and inferred employment for ground transport, hotel accommodation and military employment supporting civilian operations.

Table B-1: Direct Jobs

Employment Source	Jobs
Surveyed employment ¹	170
Inferred employment for non-respondents	10
Inferred employment for ground transport, hotel accommodation and military employment supporting civilian operations	30
Total	210

Notes:

¹ See **Appendix A**

Ground transportation employment was inferred using the total number of trips and average trip length made by taxi companies, transport network companies (TNCs) and local chartered transportation companies. Total trips and average trip lengths were then converted into FTEs.

Aircrew hotel accommodation employment was estimated using data on the number of room-nights booked by airlines in 2025. This was combined with research on total annual room-nights and employment at hotels used by airlines, which were combined to estimate total hotel FTEs.

Total military employment supporting civilian operations was based on data provided to InterVISTAS by CFB Comox on the number of military staff working on a typical day in the ATC and IFR control centres, weather office, airfield maintenance and emergency response. The number of military staff supporting civilian operations was estimated by taking a proportion of this total, based on the total proportion of civilian aircraft movements at YQQ in 2025 compared to the total civilian and military aircraft movements.

Appendix C: Tax Revenue Impacts

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 2025 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 YQQ. These questions are highlighted and simplifying assumptions are put forth.

YQQ Direct Employment

The majority of the tax calculations in this report are based on the direct employment and direct income outlined in **Section 3** of the report. The total direct employment used for the tax calculations is 210 jobs. Direct employment inputs for each employer type were taken directly from the employment survey results and the inferred data for non-respondents, ground transport and accommodation, and military employment supporting civilian operations.

Personal Income Tax (Federal and Provincial)

Employees who work for employers located at YQQ 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. Provincial income tax is also paid similarly, though at a rate that is set by the provincial government rather than the federal government.

Estimation Method and Results

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 C-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., CPP, EI and charitable contributions). Average credits are calculated from Revenue Canada, *General Income Tax Forms, 2025*.

Each employee is assumed to pay tax as a single tax filer. Estimated income tax payable is \$1.7 million in federal tax and about \$700 thousand in provincial tax.

Figure C-1: British Columbia Single Tax Filer Income Tax Calculation – 2025

BC - British Columbia Single Tax Filer Income Tax Calculation																
Income	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$ 90,000.00	\$ 100,000.00	\$ 150,000.00	\$ 250,000.00	\$ 350,000.00			
Employment	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$ 90,000.00	\$ 100,000.00	\$ 150,000.00	\$ 250,000.00	\$ 350,000.00			
TOTAL	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	\$ 40,000.00	\$ 50,000.00	\$ 60,000.00	\$ 70,000.00	\$ 80,000.00	\$ 90,000.00	\$ 100,000.00	\$ 150,000.00	\$ 250,000.00	\$ 350,000.00			
Deductions																
RRSP	\$ 136.03	\$ 176.48	\$ 219.04	\$ 340.81	\$ 520.49	\$ 888.25	\$ 1,241.15	\$ 1,719.53	\$ 2,163.21	\$ 2,737.82	\$ 4,606.24	\$ 10,207.93	\$ 20,236.53			
RPP	\$ 47.41	\$ 57.83	\$ 82.88	\$ 168.38	\$ 360.46	\$ 716.33	\$ 1,007.15	\$ 1,394.52	\$ 1,740.80	\$ 2,286.00	\$ 3,042.13	\$ 5,545.67	\$ 10,576.19			
Carrying Charges	\$ 85.69	\$ 81.94	\$ 61.77	\$ 87.88	\$ 133.82	\$ 216.72	\$ 269.73	\$ 340.86	\$ 407.51	\$ 520.87	\$ 624.51	\$ 449.37	\$ 190.29			
Union	\$ 206.22	\$ 186.17	\$ 173.53	\$ 189.13	\$ 233.62	\$ 304.71	\$ 345.94	\$ 419.42	\$ 482.39	\$ 590.93	\$ 846.79	\$ 1,908.83	\$ 9,005.07			
TOTAL	\$ 465.36	\$ 502.42	\$ 537.22	\$ 786.20	\$ 1,258.39	\$ 2,126.01	\$ 2,863.97	\$ 3,874.33	\$ 4,793.92	\$ 6,135.71	\$ 9,119.67	\$ 15,111.80	\$ 31,008.07			
Taxable Income	\$ 9,534.64	\$ 19,497.58	\$ 29,462.78	\$ 39,213.80	\$ 48,741.61	\$ 57,873.99	\$ 67,136.03	\$ 76,125.67	\$ 85,206.08	\$ 93,864.29	\$ 140,880.33	\$ 234,888.20	\$ 318,991.93			
Credits																
Basic Federal	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00	\$ 16,129.00			
Basic Provincial	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00	\$ 12,932.00			
CPP	\$ 702.00	\$ 870.94	\$ 751.93	\$ 996.93	\$ 1,277.03	\$ 1,694.28	\$ 1,989.14	\$ 2,181.57	\$ 2,201.59	\$ 2,320.71	\$ 2,446.40	\$ 2,345.66	\$ 1,994.53			
EI	\$ 325.25	\$ 338.98	\$ 272.47	\$ 346.11	\$ 434.68	\$ 572.71	\$ 644.54	\$ 682.34	\$ 684.13	\$ 718.25	\$ 747.13	\$ 669.04	\$ 489.38			
Charity	\$ 3.90	\$ 10.41	\$ 29.32	\$ 53.33	\$ 74.73	\$ 92.16	\$ 110.75	\$ 129.62	\$ 156.07	\$ 170.94	\$ 220.74	\$ 395.95	\$ 3,543.70			
Fed. Total	\$ 17,160.14	\$ 17,340.33	\$ 17,182.71	\$ 17,525.37	\$ 17,915.44	\$ 18,488.15	\$ 18,873.43	\$ 19,122.54	\$ 19,170.79	\$ 19,338.90	\$ 19,543.27	\$ 19,539.64	\$ 22,156.61			
Prov. Total	\$ 13,963.14	\$ 14,152.33	\$ 13,985.71	\$ 14,328.37	\$ 14,718.44	\$ 15,291.15	\$ 15,676.43	\$ 15,925.54	\$ 15,973.79	\$ 16,141.90	\$ 16,346.27	\$ 16,342.64	\$ 18,959.61			
Federal Tax Credit Rate	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%			
Provincial Tax Credit Rate	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%			
Federal Credits	\$ 2,574.02	\$ 2,602.40	\$ 2,577.41	\$ 2,628.81	\$ 2,687.32	\$ 2,773.22	\$ 2,831.01	\$ 2,868.38	\$ 2,875.62	\$ 2,900.84	\$ 2,931.49	\$ 2,930.95	\$ 3,323.49			
Provincial Credits	\$ 706.53	\$ 716.11	\$ 707.68	\$ 725.02	\$ 744.75	\$ 773.73	\$ 793.23	\$ 805.83	\$ 808.27	\$ 816.78	\$ 827.12	\$ 826.94	\$ 959.36			
Tax Payable																
Federal - Bracket 1	\$ 1,334.85	\$ 2,729.66	\$ 4,124.79	\$ 5,489.93	\$ 6,823.82	\$ 8,102.36	\$ 8,193.22	\$ 8,193.22	\$ 8,193.22	\$ 8,193.22	\$ 8,193.22	\$ 8,193.22	\$ 8,193.22			
Federal - Bracket 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,765.67	\$ 3,608.55	\$ 5,470.03	\$ 7,244.97	\$ 11,997.01	\$ 11,997.01	\$ 11,997.01			
Federal - Bracket 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,197.19	\$ 16,742.70	\$ 16,742.70			
Federal - Bracket 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,499.98	\$ 22,342.18			
Federal - Bracket 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,968.28			
Federal Total	\$ 1,334.85	\$ 2,729.66	\$ 4,124.79	\$ 5,489.93	\$ 6,823.82	\$ 8,102.36	\$ 9,958.89	\$ 11,801.77	\$ 13,663.25	\$ 15,438.19	\$ 26,387.42	\$ 52,432.91	\$ 79,243.39			
Basic Federal	\$ -	\$ -	\$ 127.26	\$ 1,547.38	\$ 2,861.13	\$ 4,136.51	\$ 5,329.14	\$ 7,127.88	\$ 8,933.39	\$ 10,787.63	\$ 12,537.35	\$ 23,455.93	\$ 49,501.96			
BC - British Columbia - Bracket 1	\$ 482.45	\$ 986.58	\$ 1,490.82	\$ 1,984.22	\$ 2,466.33	\$ 2,493.52	\$ 2,493.52	\$ 2,493.52	\$ 2,493.52	\$ 2,493.52	\$ 2,493.52	\$ 2,493.52	\$ 2,493.52			
BC - British Columbia - Bracket 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 661.81	\$ 1,374.99	\$ 2,067.19	\$ 2,766.39	\$ 3,433.07	\$ 3,794.64	\$ 3,794.64	\$ 3,794.64			
BC - British Columbia - Bracket 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,532.79	\$ 1,532.79	\$ 1,532.79			
BC - British Columbia - Bracket 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,980.20	\$ 2,980.20	\$ 2,980.20			
BC - British Columbia - Bracket 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510.58	\$ 7,188.15	\$ 7,188.15			
BC - British Columbia - Bracket 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,161.81	\$ 22,291.24			
BC - British Columbia - Bracket 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,128.40			
BC - British Columbia - Bracket 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
BC - British Columbia Total	\$ 482.45	\$ 986.58	\$ 1,490.82	\$ 1,984.22	\$ 2,466.33	\$ 3,155.33	\$ 3,868.51	\$ 4,560.71	\$ 5,259.90	\$ 5,926.59	\$ 11,311.73	\$ 26,151.11	\$ 52,408.93			
Basic Provincial	\$ -	\$ 270.47	\$ 783.14	\$ 1,259.20	\$ 1,721.57	\$ 2,381.60	\$ 3,075.28	\$ 3,754.88	\$ 4,451.63	\$ 5,109.80	\$ 10,484.60	\$ 25,324.17	\$ 51,449.58			
TOTAL TAX PAYABLE	\$ -	\$ 397.73	\$ 2,330.52	\$ 4,120.33	\$ 5,858.08	\$ 7,710.74	\$ 10,203.16	\$ 12,688.26	\$ 15,239.26	\$ 17,647.16	\$ 33,940.53	\$ 74,826.13	\$ 127,369.47			
Average Rate of Tax	0.0%	2.0%	7.9%	10.5%	12.0%	13.3%	15.2%	16.7%	17.9%	18.8%	24.1%	31.9%	39.9%			
Federal	0.0%	0.7%	5.3%	7.3%	8.5%	9.2%	10.6%	11.7%	12.7%	13.4%	16.6%	21.1%	23.8%			
Provincial	0.0%	1.4%	2.7%	3.2%	3.5%	4.1%	4.6%	4.9%	5.2%	5.4%	7.4%	10.8%	16.1%			

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 provinces. Therefore, an approximate method has been used. In British Columbia, the federal corporate income tax collected per employee was \$4,610 and the provincial corporate income tax collected per employee was \$2,804 in 2025. Military, CBSA and CVAC employment were all excluded from the corporate income tax calculations.

Assuming all companies pay tax at the average rate per employee calculated above, the 2025 corporation income tax liability of the YQQ employment sector was estimated to be \$958,000 toward federal revenues and \$583,000 toward provincial revenues. The estimated total corporate income tax revenue is roughly \$1.5 million.

Employment Insurance Premiums

In 2025, employees in Canada paid employment insurance (EI) premiums equal to 1.64% of earnings up to a maximum of \$1,077 per year. (Maximum insurable earnings are \$65,700). 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 \$65,700 per year. The maximum contribution was used for employees earning more than \$65,700 per year. Estimated employee payments were about \$184,000 in 2025. The employer rate is applied to the employee payments. Estimated employer payments were about \$258,000 in 2025.

Canada Pension Plan Contributions

In 2025, 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 \$67,800. The maximum annual employee contribution is \$4,034.10. 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 \$67,800 a year. The maximum contribution was used for employment earning more than the maximum pensionable earnings. Estimated employer and employee contributions were approximately \$682,000 each, for a total of about \$1.4 million.

Workers' Compensation Board Contributions

Employers in each province are required to make contributions to the Workers' Compensation Board (WorkSafeBC in B.C.) 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.²³ The group 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, in this analysis, their contributions were included because they are required to be part of this government-mandated program.

It was assumed that armed forces and CBSA employees did not pay into CBSA as workplace injury insurance for federal government employees is covered by the Government Employees Compensation Act (GECA), administered by Employment and Social Development Canada.

Estimation Method and Results

The contribution rates for each employment classification at YQQ have been applied to the total payroll for that group. YQQ employers paid an estimated \$131,000 to Worker's Compensation in 2025.

Aviation Fuel Tax

The federal and provincial governments levy taxes on aviation fuels. The federal excise tax rate for Jet A turbine fuel at the federal level is \$0.04 per litre, while the B.C. motor fuel tax levied on Jet A at the provincial level is \$0.02 per litre.^{24, 25} A 5% Goods and Services Tax (GST) was also collected from Jet A fuel sales recorded as sold at YQQ.

Estimation Method and Results

According to YQQ, the amount of aviation fuel (all Jet A) recorded as sold at the airport in 2025 was approximately 1.8 million litres. Estimated aviation fuel tax revenues at YQQ were based on this recorded fuel volume, and amounted to approximately \$252,000. Of this total, \$217,000 went to the federal government and the Government of B.C. collected nearly \$36,900. The total GST revenues from fuel sales at YQQ amounted to approximately \$145,000.

²³ Subject to Experience Rating Adjustment for individual companies.

²⁴ Federal aviation fuel tax rate is taken from Department of Finance Canada, and provincial aviation fuel tax rate is taken from the Government of British Columbia.

²⁵ The B.C. carbon tax and federal fuel tax on aviation fuel were removed partway through 2025 and therefore excluded from these calculations.

Property Taxes

Local governments levy property taxes to help them finance local services. YQQ tenants are subject to various levels of property tax payable to the local government. YQQ tenants, together with the airport paid a collective property tax amount of \$118,000 in 2025.

Sales Taxes on Concessions and Lease Revenues

The 5% Goods and Services Tax (GST) is applied to concessions and lease revenue collected by CVAC for the following: advertising, concessions (car, parking, etc.), and office rentals. The 7% Provincial Sales Tax (PST) is only applied to revenue collected for concessions other than parking.

Estimation Method and Results

Based on the information provided by CVAC, the total sales taxes collected from the 2025 lease revenue were estimated. **Figure C-2** provides a breakdown of the GST and PST components of the sales taxes collected from each revenue source.

Figure C-2: Sales Taxes Collected from CVAC's Revenues, 2025

Revenue Source	Goods and Services Tax (GST) (\$ Thousands)	Provincial Sales Tax (PST) (\$ Thousands)
Advertising	\$2.3	
Concessions - car	\$35.4	\$49.6
Concessions - parking	\$102.8	
Concessions - other	\$5.9	\$8.3
Miscellaneous revenue	\$2.6	\$3.6
Office rentals	\$13.1	

Source: InterVISTAS analysis; YQQ Financial Statement 2025

Appendix D: Glossary of Terms

Direct Employment: Direct employment is employment that can be directly attributable to the operations in an industry, firm, etc. It is a literal head count of those people who work in a sector of the economy.

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). 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 created at the airport is examined to produce a snapshot of airport operations.

Gross Domestic Product: (GDP, also value-added) 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.

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 are 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 in order 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 as a result 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 service.





Prepared by

InterVISTAS Consulting Inc.

450 Southwest Marine Drive

18th Floor

Vancouver, BC, V5X 0C3

Telephone: +1-604-717-1800

www.intervistas.com