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Economic Impact Study

Niagara District Airport (YCM)

Submitted by DKMA, September 2025

DKMA

Executive Summary

An airport is a key component of a region's infrastructure and plays an important role in facilitating the flow of domestic and international commerce. In collaboration with airlines, it fulfils that role by enabling the movement of people and goods, where these movements have a positive and significant impact on a region's economy.

This study quantifies Niagara District Airport's (the Airport) contributions to the provincial and national economies. In this context, the term economic impact (footprint) is defined as the activity, in terms of variables such as employment and payroll, that can be attributed to the operation of the Airport. This measure comprises three types of impacts: direct, indirect and induced.

- Direct impact of Niagara District Airport pertains to the impact of all economic activities located on the airport's lands.
- Indirect impact pertains to the economic impact generated from the purchases of goods and services by the Airport and businesses located on its premises – e.g., restaurants and retail stores. In general, indirect impacts of an airport primarily result from off-site economic activities.
- Induced impact refers to the economic activity that is generated from expenditures on goods and services in the local economy that are made by individuals who draw an income through being directly employed at the airport or indirectly employed in supporting industries.

The study employed a two-phase methodology. Phase 1 established the Airport's current economic footprint based on 2024 operating expenditures of the Airport and its tenants. Phase 2 projected this footprint to 2045, incorporating the impact of five new daily commercial flights. In addition, Phase 2, included a separate assessment of the cumulative economic impact of anticipated capital expenditures made at the Airport up to 2045.

Key Findings:

- Current Operations (Phase 1 - 2024): Niagara District Airport's existing commercial activities generate nation-wide economic impacts including economic output of $32.7 million, a GDP impact of $15.2 million, and labour income of $9.6 million. In addition, the Airport's current operations support 119 full-time-equivalent jobs (FTE) nation-wide. It is important to note that over 90% of these impacts are captured within Ontario.
- Projected Operations (Phase 2 - 2045): The Airport's role in enabling tourism is particularly important. Direct air access to Niagara's world-renowned attractions, including wineries, Niagara Falls, and cultural destinations, will support longer visitor stays, higher spending, and increased conference and event activity. Consequently, with the introduction of five daily commercial flights, the Airport's operational impact is projected to expand dramatically by 2045. Nation-wide, in 2045, its operational activities are estimated to generate economic output of $157.6 million, $69.3 million in GDP, and $40.3 million in labour income. In addition, the Airport's operations in 2045 are projected to support 507 jobs (FTE) nation-wide. Similar to the impact of the Airport's current operations, nearly 90% of these projected impacts are expected to take place within Ontario.
- Cumulative Capital Expenditures (Phase 2 – expenditures up to 2045): The anticipated capital investments at the Airport between the present and 2045 will generate additional economic activity through construction, equipment procurement, and professional services. These investments will create short-term construction jobs and long-term operational benefits, with multiplier effects across the regional economy. These expenditures are estimated to generate the following cumulative impacts: economic output of $390.3 million, GDP impact of $176 million, labour income of $109 million, and 1,166 jobs (FTE). Again, approximately 90% of this impact is expected to remain within Ontario, demonstrating the localized benefits of infrastructure investment.

The Airport's impact on economic output is projected to grow from $32.7 million in 2024 to $157.6 million in 2045. This excludes the economic impact of planned capital expenditures to develop the Airport.

Economic Impact of Niagara District Airport (Nation-wide)				
	Employment	Wages ($ Millions)	GDP ($ Millions)	Economic Output ($ Millions)
Phase 1	119	9.6	15.2	32.7
Phase 2 (Operations)	507.0	40.4	69.3	157.6
Phase 2 (Capital Expenditures)	1,170	109.0	176.2	390.3

Cumulative capital expenditures (present – 2045) made by the Airport are projected to support 1,170 jobs, generating $109 million in wages.

Overall, the Airport's planned expansion (addition of five daily commercial flights) and associated capital investments are projected to drive substantial increases in GDP, labour income, and employment. These impacts will significantly amplify the Airport's role as a key component of regional, provincial and national infrastructure, and underscore its potential to serve as a key catalyst for tourism growth in the region.

Beyond the Airport's direct, indirect and induced economic impact, Niagara District Airport generates intangible benefits to the regional economy by facilitating increased trade, attracting new businesses and encouraging new investment.

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Glossary

The following terms are employed in this study and are important to the interpretation of the study's methodology and results:

1. Airport Area: Within the context of this study, the 'Airport Area' pertains to the physical boundaries of the airport, which encompasses all commercial activity undertaken on the Airport's property: i.e., all revenue, wages & salaries, and employment accounted for by the Airport and its tenants. The economic impact analysis seeks to measure the impact of all commercial activities taking place within the Airport Area.

2. Full-time Equivalent Employment (FTE): This measure involves converting the number of hours worked per annum by an establishment's part-time and seasonal employees to their equivalent value in terms of full-time employment.

3. GDP & Value-added: In broad terms, an establishment's total value added is equivalent to its revenue less its purchases of intermediate materials and services - i.e., the inputs to its production of goods and/or services. Specifically, total value added is the sum of labour income (including wages, salaries, and benefits) and gross operating surplus (defined as operating profits, depreciation, and all other extra-ordinary gains). The sum of all value-added for a given region (local, provincial or national) is its gross domestic product (GDP).

4. Industry: A grouping of companies (business establishments) engaged in similar activity: e.g., car manufacturing. In common business parlance, this term is used interchangeably with the term 'sector' (see below) and is used as such throughout this report.

5. Output (Economic Output) - The term 'Output' or 'Economic Output' is often confused with the term 'GDP' (see above). Simply put, economic output measures the value of all sales of goods and services in an economy (e.g., the Canadian economy). It is important to note, however, that this measure involves double counting and to understand why this is so, consider the case where a furniture manufacturer buys wood from a sawmill for $100 and adds value to it by producing a piece of furniture which is then sold for $300. Economic output would total $400—the value of all sales in the chain of activity. The value of the wood is therefore counted twice—once as an intermediate good for the furniture manufacturer and again in the value of the furniture.

6. Sector: This term refers to broad groupings of industries (see above) engaged in related types of economic activity: e.g., the 'Transportation Equipment' sector encompasses industries engaged in producing cars, trucks, planes, ships, rail cars, etc. As indicated above, this term and the term 'industry' are used interchangeably throughout this document.

Introduction

Scope of the Report

Avia NG has been commissioned to deliver a Redevelopment Study for the Niagara District Airport and as part of this DKMA, a firm specialising in airport forecasting and market research, has been mandated to provide the following studies:

1. Route development,
2. Traffic forecast, and
3. Economic impact.

This report comprises an analysis of Niagara District Airport's economic impact. This study has two phases:

1. Phase 1: Estimate the economic footprint of Niagara District Airport's operations in 2024; and
2. Phase 2: Project the size of the Airport's economic footprint in 2045 under a scenario in which 5 daily commercial flights (transborder and international) are introduced at the Airport. In addition, this phase of the study includes a separate assessment of the economic impact of cumulative capital expenditures made to develop the Airport between the present time and 2045.

Main Sources of Data

For this study the main source of data used were the following:

- Survey of Airport staff and Airport tenants; and
- Statistics Canada's Supply-Use and Multiplier tables.

Overview

An airport is a key component of a region's infrastructure and plays an important role in facilitating the flow of domestic and international commerce. In collaboration with airlines, it fulfils that role by enabling the movement of people and goods: i.e., passenger transport services facilitate face-to-face business transactions, tourist activity, and the reuniting of family and friends; cargo services facilitate the flow of inputs to industrial production processes and the distribution of final products. All these movements have a positive and significant impact on a region's economic growth. Moreover, in the case of Niagara District Airport, its role in enabling regional tourism is particularly important. Direct air access to Niagara's world-renowned attractions, including wineries, Niagara Falls, and cultural destinations, will support longer visitor stays, higher spending, and increased conference and event activity.

The term economic impact (footprint), as it applies in this context, is defined as the economic activity, in terms of variables such as employment and payroll, that can be attributed to the operation of Niagara District Airport (the Airport). This measure comprises three types of impacts: direct, indirect and induced.

- Direct impact of Niagara District Airport pertains to the impact of all economic activities located on the airport's lands.
- Indirect impact pertains to the economic impact generated from the purchases of goods and services by the airport and businesses located on its premises – e.g., restaurants and retail stores. In general, indirect impacts of an airport primarily result from off-site economic activities.
- Induced impact refers to the economic activity that is generated from expenditures on goods and services in the local economy that are made by individuals who draw an income through being directly employed at the airport or indirectly employed in supporting industries.

These three impacts are measured by using Statistics Canada's Input-Output Interprovincial Economic Impact Model (IO model). The IO model depicts inter-industry relationships within an economy, providing a measure of the interdependence between a given industry and the rest of the economy: e.g., quantifying the value of inputs derived from supplier industries that are required by a given industry to produce one dollar of final output. These inter-industry relationships are derived from the Supply-Use Tables produced by Statistics Canada. In addition, the IO model contains employment multipliers which express the relationship between employment and output.

Methodology

There are two types of economic activity at the Airport that generate economic impacts on the region, province and nation:

1. Operating activities of the Airport and its tenants, and
2. Capital expenditures to develop the Airport.

Measuring the impact of operating expenditures

Steps to measure the economic impact of operating activities at the Airport (phases 1 and 2):

1. Survey of Airport tenants: The first step was to run a survey (undertaken by the Airport and Avia NG) with the intention of collecting revenue, wages & salaries, and employment data from the airport itself and from all enterprises that are located within the boundaries of the "airport area." Note: Most of the airport tenants were unwilling to provide revenue figures for their operations at the Airport. (see step 4 below)
2. Categorization of Survey Data: Following the collection of data, the next task was to categorize all enterprises located in the airport area according to specific industry definitions employed by Statistics Canada. This was done to maintain consistency with the industries captured in the IO model.
3. Estimation of full-time equivalent (FTE) employees at the Airport: Employment data collected from the Airport and its tenants included full-time, part-time, and seasonal employment. Given estimates provided for hours worked by non-full-time employees, we were able to convert those figures into FTEs, which were then combined with the figures for full-time employment to get total FTEs by industry classification (see previous step).
4. Impact Modelling: Normally, revenue data categorized by industry classification would be introduced as an exogenous shock to the IO model to estimate direct, indirect and induced economic impacts. In the absence of such data, however, we took the following optional approach using the employment data: Based on Statistics Canada's FTE employment multipliers, we were able to estimate the amount of output (revenues) associated with the levels of FTE employment at the Airport: i.e., output by industry at the Airport. In turn, those output figures were used as exogenous shock values for the IO model, which would be the standard approach, to obtain the direct, indirect and induced impacts (output, GDP, wages, and employment) in total and by sector captured at the Airport.

Measuring the impact of capital expenditures (Phase 2)

The Airport provided the research team with data pertaining to projection of capital expenditures required to develop the Airport over the next twenty (20) years.

It should be noted that Statistics Canada's input-output (IO) model is structured around industries and their interdependencies, not direct capital expenditure categories – such as "new factory construction" or "purchase of industrial machinery." As a result, specific capital expenditure projects (e.g., a $100 million investment in a new manufacturing plant) need to be converted into industry-specific shocks. This was accomplished by using Statistics Canada's Supply-Use tables which were used to determine:

1. Supplying Industries – i.e., the specific industries within various sectors that supply types of goods and services required for capital expenditures. For example, a capital expenditure on "Non-Residential Structures" (e.g., building a new factory) could draw commodities from and thus be supplied by specific industries within the following sectors:
    - Construction Sector: This sector encompasses a wide range of industries directly responsible for physical construction. Examples of industries within this sector that would supply commodities include:

- Non-Residential Building Construction Industry (the most direct industry for factory construction);
- Heavy and Civil Engineering Construction Industry (for site preparation, foundations, utilities);
- Building Equipment Contractors Industry (electrical, plumbing, HVAC industries); and
- Etc.

➲ Manufacturing Sector: This sector comprises numerous industries that produce essential materials and components used in construction. Examples of industries within this sector that would supply commodities include:

- Iron and Steel Mills and Ferro-alloy Manufacturing Industry;
- Fabricated Metal Product Manufacturing Industry (e.g., structural metal products);
- Cement and Concrete Product Manufacturing Industry; and
- Etc.

2. Industry Shares – i.e., once the supplying industries are identified, the Supply-Use tables can be used to determine their respective shares of the supply of a particular capital expenditure item. For example, if a total Non-Residential Structures capital expenditure is $100 million, you might allocate it as follows, distributing it among the specific industries within the relevant sectors:

➲ $45 million to industries within the Construction Sector (e.g., $20 million to Non-Residential Building Construction Industry, $10 million to Heavy and Civil Engineering Construction Industry, $15 million to various 'specialty trade contractors' industries).
➲ $25 million to industries within the Manufacturing Sector (e.g., $8 million to Fabricated Metal Product Manufacturing Industry, $7 million to Cement and Concrete Product Manufacturing Industry, $5 million to Wood Product Manufacturing Industry, $5 million to other manufacturing industries).
➲ Etc.

Once all the categories of capital expenditures were converted to these specific industry shocks, those shock values were applied to Statistics Canada's input-output (IO) model to simulate the impact (direct, indirect and induced) of these industry-specific shocks on the economy.

Phase 1 Results

The following table displays the industries present at the Airport and their associated estimates of full-time equivalent employment (FTE), as derived from the raw employment data provided by the Airport's tenants.

Employment estimates based on survey of Airport tenants	
Input-Ouput Industry Classification	Estimated FTEs*
Air transportation	9.0
Educational services	7.0
Non-store retailers	2.8
Repair and maintenance (except automotive)	22.0
Support activities for transportation	16.5
Total	57.3

* Includes part-time and seasonal employment converted to FTEs (full-time equivalent employment). Note: Self-employed individuals that may do work at the Airport from time to time are not included.

As mentioned above, these FTEs were used to estimate the revenue of each industry that has a presence at the Airport. In turn, those revenue estimates were used to shock the IO model in order to simulate direct, indirect and induced output, GDP, labour income and employment impacts of the Airport and its tenants. These impacts are displayed in the following table.

Economic Impact of Niagara District Airport		
	Ontario	Canada
Economic Output (millions $)		
Direct impact	15.0	15.0
Total impact (direct, indirect and induced)	29.2	32.7
Multiplier*	1.95	2.18
GDP (millions $)		
Direct impact	5.9	5.9
Total impact (direct, indirect and induced)	13.4	15.2
Multiplier*	2.28	2.58
Labour income (millions $)		
Direct impact	4.5	4.5
Total impact (direct, indirect and induced)	8.7	9.6
Multiplier*	1.94	2.13
Jobs - full-time equivalent (FTE)		
Direct impact**	57	57
Total impact, closed model	109	119
Multiplier*	1.90	2.08

* In the Statistics Canada Input-Output model, this is the 'type 2 multiplier', which is defined as 'total impact' divided by 'direct impact'.

Source: DKMA estimates based on Statistics Canada GDP and jobs multipliers.

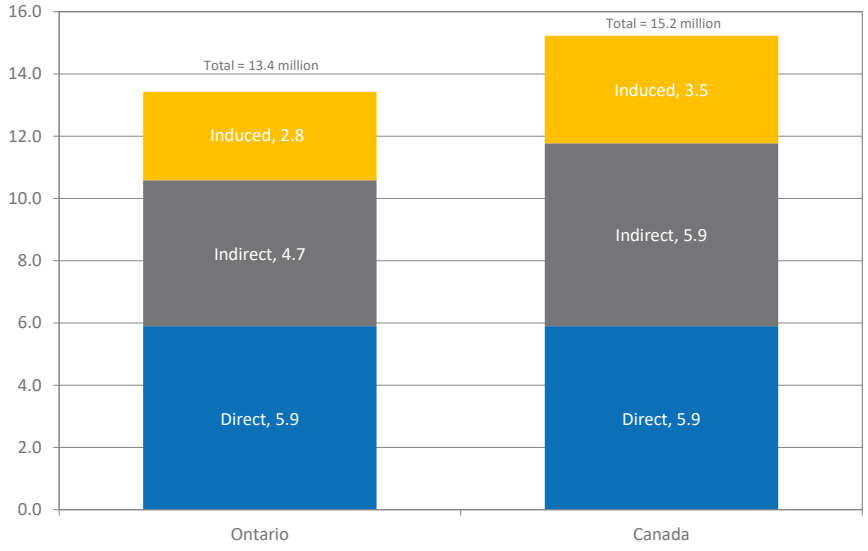
To interpret these data: The 'Direct' impact refers to the initial economic activity (output, GDP, employment, and wages) directly generated by the core operations on the Airport's premises (see Glossary). The 'Total' impact is the sum of these direct effects, plus indirect effects (economic activity generated through the Airport's supply chain, as it purchases goods and services from other businesses), and induced effects (economic activity generated when employees in both the directly and indirectly impacted sectors spend their wages and salaries on various goods and services throughout the economy).

The multipliers indicate the total economic activity generated per dollar (or unit) of direct impact (whether in terms of output, GDP, employment, or wages). For example, the Airport has an economic output multiplier

of 1.95 in Ontario (see above). This means that a one-dollar increase in the Airport's direct output (revenue) ultimately leads to a total of $1.95 in economic output across the entire Ontario economy. This total includes the initial direct dollar, plus an additional 95 cents ($1.95 - $1.00) of output generated through both the demands on its supplier industries (indirect effects) and the subsequent spending by all affected workers (induced effects). Measures of economic output, however, embody double-counting of sales along a supply chain (see Glossary). Measures of GDP by industry or business avoid this issue by capturing only the value that an enterprise adds to its purchases of input from suppliers.

Niagara District Airport's total Ontario GDP multiplier of 2.28 indicates that the Airport's total GDP impact is more than twice the size of its direct GDP impact. In different terms, for every dollar increase in direct GDP generated at the Airport, an additional $1.28 of GDP is generated throughout the Ontario economy. This additional GDP comes from both the economic activity among supplier industries (indirect effects) and the spending by households whose incomes increase due to the direct and indirect activities (induced effects). (The specific impact on jobs and income is discussed further on in this section.)

Niagara District Airport: Direct + Indirect + Induced GDP Impacts (millions $)

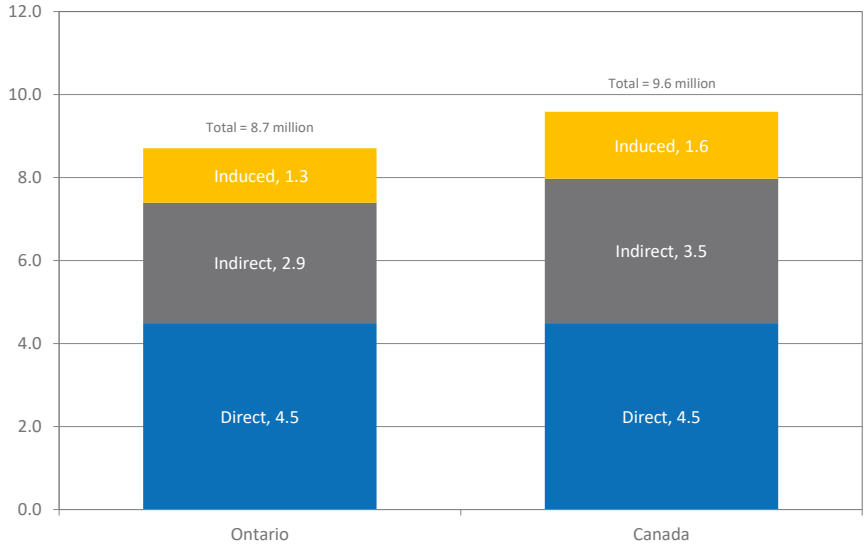


Source: DKMA and Statistics Canada

Commercial activities at Niagara District Airport generate a nation-wide GDP impact of $15.2 million. This impact is more than two times larger than the value of GDP generated at the Airport itself - i.e., its direct impact. Moreover, almost 90% of the Airport's GDP impact is captured in Ontario.

The labour income multiplier reflects the total wages, salaries, and supplementary labour income generated throughout the economy for every dollar of direct labour income at the Airport. For instance, the Airport's labour income multiplier of 1.94 in Ontario (see above) signifies that a one-dollar increase in direct labour income at the Airport ultimately leads to a total of $1.94 in labour income across the entire Ontario economy. This total includes the initial direct dollar, plus an additional 94 cents ($1.94 - $1.00) of labour income generated. This additional income arises from both the increased employment and wages in supplier industries (indirect effects) and the broader economic activity stimulated by household spending from all workers affected by the direct and indirect impacts (induced effects).

Niagara District Airport: Direct + Indirect + Induced Labour Income Impacts (millions $)

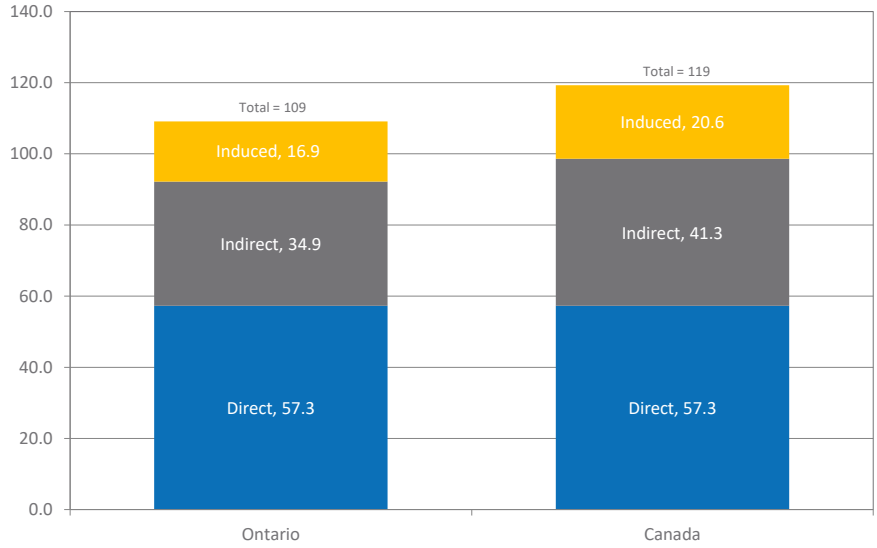


Source: DKMA and Statistics Canada

Commercial activities at Niagara District Airport generate a nation-wide labour income of $9.6 million. This impact is more than two times larger than the value of labour income generated at the Airport itself - i.e., its direct impact (labour income). Also, approximately 90% of the Airport's labour income impact is captured in Ontario.

The Jobs - full-time equivalent (FTE) multiplier indicates the total number of full-time equivalent jobs supported throughout the economy for every direct full-time equivalent job at the Airport. For example, the Airport's Jobs multiplier of 1.90 in Ontario (see above) means that for every direct FTE job at the Airport, a total of 1.90 FTE jobs is supported across the entire Ontario economy. This total includes the initial direct job, plus an additional 0.90 FTE jobs (1.90 - 1.00) generated. This additional employment arises from increased staffing needs in supplier industries (indirect effects) and across various sectors where income earned by affected workers is spent (induced effects).

Niagara District Airport: Direct + Indirect + Induced
FTE Job Impacts



Source: DKMA and Statistics Canada

Commercial activities at Niagara District Airport support 109 jobs within Ontario and 119 jobs nation-wide, including direct, indirect and induced impacts.

Phase 2 Results: Impact of Airport Operations

The following table displays the industries present at the Airport and their associated estimates of full-time equivalent employment (FTE), as derived from the raw employment data provided by the Airport's tenants.

Employment estimates based on survey of Airport tenants	
Input-Ouput Industry Classification	Estimated FTEs*
Air transportation	11.0
Educational services	7.0
Non-store retailers	7.8
Repair and maintenance (except automotive)	22.0
Support activities for transportation	143.0
Total	190.8

* Includes part-time and seasonal employment converted to FTEs (full-time equivalent employment). Note: Self-employed individuals that may do work at the Airport from time to time are not included.

Similar to the approach taken in Phase 1, these projected FTEs were used to estimate the revenue of each industry that is expected to have a presence at the Airport in 2045. In turn, those revenue estimates were used to shock the IO model to simulate direct, indirect and induced output, GDP, labour income and employment impacts of the Airport and its tenants. These impacts are displayed in the following table.

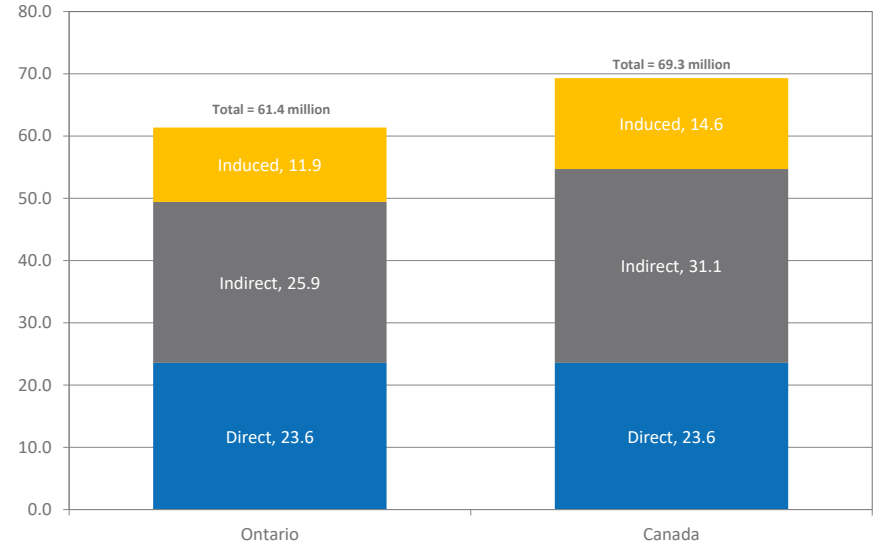
Economic Impact of Niagara District Airport		
	Ontario	**Canada**
Economic Output (millions $)		
Direct impact	70.3	70.3
Total impact (direct, indirect and induced)	142.0	157.6
Multiplier*	2.02	2.24
GDP (millions $)		
Direct impact	23.6	23.6
Total impact (direct, indirect and induced)	61.4	69.3
Multiplier*	2.60	2.94
Labour income (millions $)		
Direct impact	14.7	14.7
Total impact (direct, indirect and induced)	36.5	40.4
Multiplier*	2.49	2.75
Jobs - full-time equivalent (FTE)		
Direct impact**	191	191
Total impact, closed model	461	507
Multiplier*	2.42	2.66

* In the Statistics Canada Input-Output model, this is the 'type 2 multiplier', which is defined as 'total impact' divided by 'direct impact'.

Source: DKMA estimates based on Statistics Canada GDP and jobs multipliers.

The interpretation of these data is the same as in Phase 1.

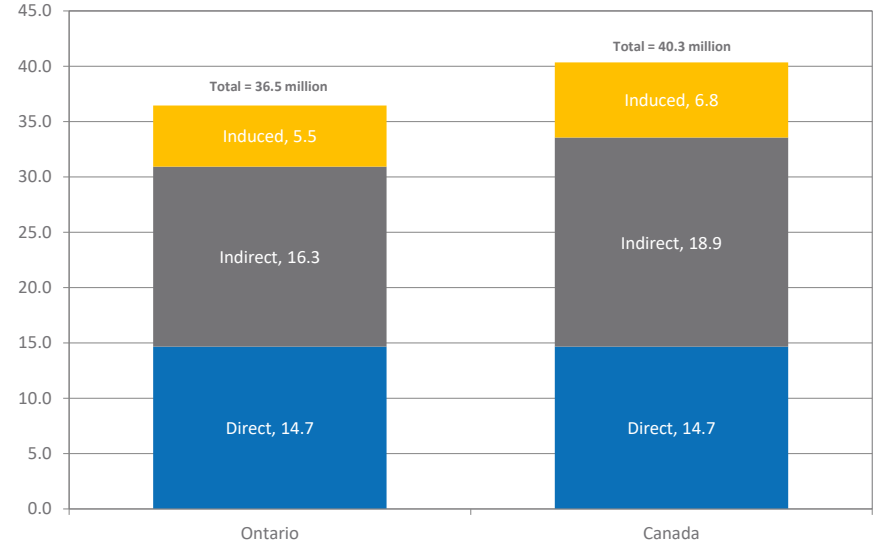
Niagara District Airport: Direct + Indirect + Induced GDP Impacts (millions $) Projected in 2045



Source: DKMA and Statistics Canada

Projected commercial activities at Niagara District Airport in 2045 are estimated to generate a nation-wide GDP impact of $69.3 million. This impact is almost 3 times larger than the value of GDP that is projected to be generated at the Airport itself - i.e., its direct impact. Moreover, almost 90% of the Airport's GDP impact is expected to be captured in Ontario.

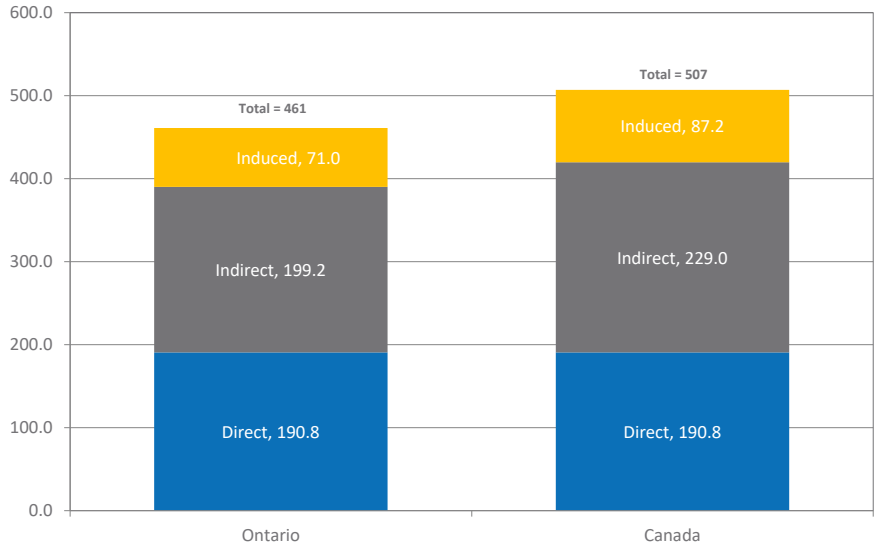
Niagara District Airport: Direct + Indirect + Induced Labour Income Impacts (millions $) Projected in 2045



Source: DKMA and Statistics Canada

Projected commercial activities at Niagara District Airport in 2045 are estimated to generate a nation-wide labour income impact of $40.3 million. This impact is almost 3 times larger than the value of labour income that is projected to be generated at the Airport itself - i.e., its direct impact. Moreover, approximately 90% of the Airport's labour income impact is expected to be captured in Ontario.

Niagara District Airport: Direct + Indirect + Induced
FTE Job Impacts Projected in 2045



Source: DKMA and Statistics Canada

Projected commercial activities at Niagara District Airport in 2045 are estimated to support 461 jobs within Ontario and 507 jobs nation-wide, including direct, indirect and induced impacts.

Phase 2 Results: Impact of Cumulative Capital Expenditures to 2045

The approach to determining the impact of Niagara District Airport's projected cumulative capital expenditures to 2045 is as explained in the 'Methodology' section above: industry shock values were derived from individual categories of capital expenditures; in turn, those values were applied to Statistics Canada's I-O model. The result of that simulation is displayed in the following table.

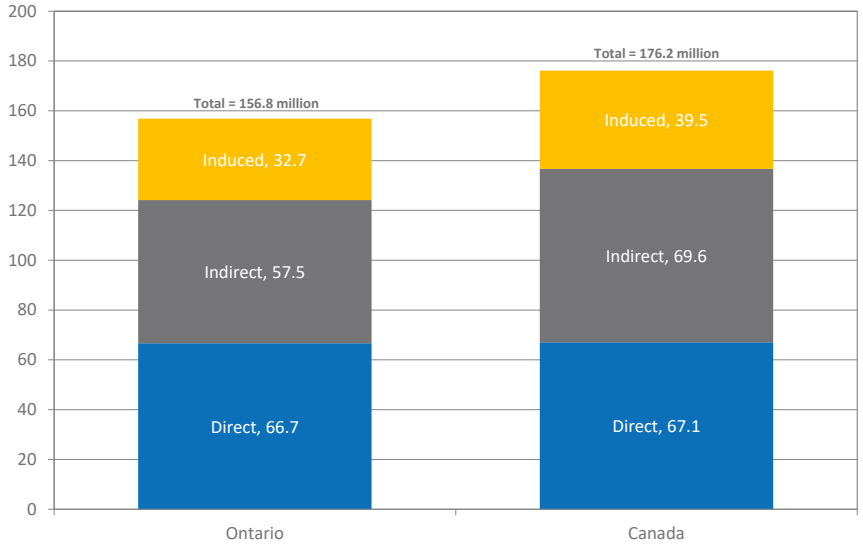
Economic Impact of Niagara District Airport		
	Ontario	**Canada**
Economic Output (millions $)		
Direct impact	179.2	180.4
Total impact (direct, indirect and induced)	350.7	390.3
Multiplier*	1.96	2.16
GDP (millions $)		
Direct impact	66.7	67.1
Total impact (direct, indirect and induced)	156.8	176.2
Multiplier*	2.35	2.63
Labour income (millions $)		
Direct impact	49.8	50.1
Total impact (direct, indirect and induced)	99.4	109.0
Multiplier*	2.00	2.18
Jobs - full-time equivalent (FTE)		
Direct impact**	484	488
Total impact, closed model	1,057	1,170
Multiplier*	2.19	2.40

* In the Statistics Canada Input-Output model, this is the 'type 2 multiplier', which is defined as 'total impact' divided by 'direct impact'.

Source: DKMA estimates based on Statistics Canada GDP and jobs multipliers.

The interpretation of these data is the same as in Phase 1.

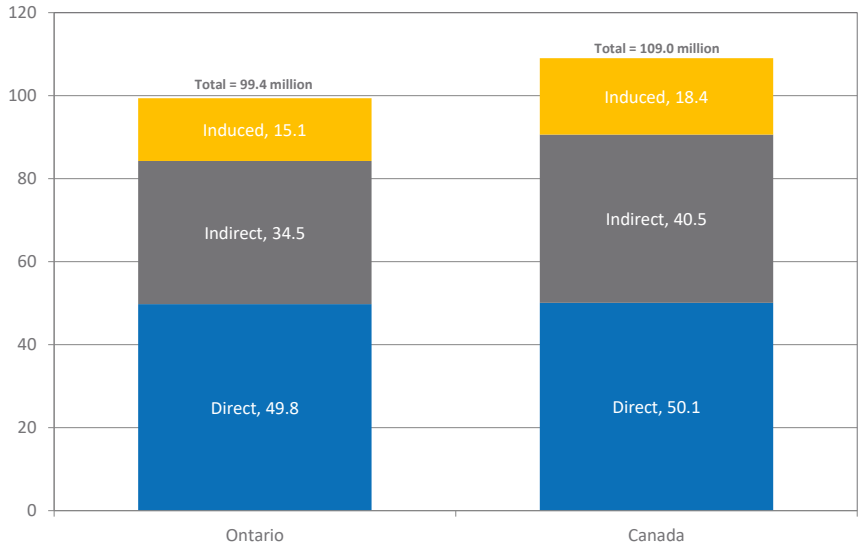
Niagara District Airport: GDP Impacts (millions $) Resulting from Projected Cumulative CAPEX to 2045



Source: DKMA and Statistics Canada

Projected cumulative capital expenditures made at Niagara District Airport from the present to 2045 are estimated to generate a nation-wide GDP impact of $176 million. This impact is almost 3 times larger than the value of GDP that is projected to be generated at the Airport itself - i.e., its direct impact. Moreover, almost 90% of the Airport's GDP impact is expected to be captured in Ontario.

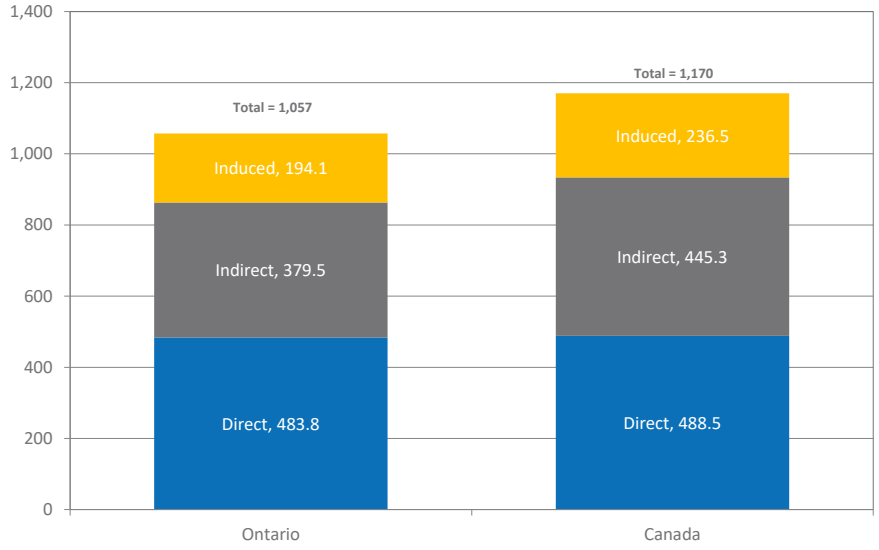
Niagara District Airport: Labour Income Impacts (millions $)
Resulting from Projected Cumulative CAPEX to 2045



Source: DKMA and Statistics Canada

Projected cumulative capital expenditures made at Niagara District Airport from the present to 2045 are estimated to generate a nation-wide labour income impact of $109 million. This impact is more that 2 times larger than the value of labour income that is projected to be generated at the Airport itself - i.e., its direct impact. Moreover, approximately 90% of the Airport's labour income impact is expected to be captured in Ontario.

Niagara District Airport: FTE Job Impacts Resulting from Projected Cumulative CAPEX to 2045



Source: DKMA and Statistics Canada

Projected cumulative capital expenditures made at Niagara District Airport from the present to 2045 are estimated to support 1,057 jobs within Ontario and 1,166 jobs nation-wide, including direct, indirect and induced impacts.

Summary/Conclusions

The preceding analysis quantifies the Airport's direct, indirect, and induced impacts across key economic indicators, by applying employment and revenue data from the Airport and its tenants to Industry Canada's Input-Output model.

The multipliers corresponding to each of the measured variables (Output, GDP, Labour Income, Jobs) reinforce that every dollar invested in or generated by the Airport's activities creates a much larger ripple effect throughout the broader economy, extending far beyond the Airport's physical boundaries. Moreover, the consistent observation that a high proportion (approximately 90%) of the Airport's total economic impacts are captured within Ontario further emphasizes its critical role in strengthening the provincial economy.

Overall, the Airport's planned introduction of five daily commercial flights and associated capital investments are projected to drive substantial increases in economic output, GDP, labour income, and employment. These impacts will significantly amplify the Airport's role as a key component of regional, provincial, and national infrastructure, and underscore its potential to serve as a key catalyst for tourism growth in the region.