



Sustainability in Canada's Domestic Aviation Sector in the face of COVID-19

Standing Committee on Transport, Infrastructure and Communities

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Table of Contents

Executive Summary	3
Supplementary Information	8
Air North, Yukon's Airline	8
The Yukon Market	9
Peer Financial Data Q3 2020	10
The Canadian Scheduled Air Travel Network	13

Executive Summary

With most airlines incurring record losses, it is pretty clear that COVID-19 is wreaking havoc on the airline industry. As we find ourselves entering a second wave of the pandemic, which is shaping up to be worse than the first, it is clear that the industry is in serious trouble.

In the longer term, airlines will return to sustainability when people begin to travel again. In the short term, governments have provided financial assistance, for which this airline is most thankful. In the medium term, which is likely to be years rather than months, if governments choose to continue to provide assistance to help airlines survive, then we believe that the burden on taxpayers of providing financial aid could be minimized by attaching strategic conditions to that aid. The logic behind this is simply that much of the aid dollars to date have effectively funded excess capacity or empty seats with the result being that the aid has been somewhat ineffective in stemming record industry losses.

To illustrate, in our operation this year we incurred a pre-subsidy loss in Q2 and Q3 of \$8.6 million on \$21.1 million revenue and we flew with a 38% load factor. This compares with a \$7.3 million profit on \$51 million revenue and a 68% load factor during the same period last year. We received \$6.6 million in Canada Emergency Wage Subsidy (CEWS) and Northern Essential Air Services (NEAS) subsidy in Q2 and Q3, but the cost of flying at a reduced load factor was \$2.9 million, or more than 40% of the subsidy received. The illustration is even more glaring using Air Canada's published Q2 and Q3 results, which showed a \$2.8 billion pre-subsidy loss on \$1.3 billion revenue with a 40% load factor and \$492 million in CEWS relief. We estimate that their cost of excess capacity was \$379 million or 77% of subsidy received.

With excess capacity approaching 50% it should be easy to see that taxpayers should not be paying airlines to burn jet fuel and wear out airplanes flying empty seats around. It would be far more productive to use subsidy efforts to help all airlines undergo a very necessary temporary contraction so as to ensure that they can operate sustainably with reduced traffic and flying volumes while maintaining essential services and affordable pricing. In general, this means that the overall objective of an airline subsidy program should be to offset overhead expenses which cannot be met or reasonably shed as a result of reduced flying volumes. While a program like this might be regarded as ideal because it would benefit carriers who are flying as well as those whose operations are curtailed, it would likely be challenging to implement because it would need to be administered on a carrier by carrier basis and would, of course, require full disclosure of financial information, which we would have no objection to.

As an alternative, a more generic strategy that would be suitable for carriers who are still operating would be to continue and expand CEWS funding with associated conditions to encourage and facilitate capacity rationalization by:

- i. Making interline agreements mandatory between all scheduled air carriers;
- ii. Relaxing anti-competitive restrictions so as to allow carriers to work together to rationalize capacity;
- iii. Taking steps to ensure that air service to regional communities is protected (in our case we have asked for a 25% mainline capacity cap on our gateway routes);
- iv. Ensuring that Canadian carriers can keep operating costs and airfares in check and, in the case of Canadian carriers who operate internationally, compete effectively with non-Canadian carriers, by providing funding to infrastructure providers like airports and Nav Canada so that associated infrastructure fees may be reduced or waived.

For the Yukon market, our priorities are mandatory interline agreements and a cap on mainline capacity on our gateway routes and while these two "asks" are priorities for us, I expect that they should be important in other markets as well.

Mandatory interline agreements would help to level the playing field between large mainline air carriers and small regional carriers. This would serve to increase competition by making mainline route networks and wholesale pricing available to consumers in regional communities. It should be noted that cooperation among suppliers is a feature of national policy in both the rail and the telecommunications sectors.

With respect to a mainline capacity cap on gateway routes, it should be noted that mainline carriers do only part of the job in terms of Northern Canada. They fly into and out of the North but they do not fly to any regional communities in the North, nor do they transport cargo, employ northerners, facilitate Indigenous investment, or otherwise make a significant contribution to the northern economy. In fact, mainline air carriers represent "leakage" from the northern economy. Air North, on the other hand, provides a complete suite of services and products from our northern hub in Whitehorse to southern gateway cities as well as to northern regional communities. We are 100% owned by northerners, with more than one in fifteen Yukoners holding an equity stake, including the Vuntut Gwitchin First Nation, who hold a 49% interest. Our gateway routes typically provide about 85% of our overhead contributions and thus help us to maintain optimal service levels and pricing to our regional communities.

The notion of limiting competition warrants further discussion. Firstly, it should be noted that limiting competition was the norm when air travel demand was low in Canada. The Canadian airline industry was not deregulated until 1987 and the North was not deregulated until 1996. In 1977 when Air North was founded, had we wanted to start a jet service between Whitehorse and Vancouver, we would have been required to make application to the Canadian Transport Committee to demonstrate "public convenience and necessity." Our application would likely have been denied because, at that time, the market was only producing about 300 passengers per day, which was enough to support Canadian Pacific's two daily "milk run" flights, one of which stopped in Fort St. John, Fort Nelson, and Watson Lake on the way

to Whitehorse. November 2020 produced only 208 daily passengers, and with our recent border lock-down with BC, December is producing only 104 daily passengers to date, yet there are three daily non-stop flights to Vancouver in the market.

Secondly, it should be noted that in other countries where air service is subsidized, like the U.S. Essential Air Services Program, only one carrier is subsidized on any route. In Canada we are currently subsidizing competing carriers on several routes and in the Yukon, with Jazz providing capacity to Air Canada, taxpayers are effectively subsidizing three air carriers to fly the same route.

Thirdly, the importance of competition on optimal consumer pricing is, in some cases, overstated. We suggest that cost is a much larger influencer of price and, in that respect, the numbers don't lie. The cost of flying a passenger on a 50% full flight is exactly 50% more than on a 75% full flight so it is clearly in the best interests of Canadian airline consumers if steps can be taken to reduce the number of empty seats flying around on Canadian air carriers.

Finally, it is useful to observe actual industry data both in terms of competition and in terms of service to regional communities. The Supplementary Data on the following pages shows that, based upon published schedules and route data for December, there are currently 23 Canadian air carriers providing service to a combined total of 299 communities (some of them overlapping), or 189 individual Canadian communities.

The data shows that Air Canada currently flies to 48 Canadian communities, WestJet to 34, and other carriers to 217 Canadian communities. The data also shows that the communities that Air Canada and WestJet fly to represent 27% of the total number of air carrier points and 42% of the total community population while the communities that northern carriers fly to represent 57% of the total number of air carrier points and 19% of the total community population.

Canada is a large country with a small population and air service to small communities helps to link the country together. The data shows that, of the communities receiving scheduled air service, 131, or 66% of the total, have a population of less than 10,000, 44 communities, or 22% of the total, have a population of between 10,000 and 100,000, and only 24 communities, or 12% of the total, have a population of more than 100,000.

In terms of competition, 140 communities, or 70% of the total, are served by one carrier only, and 49 communities, or 25% of the total are served by one or more carriers.

Even communities that are served by more than one air carrier do not necessarily have competitive air service as routes do not always overlap. To illustrate, the data shows that of the 313 domestic scheduled air routes in Canada, only 45 (14% of the total) are served by more than one air carrier. Of these, 14 (4%) are routes where Air Canada and WestJet compete directly; 17 (5%) are routes where Air Canada and/or WestJet compete with one or all of Flair, Air Transat, and Sunwing; nine (3%) are routes where a regional carrier competes with one or both mainline carriers; and five (2% of the total) are routes where two regional carriers compete. The nine routes where a regional carrier competes with a mainline carrier include the northern gateway routes between Whitehorse and Vancouver and between Edmonton and Yellowknife.



In closing, there has been much discussion about financial aid for airlines and about competition and service to regional communities, but the numbers really tell the story. The industry is in trouble and in need of more help. The data shows that the impact of industry aid may be optimized with a minimum impact on taxpayers while protecting regional communities and consumers if appropriate policies and associated conditions are used to leverage aid dollars. Supplementary information supporting the preceding discussion is provided in the following pages.

A handwritten signature in black ink, appearing to read "Joseph Sparling".

Joseph Sparling, PRESIDENT
AIR NORTH, YUKON'S AIRLINE





Supplementary Information

Air North, Yukon's Airline

Air North, Yukon's Airline was founded in 1977 and is based in Whitehorse, Yukon. The company provides gateway scheduled passenger and cargo service from Whitehorse to Vancouver, Victoria, Kelowna, Edmonton (suspended), Calgary (suspended), Yellowknife (suspended), and Ottawa (suspended), and regional scheduled passenger and cargo service from Whitehorse to Dawson City, Mayo (suspended), Inuvik, and Old Crow. The company is 49% owned by the Vuntut Gwitchin First Nation as well as more than 1,500 local Yukoners. With more than 200 Yukon employees, Air North is one of the largest private sector employers in the Yukon and accounts for about 2.5% of territorial gross domestic product. Recipient of Tripadvisor's Travellers' Choice Award for Best Airline in Canada in 2020, Air North takes great pride in providing a locally made product that strengthens the Yukon economy by retaining dollars in the territory and bringing new dollars to the territory. By making travel to, from, and within the Yukon more affordable, Air North has made the Yukon a better place to live, work, and visit.



Best Airline
Canada

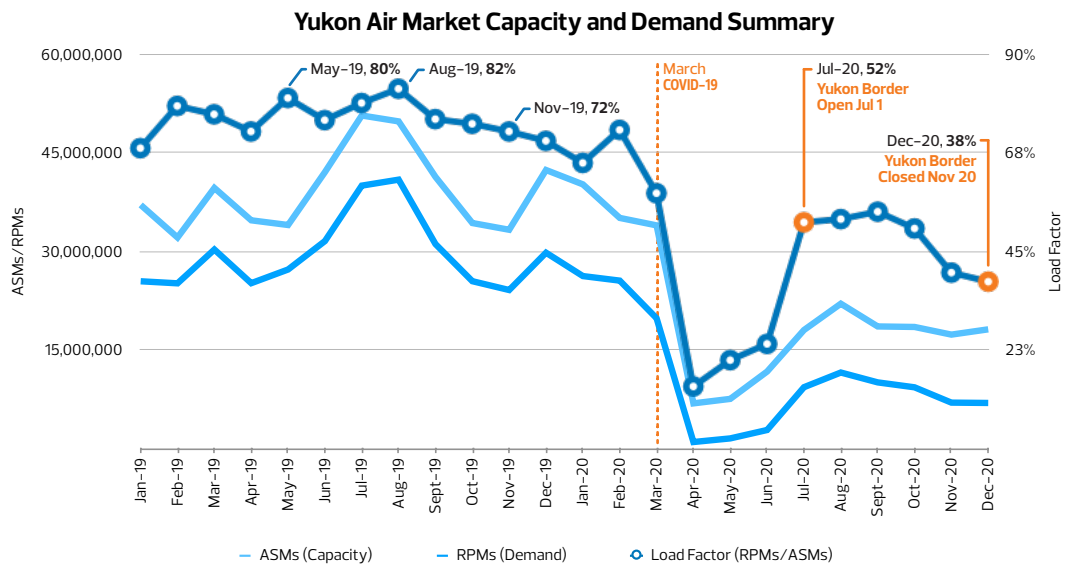
Best Specialty Airline
North America





The Yukon Market

The following data provides a 24-month graphical illustration of capacity, traffic, and load factors in the Yukon air market (data for December 2020 is projected). The data shows that our COVID-impacted low month was April, with under 1 million RPMs which represented a 96% year over year drop in traffic. This was partially offset by an 80% drop in capacity, which resulted in a market load factor of just 14%. The data also shows that our market recovery started in May and accelerated in July with the opening of the "BC travel bubble." Recovery peaked in August with 11.5 million RPMs, but this was just 28% of market RPMs in August 2019. Market traffic has declined each month since August, dropping 13% in September, another 7% in October, and another 34% for the full month of November. Since the closure of the BC travel bubble on November 20, traffic has declined 57% relative to the same period last year. The Yukon aviation market has not seen traffic numbers like this in more than 40 years.





Peer Financial Data Q3 2020

There are currently three carriers relevant to the Yukon scheduled aviation market: Air North, Yukon's Airline, Air Canada, and Jazz (owned by Chorus Aviation and provides lift to Air Canada under a capacity purchase agreement (CPA)). WestJet also offers a seasonal summer service to Whitehorse. The data below shows that all three currently active carriers incurred significant system-wide pre-subsidy financial losses during Q3 2020, which is normally the best quarter of the year. WestJet data was not published, but I would expect that they incurred a substantial loss as well. We are now almost through Q4 and into a second wave of COVID-19 so the situation does not look promising for any of us for the foreseeable future.

The Air Canada loss really shows how damaging COVID-19 has been to Canadian aviation and to Air Canada in particular. International flying has been especially hard hit and with a \$1 billion loss on \$0.75 billion revenue, there is a pretty good case to be made for some serious financial aid to be provided to the national airline and likely also to the other carriers who rely heavily on international travelers. The data also makes a good case for some proactive efforts from the Government to ensure that aid dollars are used as efficiently as possible.

The data shows that in Q3, Air North received \$3 million in Canada Emergency Wage Subsidy (CEWS) and Northern Essential Air Services financial relief (NEAS), Air Canada received \$197 million in CEWS, and Chorus received \$43 million in CEWS. If the subsidy dollars are pro-rated in accordance with the proportion of flying on Whitehorse gateway routes, and adjusted to account for the fact that both Air Canada and Jazz provide some overhead costs and some direct operating costs in the Whitehorse market, then the net effect was to effectively subsidize three airlines to fly one route, with Air North receiving \$2.39 million (CEWS and NEAS), Air Canada receiving \$0.32 million (CEWS), and Jazz (Chorus) receiving \$0.65 million (CEWS).

With a Yukon market average load factor of less than 60% in Q3, most of the subsidy money provided to ourselves, Air Canada, and Jazz essentially funded excess capacity or empty seats in the market. During Q3, and in fact since the start of the pandemic, every gateway passenger could have flown on the flights we had in the market. Had this taken place in Q3, we would have been profitable without subsidy, and the subsidy paid to us could have been reallocated to both Air Canada and Jazz so as to meaningfully improve their financial performance by operating less flights in this market. A similar result could be achieved if we were to reduce or eliminate gateway capacity and subsidy was re-distributed from Air Canada and Jazz to ourselves, but associated with that outcome would be northern job losses, a negative impact on the northern economy, price increases to regional communities, and a loss of investment value for northern shareholders including the Vuntut Gwitchin First Nation. The impact on Indigenous investment needs to be accounted for in the Yukon because of Chapter 22 provisions in Yukon Land Settlement Agreements. While the foregoing discussion is theoretical and based upon our best estimates, it is difficult to dispute that it is somewhat wasteful to provide financial relief to three air carriers on one route when flights are close to half empty.

The financial data makes a strong case for market intervention in the form of sector specific aid to the airline industry but it also suggests that intervention in the form of market specific actions may provide opportunities to direct airline aid to the areas where it is most needed.



COVID-19 Airline Peer Group Overview Q3

(\$ millions)

	Q3 2020			Q3 2019			Year over Year %		
	Air Canada	Air North	Chorus	Air Canada	Air North	Chorus	Air Canada	Air North	Chorus
Revenue	\$ 757	\$ 12.7	\$ 196	\$ 5,530	\$ 29.0	\$ 351	-86%	-56%	-44%
Expenses									
Fuel	\$ 175	\$ 1.6	–	\$ 1,220	\$ 5.9	–	-86%	-73%	0%
Payroll	\$ 475	\$ 4.0	\$ 53	\$ 788	\$ 5.9	\$ 115	-40%	-32%	-54%
Maintenance	\$ 45	\$ 3.4	\$ 18	\$ 254	\$ 1.8	\$ 54	-82%	88%	-67%
Airport & Nav	\$ 97	\$ 0.8	\$ 15	\$ 284	\$ 2.3	\$ 50	-66%	-66%	-70%
Pax Meals & Supplies	\$ 26	\$ 0.1	–	\$ 125	\$ 0.4	–	-79%	-82%	0%
Sales Costs	\$ 35	\$ 0.3	–	\$ 334	\$ 0.5	–	-90%	-45%	0%
Leases & Rent	\$ 198	–	–	\$ 501	–	–	-60%	0%	0%
Interest & Fin Cost	\$ 118	\$ 0.1	\$ 29	\$ 82	\$ 0.2	\$ 18	44%	-26%	59%
Foreign Exchange	\$ (88)	\$ 0	\$ (15)	\$ (27)	\$ 0	\$ 7	226%	-217%	-308%
Loss on Asset Disp	–	–	\$ 0	–	–	\$ 1	0%	0%	-76%
Depreciation	\$ 423	\$ 1.0	\$ 50	\$ 516	\$ 1.6	\$ 34	-18%	-35%	46%
Other Expenses	\$ 74	\$ 1.9	\$ 26	\$ 575	\$ 4.3	\$ 40	-87%	-54%	-35%
Total Expenses	\$ 1,578	\$ 13.3	\$ 175	\$ 4,652	\$ 22.8	\$ 319	-66%	-42%	-45%
Income Before Tax	\$ (821)	\$ (0.5)	\$ 21	\$ 878	\$ 6.2	\$ 32	-194%	-109%	-34%
Income/Rev	-108%	-4%	11%	16%	21%	9%	-783%	-120%	17%
Subsidy Received	\$ 197	\$ 3	\$ 43	–	–	–	n/a	n/a	n/a
Pre-subsidy Income	\$ (1,018)	\$ (3.5)	\$ (22)	\$ 878	\$ 6.2	\$ 32	-216%	-157%	-168%
Pre-subsidy Inc/Rev	-134%	-28%	-11%	16%	21%	9%	-947%	-230%	-222%
Overhead/Rev %	96%	25%	46%	30%	21%	28%	222%	19%	61%
ASMs (millions)*	5,949	44	20,447	32,457	118	90,540	-82%	-62%	-77%
RPMS (millions)**	2,517	21	26,194	27,954	81	91,391	-91%	-74%	-71%
Load Factor %	42%	47%	n/a	86%	69%	n/a	-51%	-31%	n/a
Excess Capacity (ASMs)***	2,593	16	–						
Est Excess Cap Cost****	\$ 259	\$ 2	–						
Excess Cap/Subsidy %	132%	55%	0%						
YXY Gateway Mkt Flying %	0.32%	80%	3%						
YXY Gateway Mkt Subsidy Est	\$ 0.32	\$ 2.39	\$ 0.65						

* Chorus block hours
** Chorus billable hours
*** 75% load factor
**** DOC est \$0.10/ASM
***** 50% subsidy allocation



The Canadian Scheduled Air Travel Network

There has been much discussion about airline service to regional communities and in order to put that discussion into perspective, it is useful to look at the numbers. The following data is extracted from published industry and carrier data for December, and shows that there are currently 23 Canadian air carriers providing service to a combined total of 299 communities (some of them overlapping), or 189 individual Canadian communities.

Canadian Scheduled Service Carriers

(Sabre Market Intelligence Database)

Carrier	Domestic Points – Dec 2020			
	Number	%	Population	Population %
Air Canada	48	16%	19,038,274	21%
WestJet	34	11%	18,370,974	20%
PAL Airlines	29	10%	1,158,010	1%
Canadian North	27	9%	4,058,550	5%
Air Inuit	21	7%	2,549,713	3%
Perimeter Aviation	21	7%	1,265,224	1%
Pacific Coastal Airlines	14	5%	3,204,009	4%
Calm Air	14	5%	849,724	1%
Flair Airlines	10	3%	12,707,374	14%
Transwest Air	9	3%	577,600	1%
North-Wright Airways	8	3%	26,290	0%
Air Creebec	8	3%	1,830,600	2%
Central Mountain Air	8	3%	1,640,600	2%
Air North, Yukon's Airline	7	2%	3,041,800	3%
Air Tindi Ltd.	7	2%	25,900	0%
Northwestern Airlease	7	2%	1,453,450	2%
Harbour Air	6	2%	2,979,800	3%
Thunder Airlines	6	2%	50,050	0%
Aklak Air	5	2%	4,703	0%
HELIJET	3	1%	2,961,000	3%
Sunwing Airlines	3	1%	2,792,000	3%
Air Transat	2	1%	7,628,000	8%
Nolinor	2	1%	1,732,000	2%
Total	299	100%	89,945,645	100%
# Air Carriers	23			
# Communities Served	189			



As shown below, Air Canada currently flies to 48 Canadian communities, WestJet to 34, and other carriers to 217 Canadian communities.

Community Service Overview

	# of Communities	Population %
Air Canada Service	48	16%
WestJet Service	34	11%
Other Carrier Service	217	73%
Total	299	100%

It is significant to note that the North accounts for more than 40% of Canada's land and just 0.3% of Canada's population, so northern and other regional air carriers are perhaps an under-recognized but, as shown below, an integral part of Canada's national transportation network. The data shows that the communities that Air Canada and WestJet fly to represent 27% of the total number of air carrier points and 42% of the total community population while the communities that northern carriers fly to represent 57% of the total number of air carrier points and 19% of the total community population.

Route Summary	# Points	%	Population	%
Mainline Carriers (AC/WS)	82	27%	37,409,248	42%
Low Cost Carriers and Sun Destination Carriers	15	5%	23,127,374	26%
Northern Carriers	169	57%	16,891,614	19%
Other Regional Carriers	33	11%	12,517,409	14%
Total	299	100%	89,945,645	100%

Canada is a large country with a small population and air service to small communities helps to link the country together. The data below shows that, of the communities receiving scheduled air service, 131 (66% of the total) have a population of less than 10,000. Forty-four communities (22%) have a population of 10,000–100,000, and only 24 communities (12%) have a population greater than 100,000. Population data includes the ten communities listed as terminated.

Community Population Overview

Population Size	# of Communities	Population %
> 100,000	24	12%
< 100,000 and > 10,000	44	22%
< 10,000	131	66%
Total	199	100%



In terms of competition, 140 communities (70% of the total) are served by a single carrier, and 49 communities (25% of the total) are served by multiple carriers.

Community Competitive Overview

	# of Communities	Population %
Service Terminated	10	5%
Single Carrier Service	140	70%
Multi-Carrier Service	49	25%
Total	199	100%

Even communities that are served by more than one air carrier do not necessarily have competitive air service as routes do not always overlap. To illustrate, the data that follows shows that of the 313 domestic scheduled air routes in Canada, only 45 (14%) are served by more than one air carrier. Of these, 14 (4%) of the total are routes where Air Canada and WestJet compete directly, 17 (5%) of the total are routes where Air Canada and/or WestJet compete with one or all of Flair, Air Transat, and Sunwing. Nine (3% of the total) are routes where a regional carrier competes with one or both mainline carriers, and five (2% of the total) are routes where two regional carriers compete. The nine routes where a regional carrier competes with a mainline carrier include the northern gateway routes between Whitehorse and Vancouver and between Edmonton and Yellowknife.

Route Summary	# of Domestic Scheduled Air Routes	Population %
AC only	33	11%
WS only	30	10%
Both AC and WS	14	4%
Mainline/LCC/Sun/Reg	17	5%
Regional and Mainline	9	3%
One Regional Carrier	205	65%
Two Regional Carriers	5	2%
Total	313	100%

Canadian Domestic Scheduled Air Service Network – December 2020

Population	City/Town	Air Canada	WestJet	Other Carrier(s)			Total
140,000	Abbotsford	Seasonal	✓				1
590	Aklavik			North-Wright			1
700	Akulivik			Air Inuit			1
700	Akulivik			Air Inuit			1
800	Arctic Bay			Canadian North			1
2,500	Arviat			Calm Air			1
1,800	Attawapiskat			Thunder Air			1
200	Aupaluk			Air Inuit			1
1,100	Bagotville	✓		PAL			2
22,000	Baie Comeau	Terminated					0
2,100	Baker Lake			Calm Air			1
500	Bearskin Lake			Perimeter			1
2,000	Bella Coola			PASCO			1
11,500	Bathurst	Terminated					0
200	Black Tickle			PAL			1
1,100	Blanc Savon			PAL			1
49,000	Brandon		✓				1
850	Brochet			Perimeter			1
1,300,000	Calgary	✓	✓	Flair	Sunwing		4
1,500	Cambridge Bay			Canadian North			1
36,500	Campbell River	Terminated		PASCO			1
1,400	Cape Dorset			Canadian North			1
400	Cartwright			PAL			1
8,000	Castlegar	✓					1
76,700	Charlottetown	✓		PAL			2
1,300	Charlo			PAL			1
450	Chesterfield Inlet			Calm Air			1
250	Chevery			PAL			1
7,500	Chibougamau			Air Creebec			1
4,900	Chisasibi			Air Creebec			1
900	Churchill			Calm Air			1
700	Churchill Falls			PAL			1
1,050	Clyde River			Canadian North			1
130	Colville Lake			North-Wright			1
15,000	Comox	✓	✓	PASCO			3

Population	City/Town	Air Canada	WestJet	Other Carrier(s)					Total
900	Coral Harbour			Calm Air					1
26,100	Cranbrook	✓	✓	PASCO					3
1,400	Dawson City			Air North					1
13,000	Dawson Creek		✓						1
5,300	Deer Lake	✓		PAL	Perimeter				3
550	Deline			North-Wright					1
7,750	Dryden			Perimeter					1
1,350,000	Edmonton	✓	✓	Canadian North	Flair	CMA	NW Air	Sunwing	7
5,200	Flin Flon			Calm Air					1
2,200	Fond Du Lac			Transwest					1
2,000	Fort Albany			Thunder Air					1
850	Fort Chipewyan			NW Air					1
7,750	Fort Frances			Perimeter					1
520	Fort Good Hope			North-Wright					1
66,500	Fort McMurray	✓	✓	Flair	NW Air				4
700	Fort McPherson			Aklak					1
3,500	Fort Nelson			CMA					1
28,500	Fort St. John	✓	✓	CMA					3
1,200	Fort Simpson			Canadian North	Air Tindi				2
2,500	Fort Smith			NW Air					1
250	Fox Harbour			PAL					1
102,000	Fredricton	✓							1
11,700	Gander	✓		PAL					2
6,000	Ganges Harbour			Harbour Air					1
15,200	Gaspé	Terminated							0
1,000	Gethsemani			PAL					1
1,300	Gillam			Calm Air					1
1,300	Gjoa Haven			Canadian North					1
100	God's Lake Narrows			Perimeter					1
650	God's River			Perimeter					1
8,100	Goose Bay	✓		PAL					2
63,000	Grande Prairie	✓	✓						2
100	Grise Fiord			Canadian North					1
400,000	Halifax	✓	✓						2
800	Hall Beach			Canadian North					1
537,000	Hamilton	Terminated	✓						1

Population	City/Town	Air Canada	WestJet	Other Carrier(s)					Total
3,500	Hay River			Canadian North	Air Tindi	NW Air		3	
3,200	High Level			CMA	NW Air			2	
400	Holman			Aklak				1	
600	Hopedale			PAL				1	
1,700	Igloolik			Canadian North				1	
12,700	Îles de la Madeleine	✓						1	
1,800	Inukjuak			Air Inuit				1	
3,200	Inuvik			Air North	Canadian North	North-Wright	Aklak	4	
7,700	Iqaluit			Canadian North				1	
400	Inujivik			Air Inuit				1	
100	Island Lake			Perimeter				1	
90,000	Kamloops	✓	✓	CMA				3	
900	Kangiqsualujuaq			Air Inuit				1	
800	Kangiqsujuaq			Air Inuit				1	
500	Kangirsuk			Air Inuit				1	
2,500	Kashechewan			Thunder Air				1	
142,000	Kelowna	✓	✓	Air North	Flair	PASCO	CMA	Sunwing	7
15,000	Kenora			Perimeter				1	
400	Kimmitut			Canadian North				1	
124,000	Kingston	Terminated						0	
233,000	Kitchener		✓					1	
900	Kugaaruk			Canadian North				1	
1,500	Kugluktuk			Canadian North				1	
2,800	Kuujuuaq			Canadian North	Air Inuit			2	
700	Kuujuarapik			Air Inuit	Air Creebec			2	
4,500	La Grande			Air Inuit				1	
2,700	La Ronge			Transwest				1	
1,000	Lac Brochet			Perimeter				1	
93,000	Lethbridge	Terminated	✓					1	
31,000	Lloydminster		✓					1	
384,000	London	✓	✓					2	
300	Lutselke			Air Tindi				1	
400	Makkovik			PAL				1	
2,600	Maple Bay			Harbour				1	
300	Mary's Harbour			PAL				1	
800	Masset			PASCO				1	

Population	City/Town	Air Canada	WestJet	Other Carrier(s)					Total
63,000	Medicine Hat	Terminated	✓						1
72,000	Moncton	✓							1
6,000	Mont-Joli	Terminated		PAL					1
10,000	Mont-Tremblant	Seasonal							0
1,700,000	Montréal	✓	✓	Canadian North	Air Inuit	Air Creebec	Nolinor	Air Transat	7
1,500	Moosonee			Air Creebec	Thunder Air				2
1,100	Nain			PAL					1
91,000	Nanaimo	✓	✓	HELIJET	Harbour				4
200	Natashquan			PAL					1
900	Natuashish			PAL					1
800	Norman Wells			Canadian North	North-Wright				2
52,000	North Bay	✓		Perimeter					1
300	North Spirit Lake			Perimeter					1
200	Old Crow			Air North					1
950,000	Ottawa	✓	✓	Canadian North					3
300	Pakuashipi			PAL					1
1,500	Pangnirtung			Canadian North					1
300	Paulatuk			Aklak					1
33,000	Penticton	✓	✓						2
250	Peawanuck			Thunder Air					1
4,500	Pikangikum			Perimeter					1
n/a	Points North			Transwest					1
1,600	Pond Inlet			Canadian North					1
500	Poplar Hill			Perimeter					1
4,100	Port Hardy			PASCO					1
400	Port Hope Simpson			PAL					1
200	Postville			PAL					1
1,800	Povungnituk			Air Inuit					1
13,000	Powell River			PASCO					1
36,000	Prince Albert			Transwest					1
74,000	Prince George	✓	✓	Flair	PASCO				4
12,000	Prince Rupert	✓							1
600	Qikiqtarjuaq			Canadian North					1
400	Quaqtaq			Air Inuit					1
800,000	Québec City	✓		PAL	Air Inuit				3
23,000	Quesnel	Terminated							0

Population	City/Town	Air Canada	WestJet	Other Carrier(s)				Total
300	Rae Lakes			Air Tindi				1
3,000	Rankin Inlet			Canadian North	Calm Air			2
104,000	Red Deer	Terminated						0
4,000	Red Lake			Perimeter				1
262,000	Regina	✓	✓	Flair	Transwest			4
1,000	Repulse Bay			Calm Air				1
200	Resolute			Canadian North				1
310	Rigolet			PAL				1
42,000	Rouyn-Noranda	✓		Air Creebec				2
103	Sachs Harbour			Aklak				1
71,000	Saint John	✓						1
76,000	Saint-Leonard	Terminated						0
1,500	Salluit			Air Inuit				1
300	Sandspit	✓						1
50	Sandy Lake			Perimeter				1
900	Sanikiluaq			Air Inuit	Calm Air			2
72,000	Sarnia	Terminated						0
273,000	Saskatoon	✓	✓	Flair Airlines	Transwest			4
73,000	Sault Ste Marie	✓		Perimeter				2
213	Schefferville			Air Inuit				1
10,200	Sechelt			Harbour Air				1
29,000	Sept-Îles	✓		PAL	Air Inuit			3
5,000	Sioux Lookout			Perimeter				1
5,400	Smithers	✓		CMA				2
100	Snare Lake			Air Tindi				1
2,300	St. Anthony			PAL				1
6,600	Stephenville	Terminated						0
206,000	St. John's	✓	✓	PAL				3
200	Stony Rapids			Transwest				1
165,000	Sudbury	✓		Perimeter				2
30,000	Sydney	✓						1
1,000	Taloyoak			Canadian North				1
300	Tasiujuaq			Air Inuit				1
18,000	Terrace	✓	✓	CMA				3
5,500	The Pas			Calm Air				1
13,700	Thompson			Calm Air				1

Population	City/Town	Air Canada	WestJet	Other Carrier(s)					Total
110,000	Thunder Bay	✓	✓	Perimeter					3
42,000	Timmins	✓		Air Creebec	Thunder Air				3
2,000	Tofino			PASCO					1
5,928,000	Toronto	✓	✓	Flair	Air Transat				4
7,709	Trail			PASCO					1
500	Tulita			North-Wright					1
400	Umiujaq			Air Inuit					1
100	Uranium City			Transwest					1
32,000	Val-d'Or	Terminated		Air Creebec	Nolinor				2
2,500,000	Vancouver	✓	✓	Air North	Flair	PASCO	HELIJET	Harbour	7
370,000	Victoria	✓	✓	Air North	PASCO	HELIJET	Harbour		6
1,900	Wabush	Terminated		PAL	Air Inuit				2
500	Wha Ti			Air Tindi					1
400	Whale Cove			Calm Air					1
25,000	Whitehorse	✓	Seasonal	Air North					2
10,800	Williams Lake	Terminated		PASCO					1
234,000	Windsor	✓	Seasonal						1
811,874	Winnipeg	✓	✓	Flair	Calm Air	Perimeter			5
1,400	Wollaston Lake			Transwest					1
6,600	Yarmouth	Terminated							0
20,000	Yellowknife	✓	✓	Canadian North	North-Wright	Air Tindi	NW Air		6
21,084,249	189	48	34	167	30	9	7	4	299

Canadian Domestic Competitive Route Summary – December 2020

Route / City Pair	# Carriers	Carriers
VANCOUVER-VICTORIA	6	Air Canada/WestJet/ Pacific Coastal/Helljet Air North/Harbour Air/ Helljet
VANCOUVER-KELOWNA	4	Air Canada/ WestJet/Air North/ Central Mountain Air
EDMONTON-YELLOWKNIFE	3	Canadian North/ Air Canada/WestJet
CALGARY-TORONTO	3	Air Canada/ WestJet/Flair
CALGARY-WINNIPEG	3	Air Canada/ WestJet/Flair
PRINCE GEORGE-VANCOUVER	3	Air Canada/ WestJet/Flair
TORONTO-EDMONTON	3	Air Canada/ WestJet/Flair
TORONTO-REGINA	3	Air Canada/ WestJet/Flair
TORONTO-SASKATOON	3	Air Canada/ WestJet/Flair
TORONTO-VANCOUVER	3	Air Canada/ WestJet/Flair
VANCOUVER-CALGARY	3	Air Canada/ WestJet/Flair
VANCOUVER-EDMONTON	3	Air Canada/ WestJet/Flair
WINNIPEG-TORONTO	3	Air Canada/ WestJet/Flair
WINNIPEG-VANCOUVER	3	Air Canada/ WestJet/Flair
EDMONTON-CALGARY	3	Air Canada/WestJet/ Sunwing
MONTRÉAL-TORONTO	3	Air Canada/ WestJet/Air Transat
MONTRÉAL-QUÉBEC	3	Air Canada/PAL Airlines/Air Inuit
NANAIMO-VANCOUVER	3	Air Canada/Harbour Air/Helljet
CALGARY-KELOWNA	3	Air Canada/WestJet/ Sunwing
CALGARY-FORT MCMURRAY	2	Air Canada/WestJet
CALGARY-GRANDE PRAIRIE	2	Air Canada/WestJet
CALGARY-MONTRÉAL	2	Air Canada/WestJet
CALGARY-VICTORIA	2	Air Canada/WestJet
FORT ST. JOHN-VANCOUVER	2	Air Canada/WestJet
HALIFAX-TORONTO	2	Air Canada/WestJet
NANAIMO-CALGARY	2	Air Canada/WestJet
OTTAWA-CALGARY	2	Air Canada/WestJet
OTTAWA-TORONTO	2	Air Canada/WestJet
ST. JOHN'S-HALIFAX	2	Air Canada/WestJet
TERRACE-VANCOUVER	2	Air Canada/WestJet

Route / City Pair	# Carriers	Carriers
TORONTO-KELOWNA	2	Air Canada/WestJet
TORONTO-LONDON	2	Air Canada/WestJet
TORONTO-THUNDER BAY	2	Air Canada/WestJet
MONTRÉAL-BAGOTVILLE	2	Air Canada/PAL Airlines
REGINA-VANCOUVER	2	Air Canada/Flair
VANCOUVER-SASKATOON	2	Air Canada/Flair
CRANBROOK-VANCOUVER	2	Air Canada/ Pacific Coastal
WHITEHORSE-VANCOUVER	2	Air Canada/Air North
EDMONTON-KELOWNA	2	WestJet/Flair
VICTORIA-KELOWNA	2	WestJet/Pacific Coastal
WINNIPEG-RANKIN INLET	2	Canadian North/Calm Air
YELLOWKNIFE-FORT SIMPSON	2	Canadian North/Air Tindi
YELLOWKNIFE-HAY RIVER	2	Canadian North/Air Tindi
PRINCE GEORGE-EDMONTON	2	Flair/ Central Mountain Air
VAL D'OR-MONTRÉAL	2	Air Creebec/ Les Investissements Nolinor Inc
CHARLOTTETOWN-MONTRÉAL	1	Air Canada
HALIFAX-DEER LAKE	1	Air Canada
HALIFAX-GANDER	1	Air Canada
HALIFAX-GOOSE BAY	1	Air Canada
MONTRÉAL-EDMONTON	1	Air Canada
MONTRÉAL-FREDERICTON	1	Air Canada
MONTRÉAL-HALIFAX	1	Air Canada
MONTRÉAL-MONCTON	1	Air Canada
MONTRÉAL-OTTAWA	1	Air Canada
MONTRÉAL-ROUYN	1	Air Canada
MONTRÉAL-SAINT JOHN	1	Air Canada
MONTRÉAL-VANCOUVER	1	Air Canada
OTTAWA-HALIFAX	1	Air Canada
OTTAWA-VANCOUVER	1	Air Canada
PENTICTON-VANCOUVER	1	Air Canada
SEPT-ÎLES-MONTRÉAL	1	Air Canada
SMITHERS-VANCOUVER	1	Air Canada
ST. JOHN'S-MONTRÉAL	1	Air Canada
ST. JOHN'S-TORONTO	1	Air Canada

Route / City Pair	# Carriers	Carrier(s)
TORONTO-CHARLOTTETOWN	1	Air Canada
TORONTO-DEER LAKE	1	Air Canada
TORONTO-FREDERICTON	1	Air Canada
TORONTO-MONCTON	1	Air Canada
TORONTO-QUÉBEC	1	Air Canada
TORONTO-SAULT STE MARIE	1	Air Canada
TORONTO-SUDBURY	1	Air Canada
TORONTO-SYDNEY	1	Air Canada
TORONTO-TIMMINS	1	Air Canada
TORONTO-VICTORIA	1	Air Canada
VANCOUVER-KAMLOOPS	1	Air Canada
VANCOUVER-PRINCE RUPERT	1	Air Canada
WINDSOR-TORONTO	1	Air Canada
WINNIPEG-MONTRÉAL	1	Air Canada
ABBOTSFORD-EDMONTON	1	WestJet
CALGARY-ABBOTSFORD	1	WestJet
CALGARY-BRANDON	1	WestJet
CALGARY-COMOX	1	WestJet
CALGARY-CRANBROOK	1	WestJet
CALGARY-FORT ST. JOHN	1	WestJet
CALGARY-HALIFAX	1	WestJet
CALGARY-HAMILTON	1	WestJet
CALGARY-KAMLOOPS	1	WestJet
CALGARY-KITCHENER	1	WestJet
CALGARY-LETHBRIDGE	1	WestJet
CALGARY-LLOYDMINSTER	1	WestJet
CALGARY-LONDON	1	WestJet
CALGARY-MEDICINE HAT	1	WestJet
CALGARY-REGINA	1	WestJet
CALGARY-SASKATOON	1	WestJet
COMOX-EDMONTON	1	WestJet
EDMONTON-HALIFAX	1	WestJet
FORT MCMURRAY-EDMONTON	1	WestJet
HAMILTON-ABBOTSFORD	1	WestJet
HAMILTON-EDMONTON	1	WestJet
PENTICTON-CALGARY	1	WestJet
REGINA-EDMONTON	1	WestJet

Route / City Pair	# Carriers	Carrier(s)
SASKATOON-EDMONTON	1	WestJet
SASKATOON-WINNIPEG	1	WestJet
TORONTO-ABBOTSFORD	1	WestJet
VICTORIA-EDMONTON	1	WestJet
WINNIPEG-EDMONTON	1	WestJet
WINNIPEG-THUNDER BAY	1	WestJet
YELLOWKNIFE-CALGARY	1	WestJet
BAGOTVILLE-MONT JOLI	1	PAL Airlines
BLANC SABLON-ST. ANTHONY	1	PAL Airlines
CARTWRIGHT-BLACK TICKLE	1	PAL Airlines
CHARLOTTETOWN-BLACK TICKLE	1	PAL Airlines
CHARLOTTETOWN-PORT HOPE SIMPSON	1	PAL Airlines
CHURCHILL FALLS-WABUSH	1	PAL Airlines
DEER LAKE-GOOSE BAY	1	PAL Airlines
FOX HARBOUR (ST LEWIS)-MARYS HARBOUR	1	PAL Airlines
GANDER-DEER LAKE	1	PAL Airlines
GANDER-ST. ANTHONY	1	PAL Airlines
GETHSEMANI-CHEVERY	1	PAL Airlines
GOOSE BAY-BLANC SABLON	1	PAL Airlines
GOOSE BAY-CARTWRIGHT	1	PAL Airlines
GOOSE BAY-CHURCHILL FALLS	1	PAL Airlines
GOOSE BAY-GANDER	1	PAL Airlines
GOOSE BAY-ST. ANTHONY	1	PAL Airlines
GOOSE BAY-WABUSH	1	PAL Airlines
HOPEDALE-POSTVILLE	1	PAL Airlines
MAKKOVIK-RIGOLET	1	PAL Airlines
MONT JOLI-QUÉBEC	1	PAL Airlines
MONT JOLI-WABUSH	1	PAL Airlines
NAIN-GOOSE BAY	1	PAL Airlines
NATASHQUAN-GETHSEMANI	1	PAL Airlines
NATUASHISH-GOOSE BAY	1	PAL Airlines
NATUASHISH-HOPEDALE	1	PAL Airlines
NATUASHISH-NAIN	1	PAL Airlines
PAKUASHIPI-BLANC SABLON	1	PAL Airlines
PAKUASHIPI-CHEVERY	1	PAL Airlines
PORT HOPE SIMPSON-FOX HARBOUR (ST. LEWIS)	1	PAL Airlines
POSTVILLE-MAKKOVIK	1	PAL Airlines

Route / City Pair	# Carriers	Carrier(s)
QUÉBEC-SEPT-ÎLES	1	PAL Airlines
RIGOLET-GOOSE BAY	1	PAL Airlines
SEPT-ÎLES-CHEVERY	1	PAL Airlines
SEPT-ÎLES-MONT JOLI	1	PAL Airlines
SEPT-ÎLES-NATASHQUAN	1	PAL Airlines
SEPT-ÎLES-WABUSH	1	PAL Airlines
ST. ANTHONY-MARYS HARBOUR	1	PAL Airlines
ST. JOHN'S-DEER LAKE	1	PAL Airlines
ST. JOHN'S-GANDER	1	PAL Airlines
ST. JOHN'S-GOOSE BAY	1	PAL Airlines
ST. JOHN'S-MONCTON	1	PAL Airlines
ST. JOHN'S-ST. ANTHONY	1	PAL Airlines
WABUSH-CHARLO	1	PAL Airlines
ARCTIC BAY-IQALUIT	1	Canadian North
ARCTIC BAY-POND INLET	1	Canadian North
ARCTIC BAY-RESOLUTE	1	Canadian North
CAMBRIDGE BAY-YELLOWKNIFE	1	Canadian North
CAPE DORSET-HALL BEACH	1	Canadian North
CAPE DORSET-IQALUIT	1	Canadian North
CLYDE RIVER-POND INLET	1	Canadian North
GJOA HAVEN-CAMBRIDGE BAY	1	Canadian North
GJOA HAVEN-KUGAARUK	1	Canadian North
GJOA HAVEN-YELLOWKNIFE	1	Canadian North
GRISE FIORD-RESOLUTE	1	Canadian North
HALL BEACH-IQALUIT	1	Canadian North
IGLOOLIK-HALL BEACH	1	Canadian North
INUVIK-NORMAN WELLS	1	Canadian North
IQALUIT-CLYDE RIVER	1	Canadian North
IQALUIT-IGLOOLIK	1	Canadian North
IQALUIT-QIKIQTARJUAQ	1	Canadian North
IQALUIT-RANKIN INLET	1	Canadian North
KIMMIRUT/LAKE HARBOUR-IQALUIT	1	Canadian North
KUGAARUK-TALOYOAK	1	Canadian North
KUGLUKTUK/COPPERMINE-CAMBRIDGE BAY	1	Canadian North
KUUJJUAQ-MONTRÉAL	1	Canadian North
NORMAN WELLS-YELLOWKNIFE	1	Canadian North

Route / City Pair	# Carriers	Carriers
OTTAWA-IQALUIT	1	Canadian North
PANGNIRTUNG-IQALUIT	1	Canadian North
POND INLET-IQALUIT	1	Canadian North
POND INLET-RESOLUTE	1	Canadian North
QIKIQTARJUAQ-PANGNIRTUNG	1	Canadian North
RANKIN INLET-YELLOWKNIFE	1	Canadian North
TALOYOAK-CAMBRIDGE BAY	1	Canadian North
TALOYOAK-GJOA HAVEN	1	Canadian North
TALOYOAK-YELLOWKNIFE	1	Canadian North
YELLOWKNIFE-HOLMAN	1	Canadian North
YELLOWKNIFE-INUVIK	1	Canadian North
YELLOWKNIFE-KUGAARUK	1	Canadian North
YELLOWKNIFE-KUGLUKTUK/COPPERMINE	1	Canadian North
AKULIVIK-IVUJIVIK	1	Air Inuit
AKULIVIK-POVUNGNITUK	1	Air Inuit
KANGIQSUJUAQ-QUAQTAQ	1	Air Inuit
KANGIRSUK-AUPALUK	1	Air Inuit
KANGIRSUK-QUAQTAQ	1	Air Inuit
KUUJJUAQ-AUPALUK	1	Air Inuit
KUUJJUAQ-KANGIQSUJUAQ	1	Air Inuit
KUUJJUAQ-KANGIRSUK	1	Air Inuit
KUUJJUAQ-POVUNGNITUK	1	Air Inuit
KUUJJUAQ-QUÉBEC	1	Air Inuit
KUUJJUAQ-TASIUJUAQ	1	Air Inuit
KUUJJUARAPIK-UMIUJUAQ	1	Air Inuit
LA GRANDE-POVUNGNITUK	1	Air Inuit
MONTRÉAL-KUUJJUARAPIK	1	Air Inuit
MONTRÉAL-LA GRANDE	1	Air Inuit
MONTRÉAL-POVUNGNITUK	1	Air Inuit
POVUNGNITUK-INUKJUAQ	1	Air Inuit
SALLUIT-IVUJIVIK	1	Air Inuit
SALLUIT-KANGIQSUJUAQ	1	Air Inuit
SCHEFFERVILLE-SEPT-ÎLES	1	Air Inuit
TASIUJUAQ-AUPALUK	1	Air Inuit
UMIUJUAQ-INUKJUAQ	1	Air Inuit
DEER LAKE-SIOUX LOOKOUT	1	Perimeter Aviation

Route / City Pair	# Carriers	Carrier(s)
DRYDEN-THUNDER BAY	1	Perimeter Aviation
FORT FRANCES-KENORA	1	Perimeter Aviation
KENORA-DRYDEN	1	Perimeter Aviation
NORTH BAY-SUDBURY	1	Perimeter Aviation
NORTH SPIRIT LAKE-DEER LAKE	1	Perimeter Aviation
NORTH SPIRIT LAKE-POPLAR HILL	1	Perimeter Aviation
PIKANGIKUM-SANDY LAKE	1	Perimeter Aviation
POPLAR HILL-SIOUX LOOKOUT	1	Perimeter Aviation
RED LAKE-SIOUX LOOKOUT	1	Perimeter Aviation
RED LAKE-WINNIPEG	1	Perimeter Aviation
SANDY LAKE-SIOUX LOOKOUT	1	Perimeter Aviation
SAULT STE MARIE-SUDBURY	1	Perimeter Aviation
SIOUX LOOKOUT-NORTH SPIRIT LAKE	1	Perimeter Aviation
SIOUX LOOKOUT-PIKANGIKUM	1	Perimeter Aviation
SIOUX LOOKOUT-THUNDER BAY	1	Perimeter Aviation
THUNDER BAY-FORT FRANCES	1	Perimeter Aviation
THUNDER BAY-SAULT STE MARIE	1	Perimeter Aviation
BAKER LAKE-RANKIN INLET	1	Calm Air
CHESTERFIELD INLET-BAKER LAKE	1	Calm Air
CHESTERFIELD INLET-RANKIN INLET	1	Calm Air
CHESTERFIELD INLET-WHALE COVE	1	Calm Air
CHURCHILL-GILLAM	1	Calm Air
CORAL HARBOUR-RANKIN INLET	1	Calm Air
FLIN FLON-THE PAS	1	Calm Air
GILLAM-THOMPSON	1	Calm Air
RANKIN INLET-ARVIAT	1	Calm Air
RANKIN INLET-REPULSE BAY	1	Calm Air
RANKIN INLET-WHALE COVE	1	Calm Air
THE PAS-WINNIPEG	1	Calm Air
WHALE COVE-ARVIAT	1	Calm Air
WINNIPEG-FLIN FLON	1	Calm Air
WINNIPEG-SANIKILUAQ	1	Calm Air
WINNIPEG-THOMPSON	1	Calm Air
FORT MCMURRAY-VANCOUVER	1	Flair
TORONTO-FORT MCMURRAY	1	Flair

Route / City Pair	# Carriers	Carriers
CAMPBELL RIVER-COMOX	1	Pacific Coastal
COMOX-VANCOUVER	1	Pacific Coastal
KELOWNA-CRANBROOK	1	Pacific Coastal
MASSET-VANCOUVER	1	Pacific Coastal
TRAIL-VANCOUVER	1	Pacific Coastal
VANCOUVER-BELLA COOLA	1	Pacific Coastal
VANCOUVER-CAMPBELL RIVER	1	Pacific Coastal
VANCOUVER-PORT HARDY	1	Pacific Coastal
VANCOUVER-POWELL RIVER	1	Pacific Coastal
VANCOUVER-TOFINO	1	Pacific Coastal
VICTORIA-PRINCE GEORGE	1	Pacific Coastal
WILLIAMS LAKE-VANCOUVER	1	Pacific Coastal
DAWSON CITY-INUVIK	1	Air North
INUVIK-OLD CROW	1	Air North
KELOWNA-WHITEHORSE	1	Air North
OLD CROW-DAWSON CITY	1	Air North
WHITEHORSE-DAWSON CITY	1	Air North
WHITEHORSE-INUVIK	1	Air North
WHITEHORSE-VICTORIA	1	Air North
FORT NELSON-PRINCE GEORGE	1	Central Mountain Air
HIGH LEVEL-EDMONTON	1	Central Mountain Air
PRINCE GEORGE-FORT ST. JOHN	1	Central Mountain Air
PRINCE GEORGE-KAMLOOPS	1	Central Mountain Air
PRINCE GEORGE-KELOWNA	1	Central Mountain Air
TERRACE-PRINCE GEORGE	1	Central Mountain Air
VANCOUVER-CASTLEGAR	1	Central Mountain Air
FOND DU LAC-STONY RAPIDS	1	Transwest Air
LA RONGE-PRINCE ALBERT	1	Transwest Air
POINTS NORTH LANDING-LA RONGE	1	Transwest Air
PRINCE ALBERT-FOND DU LAC	1	Transwest Air
SASKATOON-PRINCE ALBERT	1	Transwest Air
STONY RAPIDS-LA RONGE	1	Transwest Air
STONY RAPIDS-URANIUM CITY	1	Transwest Air
WOLLASTON LAKE-LA RONGE	1	Transwest Air
WOLLASTON LAKE-POINTS NORTH LANDING	1	Transwest Air
GANGES HARBOR-VANCOUVER	1	Harbour Air

Route / City Pair	# Carriers	Carrier(s)
MAPLE BAY-VANCOUVER	1	Harbour Air
SECHELT-NANAIMO	1	Harbour Air
VANCOUVER-SECHELT	1	Harbour Air
YELLOWKNIFE-LUTSELKE/ SNOWDRIFT	1	Air Tindi
YELLOWKNIFE-RAE LAKES	1	Air Tindi
YELLOWKNIFE-SNARE LAKE	1	Air Tindi
YELLOWKNIFE-WHA TI/LAC LA MARTRE	1	Air Tindi
CHIBOUGAMAU-CHISASIBI	1	Air Creebec
CHIBOUGAMAU-MONTRÉAL	1	Air Creebec
TIMMINS-MOOSONEE	1	Air Creebec
VAL D'OR-CHISASIBI	1	Air Creebec
FORT MCPHERSON-INUVIK	1	Aklak
HOLMAN-SACHS HARBOUR	1	Aklak
INUVIK-HOLMAN	1	Aklak
PAULATUK-INUVIK	1	Aklak
SACHS HARBOUR-INUVIK	1	Aklak

Route / City Pair	# Carriers	Carriers
FORT CHIPEWYAN-EDMONTON	1	Northwestern Airlease
FORT CHIPEWYAN-FORT SMITH	1	Northwestern Airlease
FORT SMITH-HAY RIVER	1	Northwestern Airlease
HAY RIVER-EDMONTON	1	Northwestern Airlease
YELLOWKNIFE-FORT SMITH	1	Northwestern Airlease
COLVILLE LAKE-INUVIK	1	North-Wright Airways
COLVILLE LAKE-YELLOWKNIFE	1	North-Wright Airways
FORT GOOD HOPE-COLVILLE LAKE	1	North-Wright Airways
INUVIK-AKLAVIK	1	North-Wright Airways
INUVIK-FORT GOOD HOPE	1	North-Wright Airways
NORMAN WELLS-FORT GOOD HOPE	1	North-Wright Airways
TULITA/FORT NORMAN-DELINE	1	North-Wright Airways
TULITA/FORT NORMAN- NORMAN WELLS	1	North-Wright Airways
YELLOWKNIFE-DELINE	1	North-Wright Airways
YELLOWKNIFE-FORT GOOD HOPE	1	North-Wright Airways







CORPORATE HEADQUARTERS

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