



ALBERTA WORLD CUP

PARA CROSS-COUNTRY WORLD CUP 2025

COUPE DU MONDE PARA SKI DE FOND 2025

DEC. 3-7, 2025 • CANMORE NORDIC CENTRE



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PARA BIATHLON

WORLD CUP



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CANMORE 2025 FIS PARA CROSS-COUNTRY & IBU PARA BIATHLON WORLD CUPS

EXECUTIVE SUMMARY

THE CANMORE 2025 FIS PARA CROSS-COUNTRY WORLD CUP AND IBU PARA BIATHLON WORLD CUP WERE HOSTED CONSECUTIVELY AT THE CANMORE NORDIC CENTRE PROVINCIAL PARK (CNCPP) FROM EARLY THROUGH MID-DECEMBER 2025.

Co-delivered by the Alberta World Cup Society (AWCS) and the Alberta Event Hosting Society for Biathlon (AEHSB) under a collaborative Organizing Committee, these dual World Cups set a global benchmark for para-sport execution, inclusive community programming, and economic return on investment.

Key Highlights & Achievements

- **Elite International Field:** Welcomed **140 world-class athletes and 58 support staff representing 19 nations** for the critical opening qualifier of the Paralympic Winter Games.
- **Athletic Triumph & Survey Success:** The Canadian National Team capitalized on a home-snow advantage to capture **20 medals** (led by Natalie Wilkie's five podium finishes). Visiting teams rated Canmore as the **#1 World Cup host venue of the entire season in official post-event FIS surveys**.
- **Operational Resilience:** Successfully navigated a mid-cycle international regulatory split between the FIS and IBU, unseasonably warm weather, and severe venue construction delays. Admin efficiencies were maximized via shared grooming, stadium infrastructure, and a unified team accommodations program.
- **Critical Infrastructure Partnership:** Leveraged **\$129,809.50 in Value-in-Kind (VIK) services** from the CNCPP to execute emergency snowmaking, mechanical snow relocation, and stadium restructuring that preserved field-of-play integrity without a single race delay.

Economic Impact (Sport Tourism Canada STEAMPRO)

Staged during a traditional tourism shoulder season, the events drew **1,516 out-of-town visitors** with an average stay of 5.6 to 7.9 days, yielding a massive regional windfall:

- **Direct Initial Expenditures:** **\$2,664,675** injected into the economy.
- **Provincial Industry Output:** **\$3,715,758** in overall economic spin-off across Alberta (\$3,209,243 directly within Canmore).
- **GDP & Employment Support:** Contributed **\$2,610,200 to Canadian GDP** and supported **15.4 provincial Full-Time Equivalent (FTE) jobs**, generating **\$1,221,092 in wages** (\$922,777 locally).
- **Multi-Tier Public Tax Yield:** Returned **\$697,764 in total tax revenues** across Federal (\$371.9K), Provincial (\$255.5K), and Municipal (\$70.3K) governments.

Human Capital & Social Legacy

- **Volunteer Engine:** Driven by **321 volunteers contributing \$222,905 in value-in-kind labor** (Alberta wage-replacement standards). The workforce set an equity benchmark with **56% female/gender-diverse representation** and **3.2% self-identifying as living with a disability** (including key OC leadership).
- **Officiating Milestone:** Utilized the biathlon event as a live evaluation environment, successfully elevating **six Canadian officials to full International Technical Delegate status**.
- **Community Integration:** Engaged the Bow Valley through a **School Visit Program** reaching 800+ youth, a local business **Adopt-a-Nation** school/downtown Canmore program, a **Partner Appreciation Day** hosting provincial minister and partners, and an **Opening Ceremony** aligned with the International Day of Persons with Disabilities and Truth and Reconciliation Calls to Action.

Experience the event: [Click here to watch the Canmore 2025 World Cups Highlight Video >](#)



RÉSUMÉ ANALYTIQUE

LA COUPE DU MONDE FIS PARA SKI DE FOND ET LA COUPE DU MONDE IBU PARA BIATHLON DE CANMORE 2025 FURENT TENUES CONSÉCUTIVEMENT AU CENTRE NORDIQUE DU PARC PROVINCIAL DE CANMORE (CNCPP) DU DÉBUT JUSQU'À LA MI-DÉCEMBRE 2025.

Ces événements furent organisés conjointement par l'Alberta World Cup Society (AWCS) et Alberta Event Hosting Society for Biathlon (AEHSB) sous la supervision collaborative d'un Comité organisateur. La tenue de ces deux Coupes du monde constitue une référence globale pour l'exécution de sports paralympiques, une programmation communautaire inclusive ainsi qu'un retour économique sur l'investissement.

Faits marquants et réalisations

- **Participation de l'élite internationale:** Accueil de **140 athlètes de niveau international et 58 membres de personnel de soutien représentant 19 nations** pour l'épreuve qualificative inaugurale du cycle de la quadriennale paralympique.
- **Performances athlétiques et résultat de sondage:** L'Équipe nationale du Canada a capitalisé sur l'avantage de performer en terrain connu et à la maison en se méritant **20 médailles** (inspirée par les cinq podiums de Natalie Wilkie). Dans le sondage FIS post-événementiel, les équipes participantes ont classé Canmore comme étant le **Site # 1 pour la saison de Coupe du monde**.
- **Résilience opérationnelle:** En naviguant avec succès entre les enjeux que représentaient une scission réglementaire internationale en milieu de cycle entre la FIS et IBU, des températures anormalement élevées pour la saison ainsi que des délais importants dans la construction du site. L'amélioration de processus et la réduction de coûts furent maximisées avec un partage des frais de damage de la neige ainsi que de l'entretien des parcours, l'infrastructure du stadium ainsi que des programmes unifiés d'hébergement pour les équipes.



- **Partenariat pour les infrastructures essentielles:** Une valeur de **129,809.50 \$ en services** contribué par le Centre nordique du Parc provincial de Canmore pour fabriquer, en urgence, de la neige, la relocalisation mécanique de neige ainsi que la restructuration du stadium ont préservé l'intégrité du site sans pénaliser ni retarder aucune épreuve à l'horaire des compétitions.

Impact économique (Tourisme Sportif Canada – Analyse STEAMPRO)

Tenus durant une saison intermédiaire touristique traditionnelle, les événements ont accueillis **1,516 de visiteurs étrangers** pour un séjour moyen de 5.6 à 7.9 jours et générant des retombées régionales significatives:

- **Dépenses initiales directes:** **2,664,675 \$** injectées dans l'économie.
- **Rendement industriel provincial:** **3,715,758 \$** en retombées économiques globales à travers l'Alberta (3,209,243 \$ directement à Canmore).
- **PIB et support à l'emploi:** Contribution de **2,610,200 \$ au PIB canadien** et de **15.4 en Équivalent Temps Plein provincial (ETP)** d'emplois, générant **1,221,092 \$ en salaires** (922,777 \$ localement).
- **Système fiscal à plusieurs paliers:** Perception de **697,764 \$ en revenu total de taxes** pour les gouvernements fédéral (371.9 \$K), provincial (255.5 \$K), et municipal (70.3 \$K).

Capital humain et héritage social

- **Moteur de bénévoles:** Banque composée de **321 bénévoles** qui ont contribué pour une valeur de **222,905 \$ heures-travail** (normes albertaines de remplacement de salaire). Cette main-d'œuvre a constitué une référence d'équité avec **56% femmes/représentation diversifiée en matière de genre** et **3.2% d'auto-identifiant vivant avec un handicap** (incluant une personne clé au sein du Comité organisateur).
- **Développement des officiels:** Utilisation de l'événement de biathlon comme un environnement d'évaluation en direct sur le terrain, permettant à **six officiels canadiens d'obtenir leur statut complet de délégué technique au niveau international**.
- **Intégration communautaire:** Engagement de la Vallée de la Bow via un programme de visites scolaires rejoignant +- 800 jeunes, un programme local écoles/entreprises de Canmore **Adoptez-une-nation**, une **Journée d'appréciation de partenaire** accueillant madame la première ministre provinciale et les partenaires ainsi qu'une **Cérémonie d'ouverture** tenue lors de la Journée internationale des personnes vivant avec un handicap et un appel à l'action pour la Journée nationale de la vérité et de la réconciliation.

Vivez l'évènement (cliquez ici) :

[Click here to watch the Canmore 2025 World Cups Highlight Video >](#)





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A WORLD CUP OF IMPACT:

\$4.9M CANADA ECONOMIC IMPACT

ALBERTA: \$3.7M

CANMORE: \$3.2M

800+ LOCAL STUDENTS INSPIRED & ENGAGED

20 PODIUM MEDALS CAPTURED BY TEAM CANADA

\$222,905 IN ECONOMIC VALUE FROM 353 VOLUNTEERS

400,000+ GLOBAL DIGITAL & SOCIAL MEDIA REACH

#1 WORLD CUP HOST VENUE VOTED BY FIS ATHLETES





ORGANIZING COMMITTEE & TECHNICAL GOVERNANCE

The dual execution of the Canmore 2025 Para World Cups was guided by the strategic leadership of two volunteer-led non-profit organizations: the AWCS and the AEHSB. Both registered under the Alberta Societies Act, these societies share a unified mission to grow and develop their respective sports within Canada. They achieve this by delivering world-class events at the Canmore Nordic Centre while consistently generating vital resources for athlete pathways, coaching development, and domestic officiating capacity.

This partnership brought an unparalleled depth of hosting heritage to the 2025 event. The AWCS entered the project with a history of delivering seven previous FIS World Cups alongside three Para Nordic World Cups in 2013, 2017, and 2021. The AEHSB brought its own extensive history of world-class biathlon hosting to the table, notably stepping up to absorb the operational management of the IBU Para Biathlon World Cup when the International Sport Federations' Memorandum of Understanding (MOU) was terminated. Rather than working in isolation, the two societies operated under a collaborative Organizing Committee (OC) model, leveraging cross-committee communications to ensure seamless course handovers, shared stadium infrastructure, a unified accommodations program for international teams, and coordinated grooming schedules that drastically reduced unnecessary labor for the volunteer workforce and paid positions.

Executive Leadership and Operational Resilience

On the ground, the execution of the Para Cross-Country World Cup was driven by an executive team composed of two paid operational staff members—the Organizing Committee Chair and the Event Coordinator—who worked with the Event Chair and the Director of Competition. This core leadership team was immediately put to the test by a demanding dual challenge: unseasonably warm temperatures that threatened early-season snow preservation, and active stadium construction that extended right up to the event window.

Resolving these logistical hurdles required immediate, expert coordination with the Canmore Nordic Centre management and

their specialized on-snow personnel. Under the technical guidance of the Director of Competition and the broader Competition Committee, these groups systematically addressed critical snow priorities. Together, they successfully restructured the stadium flow and preserved entire loops of course integrity, ensuring the international competition schedule was executed flawlessly.

To assist AEHSB in the planning of this world cup, two part-time staff were hired. Together with the Event Chair and Chief of Competition volunteers. This group lead the execution of the Para Biathlon event. The technical aspects of the competition were guided by the Competition Committee, comprised of eight volunteer Chiefs, all carrying the highest Officials training designation from the IBU.

The Competition Committee & Officiating Legacy

The bedrock of this technical success was the Competition Committee, a specialized management group of 20 volunteer managers who were strategically selected about eight months prior to the first competition. The “previous world cup” memory and technical expertise of these managers proved instrumental in navigating the complex field-of-play requirements dictated by international sanctioning bodies, while effortlessly directing the daily volunteer workforce.

Beyond delivering a world-class race experience for the athletes, the event served as an important catalyst for Canada's domestic biathlon officiating. The Para Biathlon World Cup was utilized as a vital, live-evaluation environment for elite officiating development. Seven National Biathlon Technical Delegates (TDs) used the Canmore races to fulfill their mandatory initial practical evaluations. Following a secondary evaluation phase successfully completed in April 2026, six of these seven national officials achieved full International Technical Delegate status, significantly elevating Canada's leadership and governance capacity on the global biathlon stage.

Technical Delegate Report for each event available:

FIS TD Report: [Day 1 >](#), [Day 2 >](#), [Day 3 >](#)

[IBU TD Report >](#)



VENUE

YEAR AFTER YEAR, THE CANMORE NORDIC CENTRE PROVINCIAL PARK (CNCPP) CONTINUES TO BE RECOGNIZED AMONG THE PREMIER NORDIC SPORT VENUES IN THE WORLD.

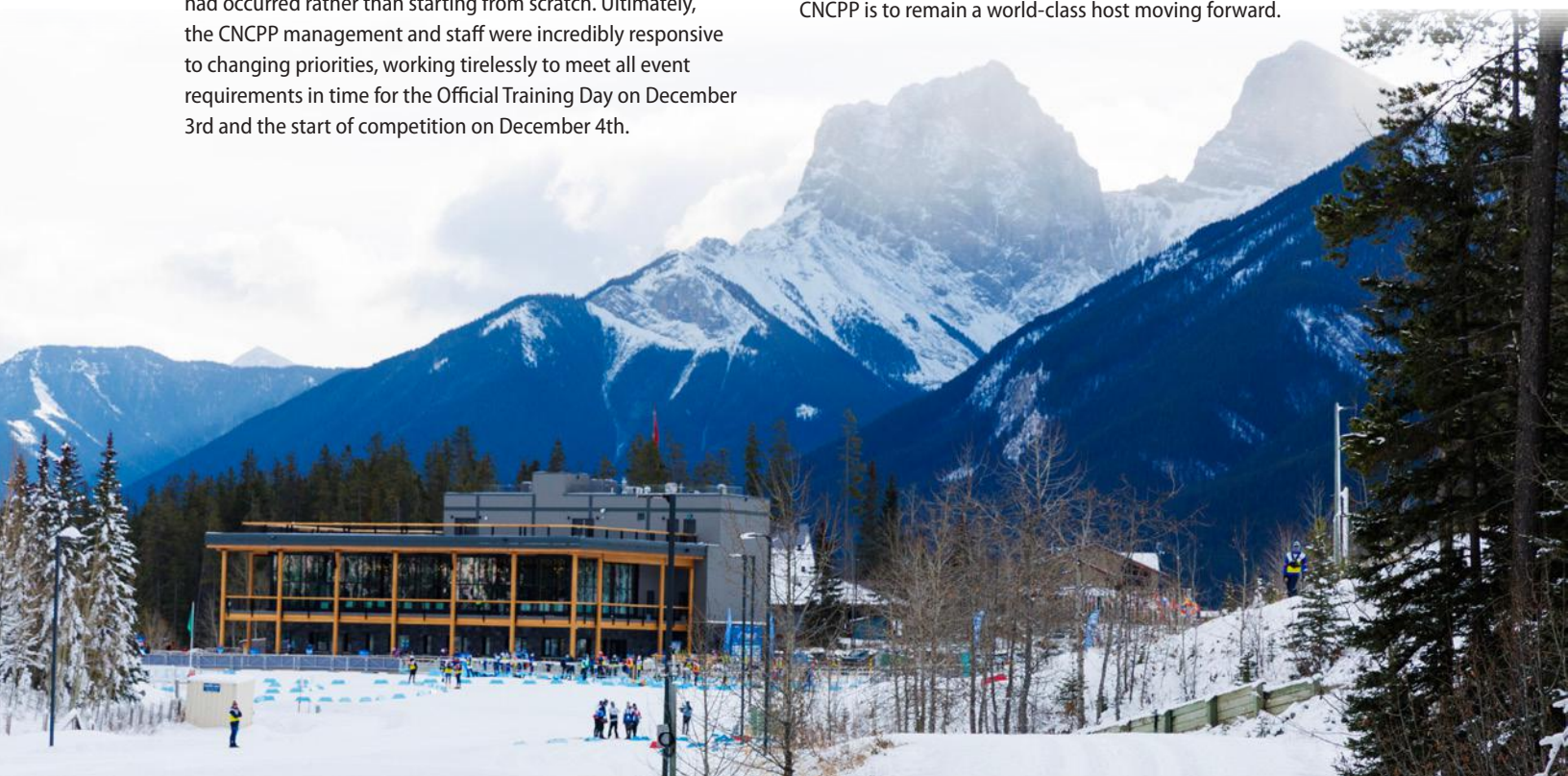
As a legacy site of the 1988 Calgary Olympic Winter Games, the venue drew rave reviews from competitors and was voted the best venue of the 2025–26 season. Backed by a **\$27.1M infrastructure investment from the Government of Alberta**, teams were delighted to take advantage of the new Biathlon Building and expanded stadium. The new layout significantly increased accessibility and offered excellent proximity to the venue's wax cabins.

Preparation of the competition stadium was delayed until the day before the event was to start, due to unanticipated construction adjacent to the stadium, requiring the Competition Committee to prepare robust contingency plans in case the stadium was unavailable. Close communication was maintained with the International Federations to ensure alternative course designs still met strict World Cup standards. Furthermore, unseasonably warm temperatures caused significant melting of the Frozen Thunder snowpack and delayed new snowmaking operations until November 19th. Because the farmed snow had been rolled out in late October, the Frozen Thunder base was absolutely imperative; it allowed crews to target specific course sections where melting had occurred rather than starting from scratch. Ultimately, the CNCPP management and staff were incredibly responsive to changing priorities, working tirelessly to meet all event requirements in time for the Official Training Day on December 3rd and the start of competition on December 4th.

Public access to CNCPP trails was successfully maintained throughout the competitions, allowing the public and racers to utilize the facilities simultaneously. Proactive communication with CNCPP management successfully reduced trail congestion and kept the community informed of parking and trail closures. Because numerous teams arrived in early October for early training, Frozen Thunder and CNCPP's snowmaking capabilities proved crucial in supporting early team preparations and the overall execution of the World Cups. These extended team stays effectively extended the region's winter sport tourism window, driving critical early-season economic activity into the Bow Valley weeks before the official events started.

To mitigate weather risks, collaborative scheduling commenced nearly a year in advance, with a formal snowmaking strategy crafted six months prior to the event. Drawing on lessons from previous early-season events—including the 2017 and 2021 World Para Nordic Skiing World Cups—the Competition Committee and CNCPP staff designed a course plan that maximized available resources. Competition trails were strategically selected based on proximity to snowmaking equipment, course composition requirements, and their availability for concurrent public and racer use.

Ultimately, the flexibility and dedication of everyone involved allowed the event to meet all core objectives. While the Government of Alberta's recent \$27.1M infrastructure investment significantly enhanced the venue via the new Biathlon Building, tight construction timelines and repeated close calls with weather underscore the vital importance of continued facility upgrades if CNCPP is to remain a world-class host moving forward.



SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP

Sustainability was a core pillar of the operational planning and execution for the Para Cross-Country World Cup. Guided by a commitment to look beyond traditional event management practices, AWCS implemented a comprehensive “Reduce, Reuse, Recycle, and Rethink” framework to minimize the event’s environmental footprint.

Towards Zero Waste Initiative (Recycle & Compost)

Subsidized by a community grant from the **Bow Valley Waste Management Commission** and lead by a specialized team from the **Biosphere Institute of the Bow Valley**, the Towards Zero Waste program served as the flagship of the event’s environmental strategy.

Centralized, volunteer-staffed waste management stations were deployed daily from 9:00 AM to 3:00 PM across three high-traffic areas: the Team Room, the Volunteer Lounge, and the spectator zone. Volunteers actively educated participants, spectators, and suppliers on proper waste separation to maximize landfill diversion.

Key Milestone: The program achieved an overall **95% waste diversion rate**, successfully surpassing the event’s 85% target and marking a 10% improvement over the previous year’s event. (For a detailed breakdown, see [Appendix F: Waste Management Final Report](#)).

Operational Sustainability Practices

Beyond waste diversion, the AWCS systematically integrated sustainable practices across all operational departments:

- **Reduce:** Advanced communications with teams and suppliers helped minimize incoming packaging. By strategically optimizing the existing layout at the CNCP, the organizing committee successfully avoided the use of temporary structures, reducing the event’s footprint. Additionally, catering

for athletes and volunteers was designed to eliminate single-use takeout containers entirely.

- **Reuse:** The committee prioritized multi-use goods over single-use items. For example, volunteer gifts were intentionally designed to serve as on-course identifiers during the event and high-quality, wearable items long after. Similarly, rather than printing single-use bibs, competitor bibs were washed and re-used daily.
- **Energy & Light Mitigation:** To reduce energy consumption and local light pollution, the biathlon range lighting schedule was managed—activated at 6:00 AM on race days and 7:00 AM on training days, and turned off entirely overnight.

Strategic Infrastructure & Logistics (Rethink)

The AWCS actively challenged traditional event logistics to uncover new environmental and fiscal efficiencies:

- **Logistical Footprint Reduction:** Rather than flying in international race officials and timing specialists, the AWCS intentionally negotiated for a North American officials nominations and locally sourced timing provider. This significantly reduced air travel emissions, freight requirements, and local accommodation demands. Once on-site, timing and jury teams utilized carpooling protocols to commute to the venue.
- **Signage Longevity:** All new venue signage was designed for multi-event longevity, utilizing unbranded templates with interchangeable inserts to accommodate future sponsor updates without requiring total replacement.
- **School bus program - transportation Efficiency:** Spectator logistics were optimized by coordinating a staggered shuttle schedule for visiting school groups. This maximized bus capacities and minimized idling times compared to traditional single school group bookings.



TEAM ATTENDANCE & PERFORMANCE

THE CANMORE 2025 WORLD CUPS PROVED TO BE AN INTERNATIONAL DRAW, BRINGING A WORLD-CLASS FIELD OF COMPETITORS TO THE CANMORE NORDIC CENTRE.

Hosting delegations required a careful balance of elite race logistics, hospitality, and team support. For the AWCS and AEHSB welcoming these teams was an opportunity to showcase Alberta's premier winter facilities, boost the local economy through extended training residencies, and provide a crucial competitive platform for Canada's own Paralympic hopefuls.

Demonstrating its strong pull on the international circuit as a season opener, the event successfully welcomed 140 athletes and 58 support staff from 19 nations to the Canmore Nordic Centre. The gathering of these international teams resulted in outstanding competitive energy and glowing reviews from the participants. This positive sentiment was officially reflected in the FIS athlete surveys, which ranked Canmore as the top World Cup host venue of the season. Ultimately, the success of the 2025 events further solidifies Canmore's global reputation for competitive excellence, world-class facilities, and community hospitality. See [Appendix A](#) for list of Participating Countries

As the opening competition of the season, athlete classification occurred prior to the world cup events, with Nordiq Canada hosting a Continental Cup to allow athletes to be classified based on their level of impairment. This classification process is invaluable for the long-term development of the sport, and

its inclusion boosted attendance by allowing new athletes to make their World Cup debuts in Canmore. Subsequently, a Biathlon Calforex Cup held the week-end before the event presented a great opportunity for teams to prepare for the World Cup. Six teams chose to arrive early to take part in these early competitions, as well as taking advantage of Frozen Thunder's snow farmed trails available at the Canmore Nordic Centre starting in late October, resulting in added room nights ahead of the event.

A home World Cup provides an immense advantage for the Canadian National Para Cross-Country and Para Biathlon Team, as well as their development athletes. By drastically reducing travel times and expenses, the event proved essential in creating critical competitive opportunities for the next generation of Canadian para talent.

"Racing at home is one of the most special and unique experiences. I love when we have an opportunity to compete in front of a home crowd because it feels advantageous to have that extra support from our community. I feel more energized and excited to race at home knowing that we have friends and family there rooting for us."

It means a lot to be able to share a part of our ski community with the other nations competing and it puts me at ease to be at home.

I am so grateful for the event organizers and the amazing volunteers we have in Canmore that truly make home events so much fun."

Brittany Hudak, National Para Nordic Ski Team Athlete



“As a developing athlete, that opportunity taught me so much and left me even more motivated to keep growing, keep pushing myself, and continue chasing future opportunities. I’m incredibly grateful to have had that chance, and I hope it’s just the beginning of something even bigger.”

Madison Mullin, National Ski Team Athlete

To optimize this early start to the season, the six early-arriving nations maximized their training blocks with some larger delegations extending their stays in Canmore for more than 25 days. This extended timeline allowed international support crews and coaches to deeply acclimatize to the regional altitude while fine-tuning equipment configurations ahead of the opening biathlon and cross-country competitions.

To celebrate the combined success of the dual World Cups and provide a formal thank-you to our visiting delegations, a Closing Ceremony for teams was hosted, bringing the competitive week to a close on a high note of international celebration.

This unparalleled training environment, supported by the guaranteed race track on the Frozen Thunder loop, ultimately resulted in an exceptional average team residency of 19 days. Because this influx of international support staff and athletes occurred during the traditional tourism shoulder season of November to early December—a period when local hotels and restaurants typically operate below capacity—the event delivered a substantial, sustained economic boost to the community. This combination of reliable training infrastructure, early competition pathways, and warm community hospitality directly resulted in the highest satisfaction scores from teams recorded by the FIS Team Survey.

“Having the opportunity to race a world cup in our home country and on the race courses in our backyard is incredibly important for our program and our Paralympic preparation. It gives top Canadian athletes confidence to start the Paralympic year without jet lag on courses they know, and with the in-person support of friends and family. For the developing athletes, it is often a first chance to experience international competition at the highest level to gain experience and understanding of the exciting competition road ahead! As a program, we rely on opportunities like this to make our final selections for Canada’s Para Nordic Team, without excluding any possible Canadian skiers. The Alberta World Cup Society and the Alberta Event Hosting Society for Biathlon are world class organizing committees with decades of experience, and they were instrumental to our program’s Paralympic success by providing us with this race opportunity!”

Brian McKeever, Para Nordic Ski Team Coach and Paralympian



COMMUNITY IMPACT, ENGAGEMENT AND INCLUSION

BUILDING UPON THE LEGACIES OF PAST EVENTS, THE CANMORE 2025 PARA CROSS-COUNTRY AND BIATHLON WORLD CUPS WORKED DILIGENTLY WITH LOCAL PARTNERS TO CREATE A LASTING IMPACT ACROSS THE BOW VALLEY.

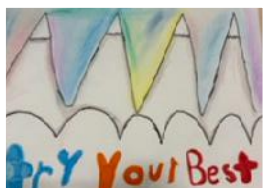
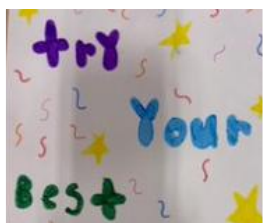
This World Cup was distinct in its mandate: it sought not only to advance the sports of cross-country skiing and biathlon in Canmore and Alberta, but to heighten community awareness and drive meaningful change regarding the societal challenges faced by individuals with disabilities. In collaboration with the Para Nordic community and local organizations, four key initiatives were established to maximize community impact.

Adopt-a-Nation Program

By pairing local businesses and competing nations with classrooms from various Bow Valley schools, the Adopt-a-Nation program served as a cornerstone for elevating event awareness and welcoming international athletes to Canmore. Each participating class selected a nation, creating personalized messages of support and vibrant artwork displayed both at local businesses and on-site at the CNCPP.

Beyond a simple creative exercise, the program provided a rich educational impact for local youth. In creating their displays, school children researched their adopted countries, learned about global geography, and gained a meaningful introduction to the world of para snow sports. This hands-on learning fostered a sense of empathy, giving students a firsthand understanding of how athletes adapt to and overcome physical impairments to compete on the world stage.

The impact of this program on the competing athletes was important, bringing energy and smiles to the teams upon arriving at the venue and seeing how local children understood and celebrated their journeys. Five regional schools contributed these posters, while 20 local businesses proudly showcased the student artwork in their windows, fostering a vibrant, community-wide atmosphere of hospitality and inclusion.



Opening Ceremony & International Day of Persons with Disabilities

On the eve of the first competition day—which perfectly coincided with the International Day of Persons with Disabilities (IDPD)—the community gathered at the Canmore Civic Centre plaza to officially kick off the World Cups. Opening remarks were delivered in French and English by AWCS Events Chair Norbert Meier and LOC Chair Nancy Richard, followed by a formal Land Acknowledgement.

Demonstrating true community integration, members from two local accessibility organizations —**Rocky Mountain Adaptive and Bow Valley Community Connections**—participated by proudly “walking in” the flags of the competing nations. Both organizations remain instrumental in providing the region’s para and neurodiverse populations with vital access to outdoor recreation and social programming.

The ceremony was blessed in the Stoney language by Stoney Nakoda Elder Dwayne Mark, a Language and Cultural Educator from the Mini Thni Community School. Dignitaries Ozzie Sawicki (member of the Alberta Premier’s Council on the Status of Persons with Disabilities), Town of Canmore Mayor Sean Krausert, and Rachel Ludwig (CEO of Tourism Canmore Kananaskis) all spoke to warmly welcome the international delegations.

The festivities featured a cultural performance by the Mini Thni Community School Pow Wow Academy, showcasing high school students dancing in custom, hand-made regalia alongside traditional singers and drummers. This collaboration, alongside the opening blessing by Elder Dwayne Mark, represented a deliberate effort by the AWCS to advance the Truth and Reconciliation Commission’s (TRC) Calls to Action—specifically regarding the inclusion and celebration of Indigenous cultures at international sporting events. To cap off the evening, the Canadian National Para Cross-Country and Para Biathlon teams were introduced to the public, providing photo opportunities for local residents.

Community & IDPD Connection

Hosting these Para World Cups provided a unique, high-profile platform to shed light on everyday accessibility barriers and advocate for inclusive solutions. The AWCS collaborated closely with the regional IDPD working group to seamlessly merge a pre-existing community Resource Fair into the Opening Ceremony schedule. Additionally, the AWCS utilized its own marketing and media channels (including the event website and dedicated newspaper advertisements) to amplify the workshops, presentations, and celebratory events organized by the IDPD committee throughout the week.





School Visit Program



Following successful in-person iterations in 2017 and virtual adaptations during COVID-19 in 2021, the School Visit Program returned to provide exceptional, direct connections with local youth. Generously funded by the **Wim & Nancy Pauw Foundation** and executed in partnership with Rocky Mountain Adaptive, two ex-alpine athletes delivered a powerful presentation to over 800 students across six Bow Valley schools, spanning kindergarten through grade 12.

Paralympic Champion and Canadian Paralympic Committee Board Member Josh Dueck, alongside author, speaker, and fellow ski coach Mike Shaw, developed a compelling one-hour presentation titled "From Paralysis to Purpose: A Journey Through Resilience." Utilizing a poignant blend of video, personal storytelling, and motivational themes, they shared their personal journeys navigating traumatic spinal injuries and physical impairments. Their message focused heavily on overcoming adversity and dismantling the everyday obstacles faced by individuals with impairments, deeply resonating with students and educators alike.

Following each presentation, interactive Q&A sessions allowed students to engage directly with the speakers. For three of the six school visits, members of the Canadian National Para Cross-Country and Para Biathlon teams were also able to attend, sharing their own stories of goal-setting, setbacks, and finding purpose. The most meaningful moments occurred at the conclusion of the assemblies, where students lined up for personal, one-on-

one conversations with the athletes. This program generated a powerful "ripple effect," creating a shared sense of inspiration that extended far beyond the school walls into the broader community.

"What an absolutely outstanding presentation from Josh Dueck and Mike Shaw today. Every single student and teacher I spoke with afterward was genuinely mesmerized. Their authenticity, courage, and ability to connect with the audience were truly inspiring. Please pass along our deepest gratitude and heartfelt compliments to these two exceptional athletes—their impact on our school was remarkable."

Principal, Notre Dame des Monts

Schools at the World Cup

Also supported by Rocky Mountain Adaptive, thanks for the financial support from the **Wim & Nancy Pauw Foundation**, complimentary transportation was provided to Bow Valley schools to bring students directly to the Canmore Nordic Centre to experience elite international competition firsthand. Ahead of their arrival, classes received an educational handout detailing the various Para Nordic classification systems, and were greeted on-site by dedicated volunteer guides.



Students were provided with small Canadian flags and guided to a premium spectator zone near the start/finish line, adjacent to the giant live-stream stadium screen. This positioning allowed them to hear the live commentary clearly, providing immediate context on the race dynamics and athlete backgrounds.

As an experiential highlight, the Alberta Biathlon Club arranged an interactive station where visiting students could try the Ecoaims laser rifle and target system. Local biathletes coached the students through the shooting process while actively educating them on the unique adaptations utilized by elite Para-athletes. (For detailed records, see [Appendix D: Adopt-a-Nation and School Program Summary](#) >).

VOLUNTEERS: THE ENGINE OF THE WORLD CUP

The exceptional delivery of the Canmore 2025 Para World Cups was made possible by the dedication, passion, and expertise of the volunteer workforce. Serving as the true engine of the events, these individuals did far more than execute operational tasks; their warmth, hospitality, and tireless work ethic defined the character of the competitions and left a lasting impression on international teams.

The structural execution of the dual World Cups relied on two specialized volunteer branches:

- **Para Cross-Country:** Led by a core team of 20 volunteer managers, a total of 186 event volunteers came together to deliver the cross-country side of the competition.
- **Para Biathlon:** Anchored by a leadership group of 8 volunteer managers, a dedicated group of 113 event volunteers stepped forward to host and manage the biathlon field of play.

Specialized Expertise & Legacy Building

With operational duties ranging from technical course preparation to the specialized installation of a banner plan to welcoming teams, the event benefited from the wide-ranging professional expertise of Alberta volunteers. On top of drawing local experienced volunteers, the workforce was heavily driven by active members and certified technical officials drawn from regional cross-country ski and biathlon clubs. These individuals brought their passion for the sport and contributed to the success of the events.

Primary volunteer recruitment was anchored by the AWCS and AEHSB. Together, the organizations possess a combined legacy of hosting twenty-one World Cups, including four Para Nordic World Cups. Events of this scale are critical in continuing the long-term development of volunteer and official capacity at both the grassroots club level and the international stage. The high level of technical expertise within this group is invaluable for maintaining a standard of world-class excellence in Alberta, providing a vital legacy for future sports hosting in the region.

Para Cross-Country Workforce Demographics & Inclusivity Metrics

To gain deeper insight into the community footprint of the Para Cross-Country event, the organizing committee analyzed volunteer demographics, regional representation, and retention rates. The findings underscore an inclusive, diverse, and deeply loyal volunteer ecosystem.

Meaningful Representation and Accessibility

In alignment with the core values of para-sport, the event actively prioritized diversity and representation within its own operational workforce. Notably, **3.2% of the active cross-country volunteer workforce (6 individuals) self-identified as living with a disability.** This included key leadership within

the Organizing Committee (OC), where a manager living with a disability contributed some of the highest number of pre-event planning hours.

Volunteers with both visible and invisible disabilities were seamlessly integrated into vital, high-responsibility roles across the venue, including:

- **Technical & Race Integrity:** Positions in Timing and as Course Controllers.
- **Athlete Services:** Management and hosting within the Athlete Lounge.
- **Venue Operations:** Key duties in the Race Office and Parking/Logistics.

This level of internal equity and inclusion marked a historic milestone for the organization, demonstrating that the event was run by the para-community, not just for them.

Retention, Renewal, and Recruitment

The para cross-country event provided a powerful balance between leveraging seasoned veterans and welcoming new talent to preserve the future of the sport's volunteer pipeline:

- **The New Generation (21%):** 39 volunteers were "first-timers," introducing a significant wave of fresh energy into regional sports hosting—many of whom have already expressed excitement for future events.
- **The Veteran Core (10%):** 18 dedicated volunteers self-identified as having worked at **10 or more World Cups**, anchoring the event with unmatched institutional memory and technical skill.

Geographic and Gender Composition

While deeply rooted in the immediate Bow Valley region, the event successfully pulled a cross-provincial workforce from across Western Canada.

Volunteer Geographic Distribution:

- **Bow Valley:** 129 volunteers (69.4%)
- **Calgary:** 30 volunteers (16.1%)
- **Rest of Alberta:** 23 volunteers (12.3%)
- **British Columbia:** 2 volunteers (1.1%)
- **Saskatchewan:** 2 volunteers (1.1%)

Workforce Gender Attribution: 56% women and 44% men, proudly showcasing that gender equity can be achieved in the delivery of international sport events.

Volunteer Recognition & Celebration

To reflect the organizing committee's immense gratitude, volunteer recognition programs were deployed across both disciplines.



Para Cross-Country Recognition

Every volunteer received a custom-designed event hat and a locally sourced, artisanal chocolate “bear claw.” The hats were produced in three distinct colors to visibly highlight the varying tiers and longstanding commitments of the veteran volunteer base. Furthermore, to add excitement to each day, premium prize packages donated by generous local businesses—valued at over **\$6,000**—were drawn and distributed daily on-site and during the final post-event wrap-up celebration.

Para Biathlon Recognition

Biathlon volunteers were similarly outfitted with volunteer apparel and prize raffles were offered to the Biathlon workforce during the event.

Quantifying the Economic Value of Volunteer Labor

To formally document the immense economic contribution of this community workforce to our public and private stakeholders, the total hours worked for both events were compiled separately. This labor was quantified using the Government of Alberta’s official wage-replacement standards for skilled, leadership, and unskilled hourly rates.

As detailed below, the estimated monetary value of the volunteer labor matching the Para Cross-Country and Para Biathlon events combined represent an impressive **\$222,905 contribution:**

Para Cross-Country Volunteer Labour				
Category	Number of Volunteers	Accumulated Hours Worked	Standard Hourly Rate	Total Monetary Value
Leadership (preplanning)	2	1,500	\$35/hr	\$52,500
Competition Committee	20	1106	\$35/hr	\$38,710
Event Volunteers	186	1924	\$20/hr	\$38,480
Total	230	4530	–	\$129,690

Para Biathlon Volunteer Labour				
Category	Number of Volunteers	Accumulated Hours Worked	Standard Hourly Rate	Total Monetary Value
Leadership (preplanning)	2	1275	\$35/hr	\$44,625
Competition Committee	8	754	\$35/hr	\$26,390
Event Volunteers	113	1110	\$20/hr	\$22,200
Total	123	3139	–	\$93,215



PARTNER RECOGNITION & SPONSOR FULFILLMENT



The successful execution of the Canmore 2025 Para Cross-Country and Biathlon World Cups was made possible through the robust financial, logistical, and promotional support of public and private sector partners. AWCS and AEHSB diligently executed all contracted sponsorship properties, ensuring high-visibility activation across digital, print, and on-site channels.

Public Sector Partner Fulfillment

Funding from the **Government of Alberta's Major Cultural and Sport Events program** and the **Government of Canada's Sport Canada International Single Sport Event (ISSE)** program was critical to hosting this event. In recognition of their vital contributions, the following sponsorship properties were developed and successfully executed:

- **On-Site Brand Visibility:** High-impact banner placement throughout the venue, directly reaching an estimated 2,600 unique spectators, volunteers, VIPs, and participants.
- **Digital & Social Media Reach:** Prominent brand placement across digital and social media coverage, including daily reel production, capturing an overall reach for both events over 400,000.
- **Venue PA:** Regular public address (PA) and broadcast announcements delivering acknowledgments to a combined audience of approximately 4,000.
- **Marketing & Collateral Integration:** Logo placement across all printed and digital marketing assets, including event notices, promotional posters, official competition programs, and lower-third website recognition.
- **Digital Video & Display Boards:** Continuous rotation on on-site video display screens (reaching approximately 4,000 attendees) and permanent logo inclusion in the final event highlight video distributed to partners, stakeholders, and social platforms.
- **Print Media Campaign:** Dedicated logo inclusion in four editions of the Rocky Mountain Outlook, reaching an estimated circulation of 10,000 copies per edition.
- **Dignitary & VIP Hosting:** Formal VIP invitations to attend the Opening Ceremony, Partner Appreciation Event, daily award ceremonies, and elite races were extended to key leadership, including:

- The Government of Alberta Minister of Tourism and Sport (accepted), the Minister of Forestry and Parks (declined) and local Member of the Legislative Assembly (accepted).
- The federal Secretary of State for Sport of Canada, the Senator for Alberta and local Member of Parliament.

Private Sector & Community Partner Fulfillment

Tourism Canmore Kananaskis (TCK) served as the Official Event Partner and was instrumental in the overall delivery of the World Cups. To support TCK's strategic marketing objectives, the AWCS and AEHSB deployed a targeted series of activations:

- **Economic Impact Activation:** Exclusive inclusion of TCK members as "Official Partners" within the event's Team Accommodation Guide. This targeted initiative successfully drove business directly to the membership, generating over 2,000 hotel room nights during a traditional shoulder season.
- **Elite Race Branding:** Full integration of TCK branding for athletes' bibs worn on all competition days for the Para Cross-Country events.
- **Podium Integration:** All locally crafted by glass artist Nicole Tremblay, custom glass-blown medals were presented to winning athletes featuring official TCK-branded ribbons.
- **VIP Engagement:** Formal hosting of TCK CEO Rachel Ludwig as a VIP delegate at the Opening Ceremony, daily medal ceremonies, Partner Appreciation Day and races.

See Appendix C > for examples of Sponsorship recognition

Co-Branded Media Metrics (Combined Reach)

Through shared promotional frameworks with TCK and local media partners, the event achieved exceptional visibility metrics:

- **Social Media Video Views:** Generated over 200,000 views worldwide for each of the 2 events. **See Appendix D > for examples of posts/Stories**
- **Combined PA:** Scaled to reach 2,600 unique exposures.
- **On-Site Video Screen Rotations:** Achieved an aggregate audience reach of 1,800.





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PARTNER RECOGNITION & SPONSOR FULFILLMENT (CONT.)

Value-in-Kind (VIK) & Community Alliances

Because elite Para Nordic events often operate with leaner financial structures than traditional professional sports, community-driven Value-in-Kind (VIK) supplies and services are imperative to offsetting operational costs. For these dual World Cups, our local partners stepped forward with **over \$132,000 in donated services**.

The CNCPP Critical Infrastructure Partnership

Foremost among these contributions was the unprecedented operational support provided by the **Canmore Nordic Centre Provincial Park (CNCPP)**. Serving as far more than a passive venue host, the CNCPP team acted as a foundational co-delivery partner.

To combat unseasonably warm temperatures and navigate active stadium construction zones, the CNCPP systematically deployed its machinery, professional staff, and specialized resources to safeguard the field of play. This extraordinary technical intervention included round-the-clock snowmaking operations, precision course grooming, and the massive mechanical relocation of farmed snow reserves to ensure international racing ski tracks were built to competitive standards.

In total, the CNCPP contributed **\$129,809.50 in Value-in-Kind services**. Without this vital, timely allocation of on-snow resources, managing the weekly logistical hurdles threatening the competition schedule would have been impossible. The Organizing Committee extends its immense gratitude to the CNCPP management and specialized field crews for their unwavering commitment to the safety and success of the athletes.

Sponsorship recognition was fully activated for all supporting organizations across marketing channels:

- **Official Event Partners:** Canmore Nordic Centre Provincial Park, Alberta Parks, the Town of Canmore, and WinSport.
- **Community Partners:** Lumina, Spring Creek Resorts, The Grizzly Paw Brewing Company, Rocky Mountain Adaptive, the Wim & Nancy Pauw Foundation, the Rocky Mountain Outlook, and the Bow Valley Waste Management Commission.
- **Exclusive and Official Airline:** Air Canada provided crucial flight support that defrayed Organizing Committee travel expenses when bringing technical sport experts from across North America to Canmore, while also offering preferred pricing structures for traveling international teams.
- **Sport Federation Alignment:** Essential advisory, regulatory support was provided by the **International Ski and Snowboard Federation (FIS)**, and the **International Biathlon Union (IBU)**. Without this collaborative network, these historic World Cups would not have been possible.

Partner Appreciation Day

Supported and hosted by Spring Creek Resorts, a Partner Appreciation Day was held to honor the sponsors, government partners, and promote the Para Cross-Country and Para Biathlon World Cups. Attendees—spanning multiple tiers of government, national sports organizations, and industry board members—were hosted on the exclusive viewing deck of the newly constructed Biathlon Building. A curated experience was planned for their enjoyment of the competition.

The event featured several key moments of stakeholder engagement:

- **Provincial Address & Cultural Connection:** The Honourable Andrew Boitchenko, Minister of Tourism and Sport for the Government of Alberta, traveled to Canmore to address the assembly and connect with key sport stakeholders. Notably, Minister Boitchenko made a meaningful effort to meet personally with the head coach of the Ukrainian delegation, celebrating their strong presence and competitive resilience at the World Cup. MLA Sarah Elmeligi also addressed the audience, reinforcing provincial pride in the event.
- **Destination Marketing & Community Leadership:** Rachel Ludwig, CEO of Tourism Canmore Kananaskis (TCK), addressed the group to highlight the incredible community synergy and significant shoulder-season economic impact driven by the event's multi-week footprint in the Bow Valley.
- **Sporting Legacy Presentation:** Beckie Scott, Olympic Champion and President of Nordiq Canada, delivered the closing address before guiding guests on an exclusive tour of the elite training facility used by Canada's National Athletes at the Canmore Nordic Centre.
- **The "Eat Like an Athlete" Experience:** Guests were invited to dine from the exact same performance lunch buffet provided to the teams, allowing sponsors to mingle directly with international competitors and coaching staff.

Overlooking the stadium from the new upper balcony, guests enjoyed an unparalleled, immersive view of live World Cup racing. As a token of gratitude for their foundational support of Para sport, each guest was given a commemorative beanie and an artisanal, handmade chocolate bear claw for their return home.



FINANCIAL PERFORMANCE

The fiscal management of the Canmore 2025 Para World Cups reflected a disciplined, highly transparent approach to balancing multi-tiered government grants, corporate and community sponsorships, and operational expenditures. By operating under a unified financial tracking framework, the AWCS and the AEHSB optimized administrative efficiencies, streamlined shared resource allocations—such as the unified delegation accommodation program—and successfully protected the long-term solvency of both non-profit organizations.

See [Appendix G](#) > for Combined Statements of Revenue & Expenditures

Financial Risk Management & Operational Resilience

The dual 2025 World Cups carried a unique financial risk profile that set them apart from any event in our societies' collective 20-year history of hosting international competitions. Typically, international sporting events carry a predictable financial risk environment centered on securing sufficient corporate sponsorship, locking in government grants, and managing standard on-snow operational variables. However, the 2025 event cycle was hit by an extraordinary convergence of regulatory, infrastructural, and funding challenges that injected a high degree of uncertainty and exposed both non-profit societies to financial exposure.

Regulatory Split and Multi-Federation Rule Sets

The project was originally acquired and launched at a time when para-Nordic sports operated under a single, unified governance structure under the International Ski and Snowboard Federation (FIS), supported by a Memorandum of Understanding (MOU) with the International Biathlon Union (IBU) to regulate the biathlon events. As a single event with established, uniform hosting rules, the project initially fit a “normal” risk profile for the AWCS and AEHSB.

However, one year into the planning cycle, the international MOU between the FIS and IBU was suddenly terminated. This forced a massive operational pivot: instead of managing a single, cohesive competition, the organizing committee was suddenly required to execute two distinct, back-to-back World Cups governed by two separate international federations, each dictating entirely different hosting rules, technical criteria, and financial protocols.

Infrastructure Emergencies and Stadium Readiness

Simultaneously, major provincial construction projects at the CNCP suffered continuous delays and structural problems, leaving the new biathlon building and stadium unfinished deep into the planning window. The gravity of these venue delays created severe weekly financial and operational crises leading up to the event:

- **Late Stadium Operation:**

The para cross-country stadium was not declared operational or certified ready for international racing until the week immediately preceding the event.

- **Snowmaking System**

Failures: The venue's technical snowmaking system could not be tested until three weeks before the opening competition, at which point an immediate pressure leak was discovered that required emergency repairs.

- **Field-of-Play Interference:** In November, right in the middle of critical event preparation, Alberta Infrastructure determined that the sanitary lift station located within the perimeter of the stadium required total replacement. This massive construction excavation sat directly inside the designated competition “field of play”. Following emergency interventions by the committee, the project was halted and the ground backfilled just two days prior to the first official race.



Mitigating Revenue Uncertainty

The international regulatory split caused an immediate funding complication. To protect the core project, the AWCS negotiated an Amending Agreement with the Government of Alberta to convert the original joint event funding into a standalone grant dedicated to the Para Cross-Country World Cup. This agreement had to be signed at a time when very little was known about how the MOU termination would ultimately impact the overall financial bottom lines of the separate events.

To cover the resulting financial gap for the biathlon events, the AEHSB was encouraged to apply for a separate Major Sport Event (MSE) grant to buffer the growing uncertainty. Because of the tight turnaround, the AEHSB did not receive formal confirmation of this vital grant funding until early 2026—a full two months after the World Cups had already concluded.

Summary of Financial Stewardship

Operating an international event without absolute revenue certainty prior to or during the competitive window naturally created a highly risk-averse, conservative financial environment among organizers. Unknown and unpredictable critical developments remained a constant threat. Ultimately, the fact that both events were executed to world-class standards without incurring structural deficits is a powerful testament to the exceptional resilience, fiscal discipline, and strategic crisis management deployed by the joint Organizing Committee.







ECONOMIC IMPACT AND TOURISM LEGACY

To formally evaluate the regional and national economic dividends generated by hosting the dual World Cups, the Organizing Committee partnered with **Sport Tourism Canada (STC)** to conduct a comprehensive Economic Impact Assessment. Utilizing the standardized **STEAMPRO** methodology developed in collaboration with the Conference Board of Canada, data was gathered through on-site surveys and direct team expenditure auditing across both event windows.

The final metrics reveal that the events acted as a powerful economic catalyst, yielding a massive return on investment for public and private stakeholders alike. The combined spending of out-of-town spectators, international teams, and delegates, paired with the operational expenditures of the Organizing Committee, drove an extraordinary influx of new capital into the region. See the full Economic Impact Assessment in [Appendix H](#).

The Economic Footprint: By the Numbers

The dual World Cups successfully transformed sporting excellence into measurable community prosperity, exceeding initial projections:

- **Total Initial Expenditures:** The events generated **\$2,664,675** in direct initial spending.
- **Aggregate Visitor Spending:** Out-of-town visitors, media, VIPs, and teams spent a combined **\$2,092,572** in the local economy.
- **Overall Economic Activity (Industry Output):** The total economic spin-off reached an impressive **\$3,715,758** within the province of Alberta, with **\$3,209,243** directly concentrated in the Town of Canmore.
- **Gross Domestic Product (GDP) Impact:** The events contributed a substantial **\$2,610,200** to the Canadian GDP, with **\$2,051,209** fueling the provincial economy of Alberta and **\$1,466,492** boosting the municipal GDP of Canmore.

Local Business Stimulus & Shoulder-Season Vitality

A primary objective for our tourism partners was driving economic activity during a traditional shoulder season (late November to mid-December). This goal was achieved. The event drew **1,516 out-of-town visitors** to Canmore, generating an aggregate attendee spend of **\$811,078**.

A detailed analysis of consumer behavior during the World Cups highlights exactly how this funding stimulated frontline local businesses:

- **Accommodations: \$206,299 (25.4%)** was spent directly on lodging, with 54% of cross-country attendees and 33% of biathlon overnight guests utilizing local hotels and motels.

- **Food & Beverage Retail:** Local restaurants benefited from **\$132,822 (16.4%)** in sales, while local grocery stores and food markets saw an additional **\$137,878 (17.0%)** in visitor spending.
- **Recreation, Entertainment & Retail:** Visitors injected **\$111,206 (13.7%)** into local recreational activities and spent **\$103,479 (12.8%)** across Canmore's retail and shopping sectors.

This sustained consumer demand was highly concentrated; 59% of cross-country attendees and 71% of biathlon attendees explicitly stated that the World Cup was the sole reason for their visit to Canmore, highlighting an exceptionally high event-influence rating of up to 8.7 out of 10. Furthermore, the event spurred extended vacation blocks, with out-of-town cross-country fans extending their stays by an average of 5.6 days in Canmore, and biathlon visitors extending their trips by 7.9 days.

Job Creation, Wages, and Tax Generation

For government funders, the event delivered exceptional public yield by supporting local employment, driving tax generation, and boosting household incomes:

- **Employment & Income Support:** The events supported a total of **15.4 full-time equivalent (FTE) jobs in Alberta, including 12.2 local jobs directly within Canmore. This workforce development translates directly to \$1,221,092 in provincial wages and salaries, of which \$922,777 directly enriched local households in the Bow Valley.**
- **Multi-Level Tax Yield:** The economic activity generated a **total of \$697,764 in tax revenues across Canada.** This public yield was distributed across all three tiers of government, directly reinforcing the fiscal return on municipal and provincial hosting grants:
- **Federal Tax Contribution:** \$371,941
- **Provincial Tax Contribution:** \$255,499
- **Municipal Tax Contribution:** \$70,324

Stakeholder Satisfaction Summary

The ultimate validation of this collective investment was reflected in the experience ratings provided by the visitors themselves. Out of a perfect 5.00 score, attendees gave the overall event venue a **4.00 mean score, local accommodations earned a 3.85, and the Town of Canmore scored a 3.90.**

These metrics verify that the Canmore 2025 Para World Cups were a definitive win-win: they cemented Canada's reputation as a sports hosting community, provided a world-class environment for elite para-athletes, and delivered an undeniable economic windfall to the businesses and citizens of Alberta.

LONG TERM LEGACY ALLOCATIONS

A FOUNDATIONAL PILLAR OF THE HOSTING PHILOSOPHY SHARED BY THE ALBERTA WORLD CUP SOCIETY (AWCS) AND THE ALBERTA EVENT HOSTING SOCIETY FOR BIATHLON (AEHSB) IS THAT ELITE INTERNATIONAL EVENTS MUST LEAVE A TANGIBLE, LASTING DIVIDEND FOR DOMESTIC SPORT DEVELOPMENT.

Historically, any net earnings generated from World Cups hosted in Canmore have been systematically reinvested back into the regional cross-country skiing and biathlon ecosystems.

These legacy distributions have historically taken many vital forms, including:

- **Infrastructure & Trail Development:** Co-funding critical equipment purchases and participating in the financial consortium that safeguards the “Frozen Thunder” early-season ski track at the Canmore Nordic Centre Provincial Park (CNCPP).
- **Club & Facility Support:** Providing direct resources to Biathlon Alberta, funding range improvements, and assisting the Foothills Nordic Ski Club in acquiring essential grooming equipment for the Calgary Confederation Park tracks after cross-country trails were closed at Canada Olympic Park.
- **Accessibility Initiatives:** Partnering with WinSport to co-fund the construction of a dedicated, accessible parking infrastructure at the Bill Warren Training Centre, directly improving daily training accessibility for the Canadian Para National Cross-Country Team.

Strategic Safeguarding of the Academy National Training Centre (NTC)

While the legacy strategy normally distributes funds across a broad spectrum of projects, an extraordinary development in January 2026 required a major shift in tactical priorities. The AWCS was notified by Nordiq Canada that all national funding support for the Academy National Training Centre (NTC) would completely cease after March 31, 2026. This sudden and unexpected announcement left the society with virtually no runway to secure alternative third-party corporate sponsorships or alternative revenue streams before the start of the new fiscal year.

Athlete development has been the absolute cornerstone of the AWCS’s core mission statement since 2008, and protecting the

pipeline that prepares athletes for selection to the National Ski Team remained paramount. Acting decisively at its February 2026 session, the AWCS Board of Directors voted to allocate all available net event legacy earnings from the 2025 World Cups to directly safeguard and backstop the uninterrupted operation of the Academy NTC for the upcoming fiscal year.

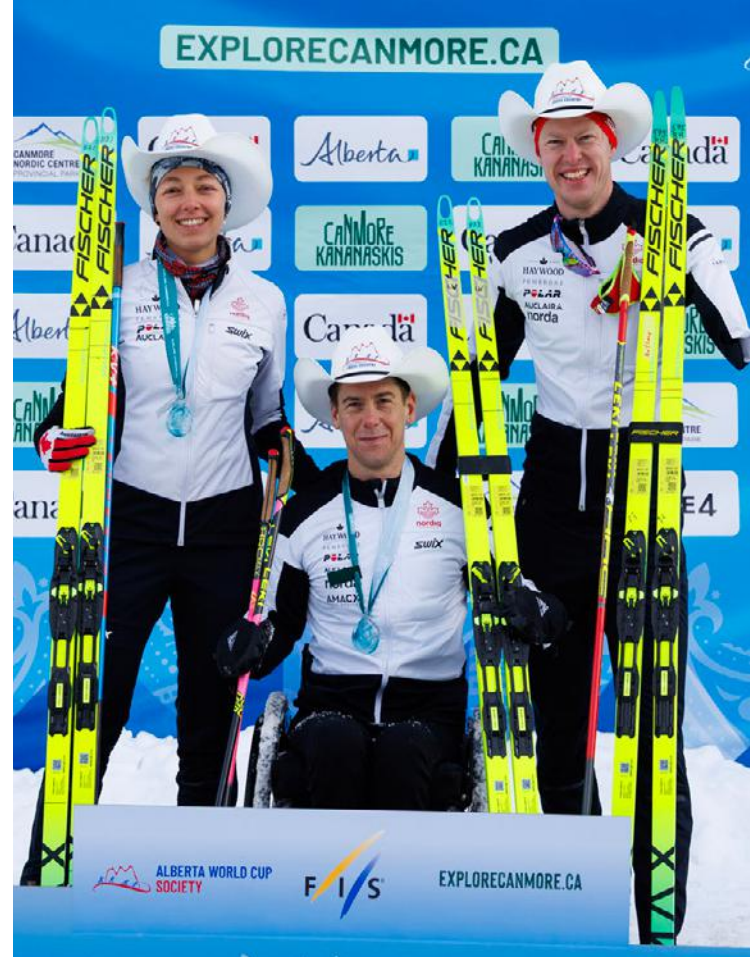
As the society actively re-invents its business model and pursues fresh corporate partnerships, this allocation establishes a modest, non-negotiable financial reserve. This strategic safety net ensures the training centre remains a highly viable, world-class supporter of Canada’s current and future Olympians.

Biathlon Youth and Para-Sport Capital Reinvestment

Simultaneously, the AEHSB has strategically directed its portion of the event legacy yields to targeted capital infrastructure upgrades on the field of play. Capitalizing on the technical momentum of the World Cup, the AEHSB is allocating funding to support the final installation phases of specialized 10-meter targets within the biathlon range.

This capital improvement provides an immediate, highly localized legacy benefit, creating an elite training environment tailored specifically to youth development programs and para-biathlon athletes in training, while elevating the venue’s technical capacity to host future regional and international events.







FUTURE OUTLOOK & ALPES 2030

THE CANMORE 2025 PARA CROSS-COUNTRY AND IBU PARA BIATHLON WORLD CUPS CONCLUDED SUCCESSFULLY, DEMONSTRATING STRONG OPERATIONAL RESILIENCE, FISCAL RESPONSIBILITY, AND COMMUNITY-FOCUSED DELIVERY. DESPITE THE COMPLEXITIES OF AN INTERNATIONAL GOVERNANCE SPLIT, LOCALIZED INFRASTRUCTURE DELAYS, AND UNSEASONABLY WARM WEATHER, THE JOINT ORGANIZING COMMITTEE EFFECTIVELY MANAGED THESE VARIABLES TO DELIVER AN EVENT THAT ACHIEVED HIGH ATHLETE SATISFACTION, SEAMLESS TECHNICAL INTEGRATION, AND A MEANINGFUL LOCAL IMPACT.

The dual events resoundingly fulfilled their core mandates, generating a **\$3.7 million economic windfall** for the province of Alberta during a traditional shoulder season, providing a high-yield fiscal return on public funds, and building a deeply inclusive event framework that advanced societal awareness around accessibility and equity.

A Sustainable Sporting Legacy

The long-term success of these World Cups is anchored in the definitive legacies left behind for Canadian sport:

- **Technical Officials Pipeline:** Through live-evaluation positioning during the biathlon trials, **six Canadian officials achieved full International Technical Delegate status**, expanding Canada's technical leadership footprint on the world stage.

- **Capital Infrastructure Reinvestment:** Strategic allocation of event surpluses directly funds the installation of specialized **10-meter biathlon targets**, establishing a permanent elite training pipeline for regional youth and para-athletes.
- **Safeguarding National Athlete Development:** In response to sudden national funding changes announced in early 2026, the AWCS Board of Directors decisively allocated all available cross-country legacy earnings to **backstop the uninterrupted operation of the Academy National Training Centre (NTC) for the upcoming fiscal year**. This financial safety net guarantees that Canada's next generation of Olympic and Paralympic hopefuls maintain uncompromised access to elite training infrastructure.

Future Outlook

Moving forward, the Alberta World Cup Society and the Alberta Event Hosting Society for Biathlon emerge from the 2025 cycle stronger, more unified, and uniquely equipped to navigate the evolving international sport landscape. The deep institutional memory of our 321-strong volunteer base, combined with the climate-resilient training infrastructure of the "Frozen Thunder" consortium, ensures that the Bow Valley remains a premier global destination for major winter sport events.

With an eye toward the horizon, this unified hosting framework positions Canmore exceptionally well to pursue future international single-sport hosting opportunities. Specifically, the technical success and collaborative model of the 2025 events lay a strong foundation for the possibility of hosting another major international para-sport event in the coming years. Such an initiative would serve as a critical peak-performance preparation platform for Canadian athletes tracking toward the Alpes 2030 Paralympic Winter Games. As we actively reinvent our corporate sponsorship models and pursue new community partnerships, both societies stand poised to leverage this momentum—perpetuating the Canmore Nordic Centre's global reputation for competitive excellence, technical innovation, and world-class hospitality for decades to come.





A BIG THANK YOU TO OUR SPONSORS AND CANMORE FOR HOSTING THE WORLD!

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CHRONOMÉTREUR
OFFICIEL

FEDERATIONS



ZONE4



COMMUNITY PARTNERS / PARTENAIRES COMMUNAUTAIRES

LUMINA



ROCKY MOUNTAIN
OUTLOOK



PARTICIPATING COUNTRIES

	FIS Cross-Country World Cup	IBU Para Biathlon World Cup
1.	Australia	Australia
2.	Austria	Austria
3.	Brazil	Brazil
4.	Canada	Canada
5.	X	Czechia
6.	El Salvador	X
7.	France	France
8.	Great Britain	Great Britain
9.	Georgia	X
10.	Germany	Germany
11.	Italy	Italy
12.	Japan	Japan
13.	Korea	Korea
14.	Norway	Norway
15.	Poland	Poland
16.	Switzerland	Switzerland
17.	Sweden	Sweden
18.	Ukraine	Ukraine
19.	United States of America	United States of America

PODIUMS CANADIAN PARA CROSS-COUNTRY AND PARA BIATHLON WORLD CUP EVENTS AND TEAM INFORMATION

Table 1 – Period 1: Canmore FIS World Cup (Dec. 2025)

PODIUMS						
						
-	8	3	4-5 4	6-8 6		
	Cameron (10 KM) Wilkie (10 KM) Mullin (10 KM)* Cameron (Sprint Classic) Mullin (Sprint Classic)* Zaplotinsky (10 KM Mass) Wilkie (10 KM Mass) Mullin (10 KM Mass)*	Zaplotinsky (10 KM) Arendz (10 KM) Arendz (10 KM Mass)	Hudak (10 KM) 4/14 Zaplotinsky (Sprint Classic) 4/31 Arendz (Sprint Classic) 4/21 Cameron (10 KM Mass) 4/33	Picton (10 KM) 7/15 Bachinsky (10 KM) 7/13 Picton (Sprint Classic) 7/16 Archibald (Sprint Classic) 8/17 Picton (10 KM Mass) 7/14 Bachinsky (10 KM Mass) 7/12		
DEC-4: DNS Archibald DEC-6: DNS Hess, Hudak						
*3 competitors in W-VI races						

Table 4 – Period 1: Canmore IBU World Cup (Dec. 2025)

PODIUMS						
						
5	2	2	4-5 3	6-8 3		
Cameron (7.5 KM Sprint) Wilkie (7.5 KM Sprint) Arendz (7.5 KM Sprint) Wilkie (12.5 KM Individual) Arendz (12.5 KM Individual)	Arendz (Sprint Pursuit) Cameron (12.5 KM Individual)	Wilkie (Sprint Pursuit) Hudak (7.5 KM Sprint)	Mullin (7.5 KM Sprint) 4/5 Zaplotinsky (Sprint Pursuit) 5/15 Zaplotinsky (12.5 KM Ind) 4/17	Picton (7.5 KM Sprint) 7/13 Hudak (Sprint Pursuit) 7/9 Picton (12.5 KM Individual) 8/10 Hudak (12.5 KM Individual) 6/7		
*See Appendices for complete race details						

PODIUMS CANADIAN PARA CROSS-COUNTRY AND PARA BIATHLON WORLD CUP EVENTS AND TEAM INFORMATION



ATHLETES

AS OF: 27-NOV-25

17

MALES

ATHLETES	GUIDES
Arendz, Mark	
Bachinsky, Jesse	Levi Nadlersmith
Bourque, Yves	
Cameron, Collin	
Hess, Ethan	
Lariviere, Logan	Joe Hutton
Lecours, Charles	
Sammarelli, Leo	
Zaplotinsky, Derek	

FEMALES

ATHLETES	GUIDES
Archibald, Emma	
Bilodeau, Lyne-Marie	
Douville, Kara	
Hudak, Brittany	
Mullin, Maddie	Brooke Ailey
Oakley, Angela	
Picton, Christina	
Wilkie, Natalie	

8 | PARA NORDIC SKI TEAM: P1 CANMORE WORLD CUPS | EVENT PLAN & PROCESS

#ONETEAM



TEAM STAFF

15

STAFF	POSITION
Marshall Starkman	High Performance Manager
Haley Morey	High Performance Coordinator
Brian McKeever	Head Coach (Cross-Country)
Menno Arendz	Head Coach (Biathlon)
Leslie Bode	Assistant Coach
Jess Kryski	IST Lead/Physiologist
Clare Fewster	Mental Performance Consultant
Nathaniel Mah	Communications

STAFF	POSITION
Lahav Wolach	Lead Wax Tech
Andrew Vanden Berg	Wax Tech
Russell Kennedy	Pilot
Patrick Moore	Pilot (weekends only)
Carolyn Taylor	Biomechanist
Jodi Perras	Para-Medical Lead
Zina Lawson	Massage Therapist

7 | PARA NORDIC SKI TEAM: P1 CANMORE WORLD CUPS | EVENT PLAN & PROCESS

#ONETEAM

EXAMPLES OF SPONSORSHIP RECOGNITION

Poster 11" X 17"



Website - footnote of all pages (available in both Official Languages)

A BIG THANK YOU TO ALL OF OUR PARTNERS



APPENDIX C (CONTINUED)

EXAMPLES OF SPONSORSHIP RECOGNITION

Example of Roll-up Banner Advertisement



Example of Onsite signage in both Official Languages

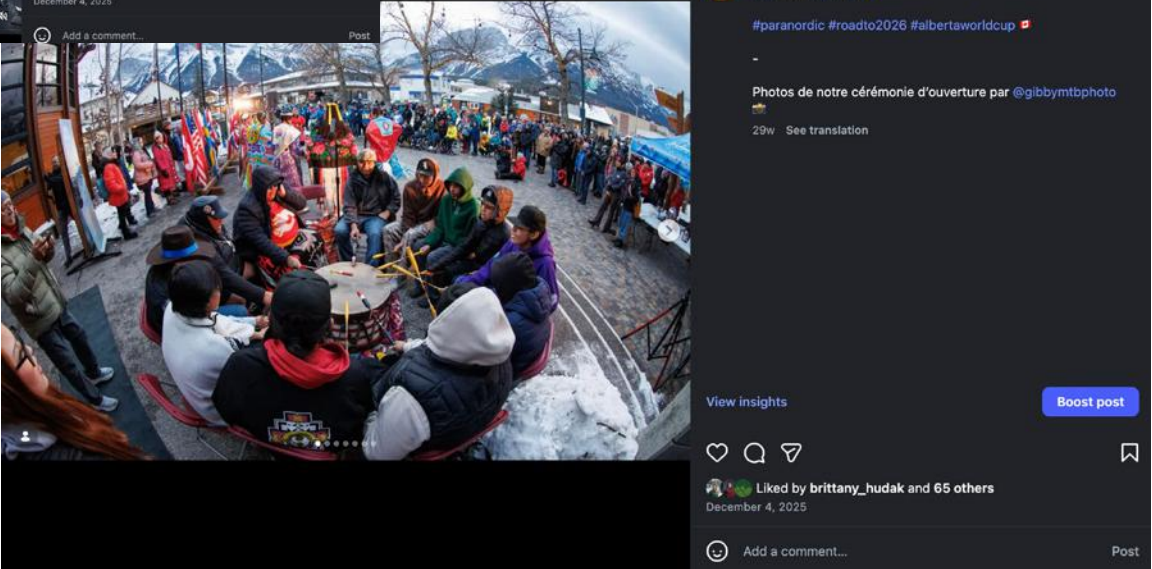
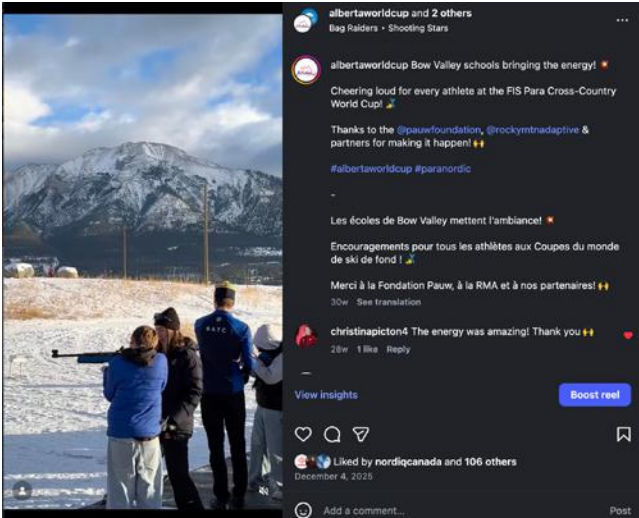
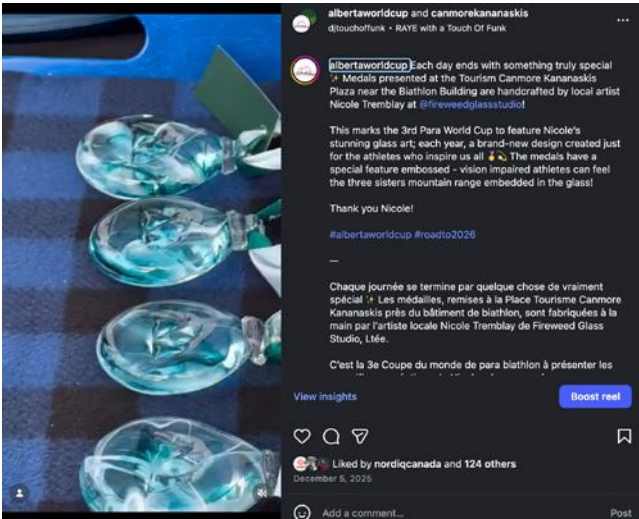
Wordmark in Stadium bannering



Wordmark on Podium Backdrop



EXAMPLES OF SOCIAL MEDIA STORIES/POST



ADOPT-A-NATION AND SCHOOL PROGRAM SUMMARY

School	Adopt-a-Nation Artwork	Presentation By Josh & Mike	Audience	Bus to Canmore Nordic Centre	School pickup	Riders
Elizabeth Rummel	Grade 1-4					
Lawrence Grassi	Grade 6			Dec 11 am: Gr 7/8 Dec 4 am: Gr 6	9:45:00 AM - 11:45am 9:00am-11:45am	32 48
Our Lady of the Snows (OLS)	Grade 5 and 6	November 26th 11:00-12:00 and 2:00-3:00	K-6 in morning 7-12 afternoon (450 students total)	Dec 4 am: 2 busses (gr 6) Dec 11 am: 1 bus (gr 5)	9:15am-11:45am 10:00am-11:45 am	46 on Dec 4 46 on Dec 11
Notre Dame des Monts						
Exshaw School	Grade 6	Nov 28th at 10:30 am	Grades 4-8 (100 students)	Dec 11 am: 2 busses (Grades 4-8)	9:30 AM	90
Banff High School		Nov 27th at 8:25am	PE 10 (60 students)	Dec 11 am: 1 bus (Grade 10 PE classes)	9:30 AM	48 + 3
Mini Thni Community School		Nov 27th 2-3pm	Grades 6-12 (100-150 students)			
Nakoda Elementary School		Nov 28th 1-2pm	Grades K-5 (100-150 students)			
Mike Shaw and Josh Dueck Pres						
AV equipment required for presentation: projector, screen, audio output for video and two wireless microphones						

WASTE MANAGEMENT FINAL REPORT



Final Report - Towards Zero Waste Management Plan
Para World Cup 2025
 16 December 2025

Name of Organisation	Biosphere Institute of the Bow Valley
Name of Representative	Kendra Hogg - kendra@biosphereinstitute.org Tanya Pacholok - tanya@biosphereinstitute.org
Mailing Address	Biosphere Institute of the Bow Valley 600a 9th Street, Suite 201 Canmore, AB T1W 2T2
Event	Para World Cup 2025
Details	Dates: December 2-7, 2025 Location: Nordic Centre, Canmore AB

Project Overview

As discussed in our [proposal document](#), the objective of this collaboration was to move towards zero waste by reducing the amount of overall waste and also by diverting the ratio of landfill disposal to recycling and composting streams.

Collaborative efforts were taken to reduce our waste between the organizing committee, the Biosphere Institute, attendees, athletes and coaches.

Waste Diversion Rate (% of materials diverted from the landfill): **95.07%**

Total Emissions Avoided through Waste Diversion: **0.33 tCO₂e**

% Reduction Relative to 100% Landfill Scenario: **69.56%**

Outcomes and Data

The Biosphere Institute contributed a total of 46 staff hours to Green Team coordination, including preparation and planning, on-site and volunteer coordination during the event, and final reporting. We recruited and scheduled volunteers throughout the duration of the event with a total of 13 volunteers for Green team. The total number of volunteer shifts were 19.

	Total number of waste bags from event				
Stream of waste	Compost (50 L bags)	Refundables	Paper/ Cardboard	Hard Plastic/ Metal	Garbage
Number of	22	5	3	1	4

	Total number of waste bags from event				
bags					
Unit weight (kg)	15	80	75	13.5	13
Total Estimated Weight (kg)	330	400	225	13.5	52

Note: [Estimated weights](#) above were provided by Flying Pigs Environmental Services from previous years and average weights depending on the size of bag and corresponding materials.

We used 184L bags for the refundables, paper, and hard plastics bins.

We used 135L bags for the garbage bins.

We used 50L compost bags.

Waste diversion rate = (weight of recycle + compost) / (weight of recycle, compost + garbage)
= 1021/1073 = 0.952 = 95.07%

Summary

We achieved an overall waste diversion rate of 95%, exceeding our 85% target and representing a 10% increase over last year's rate at a similar event. Thank you to everyone who contributed to the success of the Green Team efforts this year.

Additional Links

- Kendra's [Educational Video at the Nordic Centre](#)

COMBINED STATEMENT OF REVENUE & EXPENDITURES

JotformSIGN

Document ID: 261876919434067



Tel: 403 266 5608
Fax: 403 233 7833
www.bdo.ca

BDO Canada LLP
903 - 8th Avenue SW, Suite 620
Calgary AB T2P 0P7
Canada

REVIEW ENGAGEMENT REPORT

To the Directors of the Alberta World Cup Cross Country Society and Alberta Event Hosting Society for Biathlon:

We have reviewed the combined statement of revenue and expenditures (the "Statement") of Alberta World Cup Cross Country Society and Alberta Events Hosting Society (the "Recipients") for the 2025 Federation International de Ski ("FIS") Para Cross Country World Cup and 2025 International Biathlon Union (IBU) Para Biathlon World Cup for the period March 18, 2024 to March 31, 2026 in accordance with the grant funding agreements between the Recipients and His Majesty The King In the Right of Alberta as represented by the Minister of Tourism and Sport and His Majesty the King in the Right of Canada as represented by the Minister of Sport and Persons with Disabilities ("the Ministers").

Management's Responsibility for the Financial Statement

Management is responsible for the preparation and fair presentation of these combined financial statements in accordance with the reporting provisions set out in the Agreements between the Recipients and the Ministers, and for such internal control as management determines is necessary to enable the preparation of financial information that is free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying Statement. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of the Statement in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on the Statement.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the Statement is not prepared, in all material respects, the results of the Recipient's operations for the period March 18, 2024 to March 31, 2026 in accordance with the Agreements between the Recipient and the Minister.

BDO Canada LLP

Chartered Professional Accountants

Calgary, Alberta

June 30, 2026

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APPENDIX G (CONTINUED)



Document ID: 261876919434067

**Alberta World Cup Cross Country Society
with Alberta Event Hosting Society for Biathlon
For Para Winter Sport World Cups - Canmore 2025
Combined Statement of Revenue and Expenditures
For the Period March 18, 2024 to March 31, 2026
(Unaudited)**

	Alberta World Cup Society- FIS Para Cross Country World Cup	Alberta Events Hosting Society - IBU Para Biathlon World Cup	Combined
Revenue			
Government of Canada	\$ 75,000	\$ 75,000	\$ 150,000
Government of Alberta	187,000	42,816	229,816
Sponsorships	94,000	80,350	174,350
Event income	62,585		62,585
Municipal Government	23,869	23,865	47,734
Interest Revenue	11,153		11,153
	<u>453,607</u>	<u>222,031</u>	<u>675,638</u>
Expenditures			
Event Competition Expenses	126,589	89,436	216,025
Contractors	108,734	38,771	147,505
Venue Expenses	55,758	-	55,758
Marketing Expense	51,851	5,373	57,224
Volunteer Expenses	25,937	20,331	46,268
Administration	11,329	8,659	19,988
Transportation	-	-	-
Facilities	5,100	22,519	27,619
	<u>385,298</u>	<u>185,089</u>	<u>570,387</u>
Excess of revenue over expenditures	\$ 68,309	\$ 36,942	\$ 105,251

On behalf of the Board:

Norbert Meier
John Reeves



Document ID: 261876919434067

**Alberta World Cup Cross Country Society
with Alberta Event Hosting Society for Biathlon
For Para Winter Sport World Cups - Canmore 2025
Combined Statement of Revenue and Expenditures
For the Period March 18, 2024 to March 31, 2026
(Unaudited)**

1. Basis of preparation

The combined statement of revenues and expenditures has been prepared using the recognition and measurement principles of Canadian Accounting standards for not-for-profit organizations to meet the reporting provisions set out in accordance with the grant funding agreements between the Recipient and His Majesty The King In the Right of Alberta as represented by Minister of Tourism and Sport and His Majesty the King in the Right of Canada as represented by the Minister of Sport and Persons with Disabilities ("the Minister") signed March 18, 2024 and as the amendment to the agreement signed March 18, 2025 ("the Agreements").

The combined statement contains financial information of the Alberta World Cup Society- FIS Para Cross Country World Cup and the Alberta Event Hosting Society for the IBU Para Biathlon World Cup events as set out in hosting agreements between the Recipients and Nordiq Canada as the National Sport Organization and governing body for the Cross Country and Para-Nordic skiing and the Rights Holder for FIS Cross-Country and Para Nordic World Cups in Canada and FIS as the International federation governing Cross-Country Skiing, Ski Jumping, Nordic Combined, Alpine Skiing, Freestyle Skiing, and Snowboarding.

ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA



SUMMARY | BY THE NUMBERS



* Visitors derived from attendance figures obtained from event organizers combined with results from the survey.

THE EVENT(S)

The FIS Para Cross-Country World Cup - Canmore 2025 was held from December 3 - 7, 2025, at the world-renowned Canmore Nordic Centre Provincial Park in Alberta. Athletes from 18 nations competed over three days of elite competition, which served as a critical qualifier for the 2026 Paralympic Winter Games. Beyond its technical execution, the event provided a vital home-field advantage for the Canadian team in their preparation for the Paralympic Winter Games, resulting in an outstanding 14 podium finishes for Canada. Central to the event's organisation were the core pillars of inclusivity, gender equity and sustainability, ensuring a diverse and environmentally responsible field of play for all participants. In addition to the races, several ancillary activities were organised in partnership with local organisations to engage the community and celebrate the International Day for Persons with Disabilities.



The IBU Para Biathlon World Cup held from December 8-14, 2025 featured over 160 athletes, team staff, and coaches. Canmore's tremendous early season conditions provided excellent racing opportunities for 17 countries leading up to the Paralympic Games, including Canada, which earned 9 medals (7 gold) at the home-field World Cup. The three days of racing marked the fourth time Canmore has hosted a Para Biathlon World Cup since 2013, enhancing Canmore's status as one of the pre-eminent Para Biathlon venues in the world.



METHODOLOGY

The visitor statistics cited in this report were derived from an online survey that was conducted during both events. The surveys were developed by STC, in conjunction with the client, specifically for these events and was administered onsite by staff and/or volunteers via iPads provided and a QR code directing attendees to the survey.

124

VALID ATTENDEE
RESPONSES WERE
COLLECTED

A total of **124 valid attendee responses were collected** during this process which provides a margin of error of +/-8.9% at the 95% confidence level for the results contained in this report.

The survey included a variety of questions for the participants and spectators with regards to their age, place of residence, days attended, event experience, etc., while respondents from out-of-town were asked about their length of stay in the local area, and the amount of money spent in various categories while in the area. Additionally, respondents were asked about their experience at the event as well as rating various aspects of the venue and the town of Canmore.

Note: the data from each event was analyzed separately and then combined to form the results presented in this report.



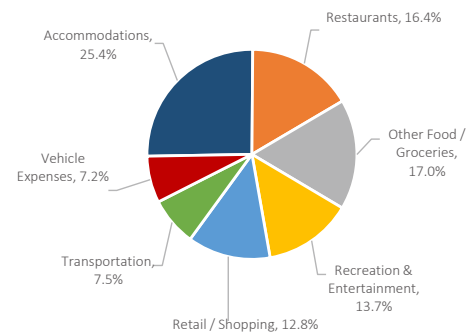
ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA

ATTENDEE SPENDING

ATTENDEES	OVERALL
Accommodations	\$206,299
Restaurants	\$132,822
Other Food / Groceries	\$137,878
Recreation & Entertainment	\$111,206
Retail Shopping	\$103,479
Transportation	\$60,526
Vehicle Expenses	\$58,579
TOTAL	\$811,078*

AGGREGATE ATTENDEE SPENDING WAS

\$811,078



Spectators = \$667,428. Other visitors (participants, media, VIP's, and volunteers) = \$143,650.



*All spending figures shown in this report are those directly attributable to this event influencing visitation to the local area.

VISITOR SPENDING - AGGREGATE

\$2.1 Million



* Other visitors include media, VIP's, volunteers, and others who were in Canmore for the event(s).





OPERATIONAL & CAPITAL EXPENDITURES

To ensure the successful operation and staging of these events, the combined purchase of **goods and services** by the event organizers were **\$572,103**.

Additionally, no money (**\$0**) was spent on **capital projects** related to the future of hosting events.



OPERATIONAL
\$572,103



CAPITAL
\$0

These operational expenditures include, but are not limited to staff salaries, facility rentals, professional services, insurance, communication, food and beverage, accommodations, merchandise, and travel.



THE EI RESULTS

The combined spending of out-of-town participants, delegates, spectators and other people who visited Canmore for the two Para World Cup events, in combination with the expenditures made by the event organizers, totaled nearly \$2.7 million, supporting over \$3.7 million in overall economic activity in Alberta, including over \$3.2 million of economic activity in the Canmore area.

These expenditures supported over \$1.2 million in wages and salaries in the province through the support of 15.4 jobs, of which 12.2 jobs and nearly \$923K in wages and salaries were supported locally.

The total net economic activity (GDP) generated by the two Para World Cup events was:

- **\$2.6 million for Canada as a whole**
- **\$2.1 million for the province of Alberta**
- **\$1.5 million for the town of Canmore**

The Para World Cup events supported tax revenues totaling nearly \$698K across Canada.

	Canmore	Alberta	Canada
Initial Expenditure	\$2,664,675	\$2,664,675	\$2,664,675
GDP	\$1,466,492	\$2,051,209	\$2,610,200
Wages & Salaries	\$922,777	\$1,221,092	\$1,539,768
Employment	12.2	15.4	20.7
Total Taxes	\$386,977	\$532,075	\$697,764
Federal	\$216,880	\$296,612	\$371,941
Provincial	\$131,137	\$180,603	\$255,499
Municipal	\$38,959	\$54,860	\$70,324
INDUSTRY OUTPUT	\$3,209,243	\$3,715,758	\$4,905,848



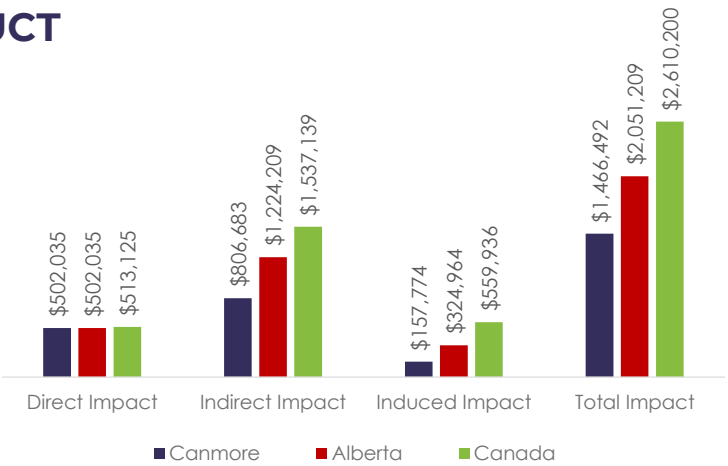
ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA

GROSS DOMESTIC PRODUCT

GDP (at basic prices)

The hosting of the **Para World Cup events** in **Canmore** contributed **\$2,610,200** in GDP to the Canadian economy through direct and spin-off impacts.

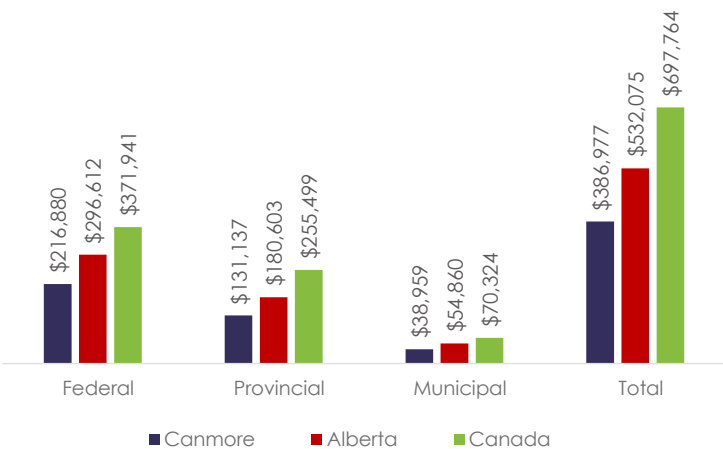

**IN GROSS DOMESTIC
PRODUCT (GDP)
\$2.6 M**



TAXES

The **Para World Cup events** hosted in **Canmore** contributed **\$697,764** in federal, provincial, and local taxes through direct and spin-off effects throughout Canada.


**In federal, provincial
& Local
\$698 K**





ADDITIONAL QUESTIONS



December 3-7, 2025

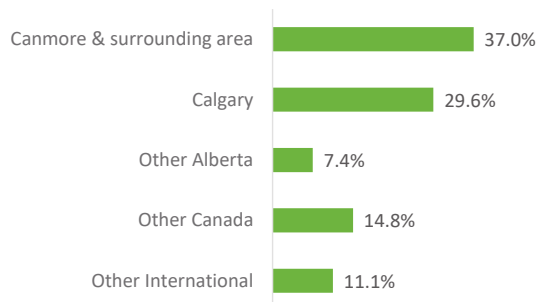
The following pages summarize the results from questions that were included as part of the survey but were not all necessarily required for the economic impact analysis calculations.



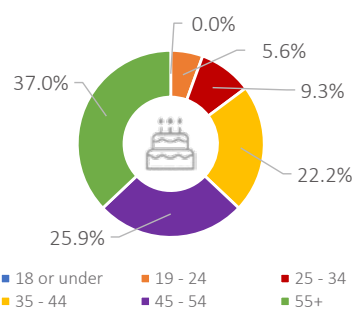
DEMOGRAPHICS



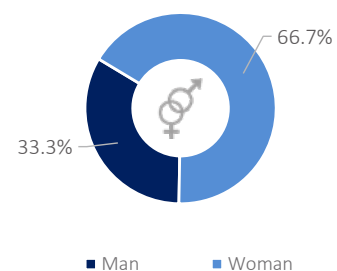
Place of Residence



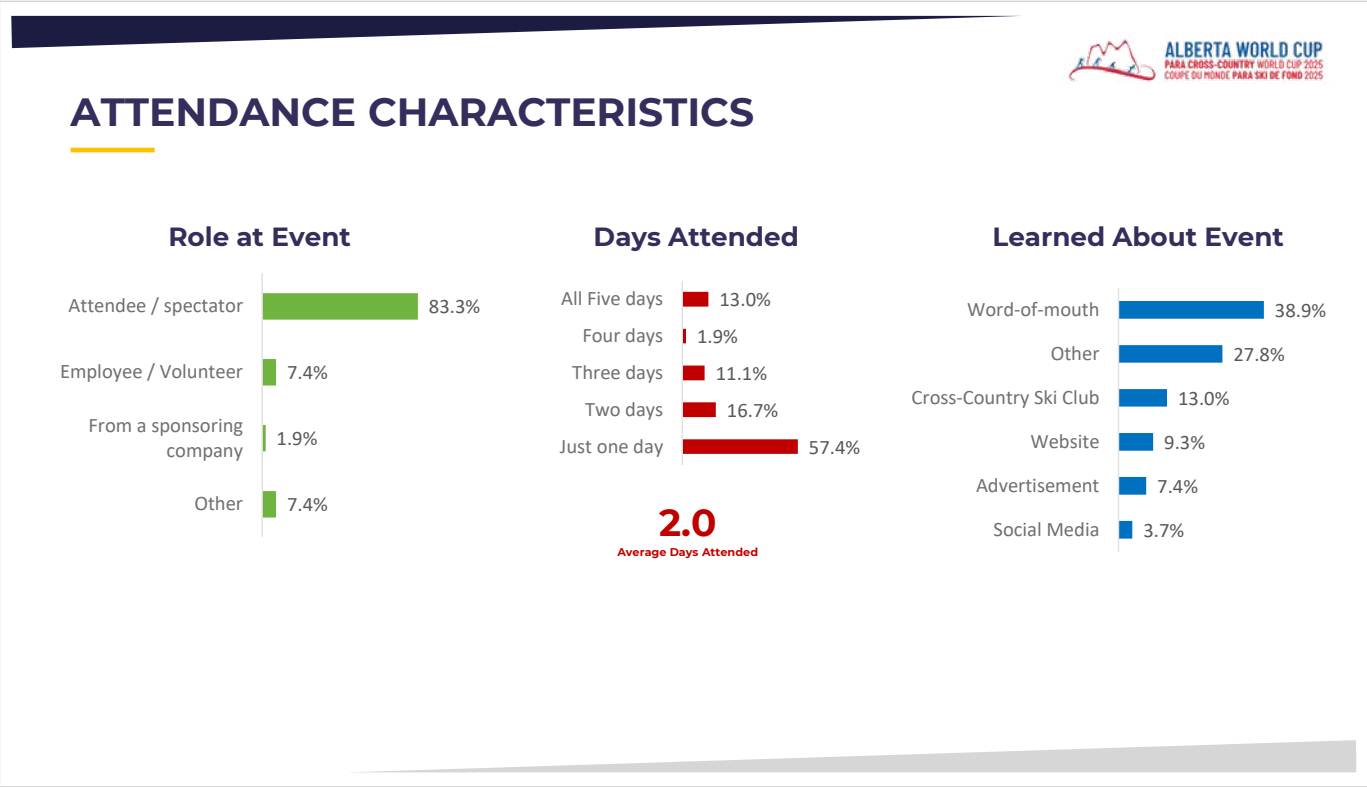
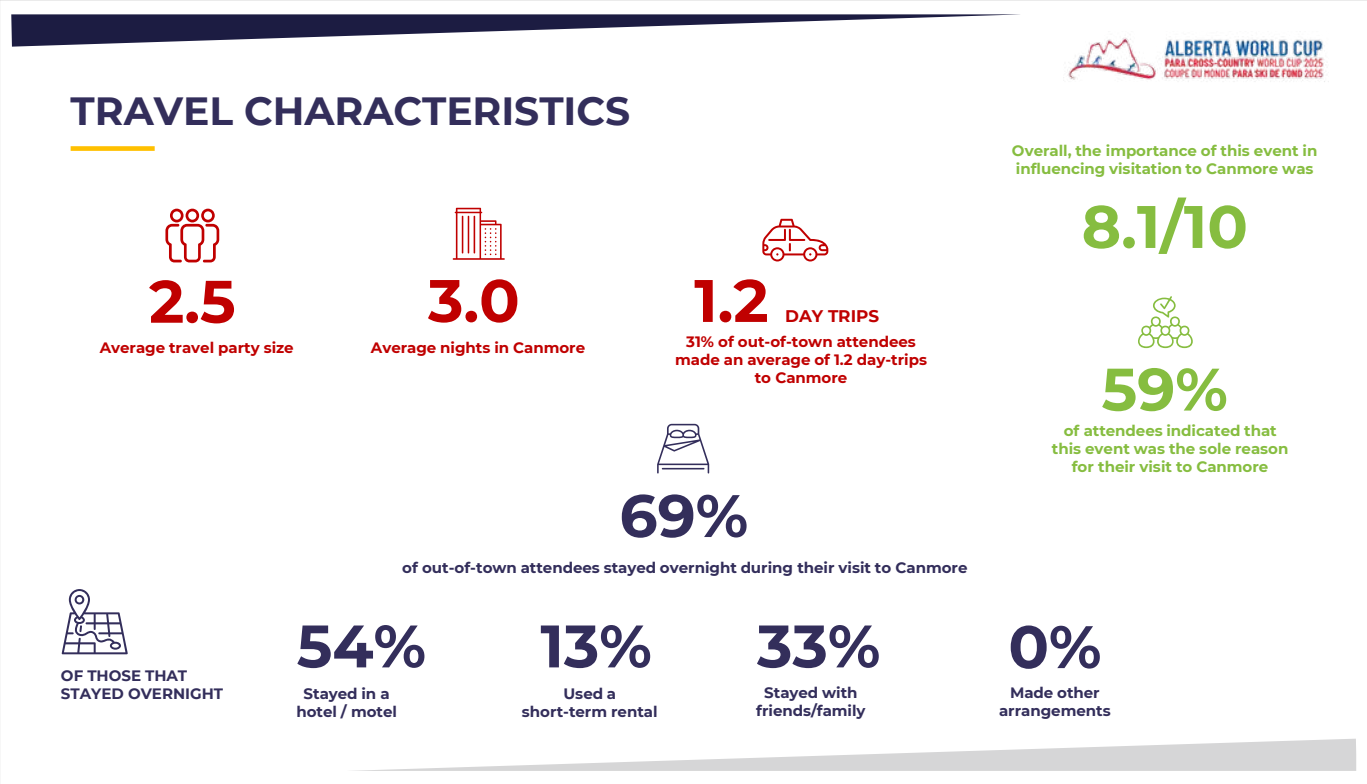
Age Range



Gender

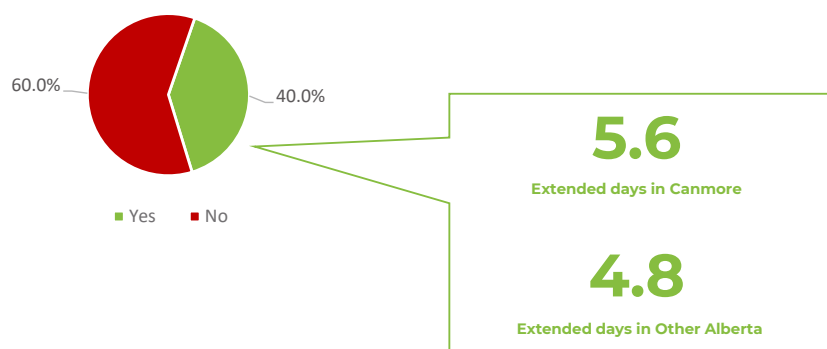


ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA

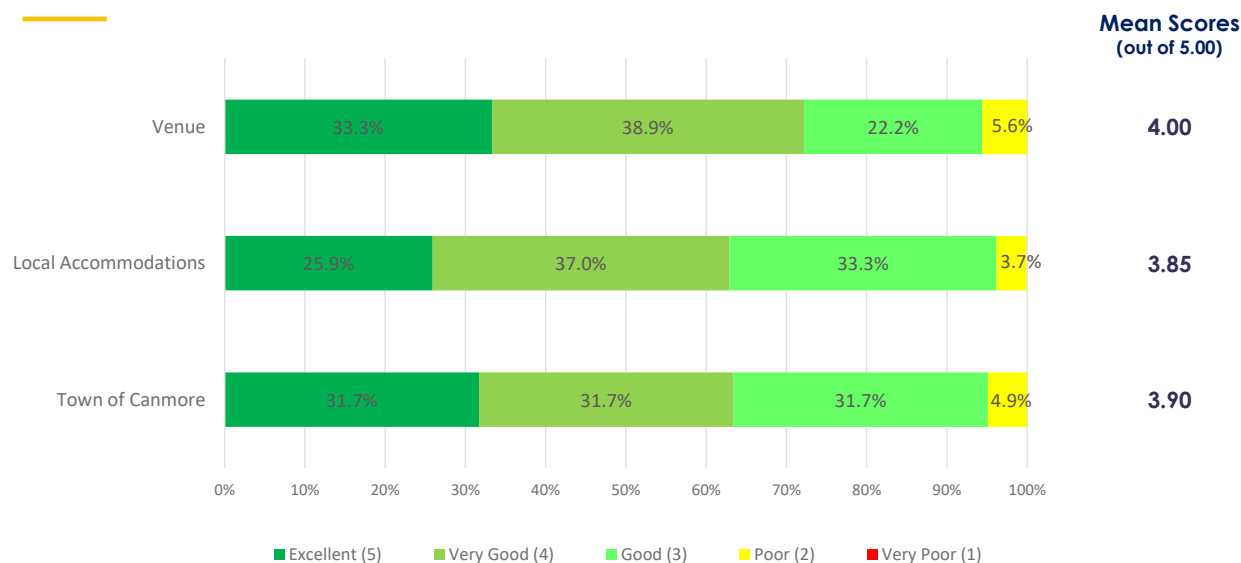


TOURISM RELATED

Extended Trip Before/After Event



SATISFACTION RATINGS



ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA



ADDITIONAL QUESTIONS



December 8-14, 2025

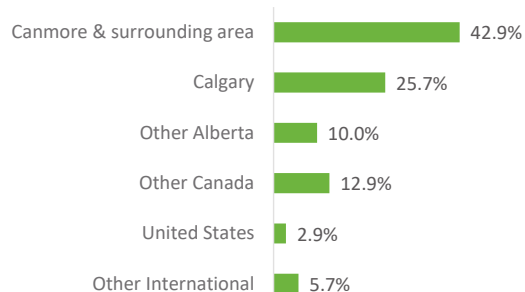
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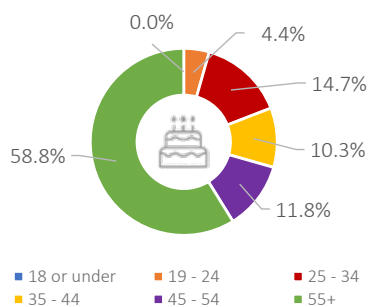
DEMOGRAPHICS



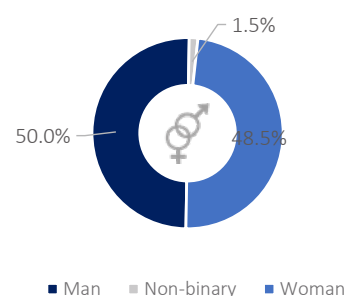
Place of Residence



Age Range



Gender



TRAVEL CHARACTERISTICS



2.4
Average travel party size

7.2
Average nights in Canmore

1.6 DAY TRIPS
29% of out-of-town attendees made an average of 1.6 day-trips to Canmore

Overall, the importance of this event in influencing visitation to Canmore was

8.7/10

71%
of attendees indicated that this event was the sole reason for their visit to Canmore

71%

of out-of-town attendees stayed overnight during their visit to Canmore

OF THOSE THAT STAYED OVERNIGHT

33%
Stayed in a hotel / motel

41%
Used a short-term rental

26%
Stayed with friends/family

0%
Made other arrangements

ATTENDANCE CHARACTERISTICS



Role at Event

Attendee / spectator	47.1%
Employee / Volunteer	44.3%
Media	2.9%
Participant / team support	1.4%
Vendor / supplier	1.4%
Other	2.9%

Days Attended

All six days	22.9%
Five days	4.3%
Four days	11.4%
Three days	8.6%
Two days	18.6%
Just one day	34.3%

3.0
Average Days Attended

Learned About Event

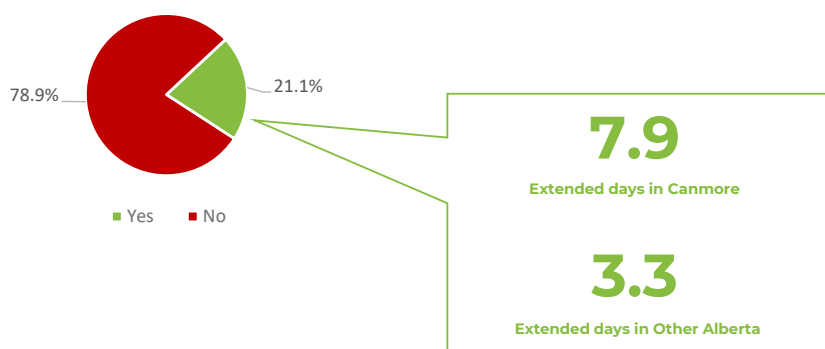
Word-of-mouth	42.0%
Biathlon Club	11.6%
Social Media	10.1%
Website	7.2%
Advertisement	5.8%
Other	23.2%

ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA

TOURISM RELATED



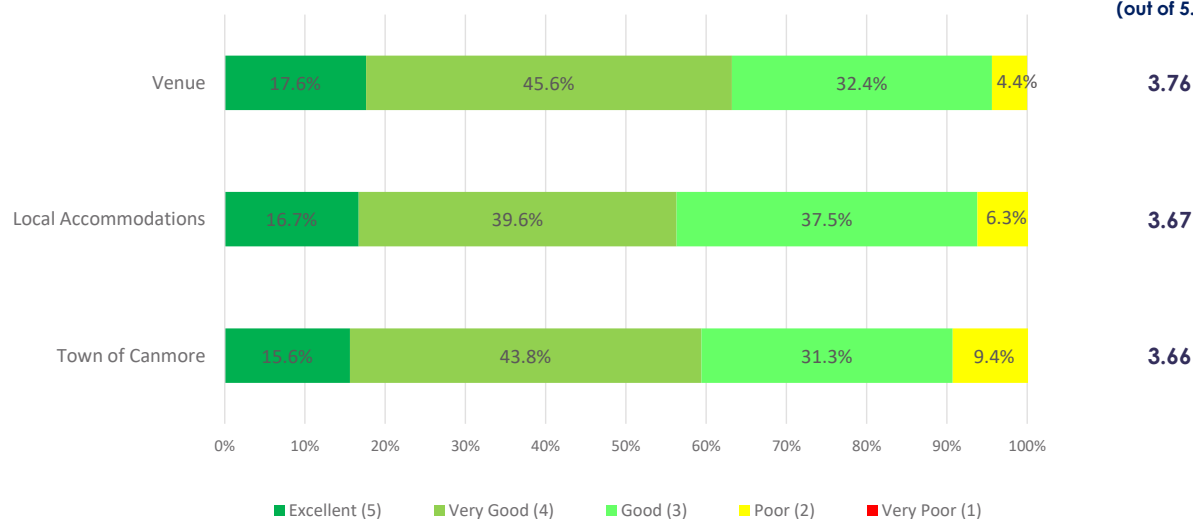
Extended Trip Before/After Event



SATISFACTION RATINGS



Mean Scores
(out of 5.00)





APPENDIX

- What is EI?
- How do we Measure it?
- Reliability of the Model
- Model Outputs
- How it Works
- Glossary of Terms
- Contact Information



WHAT IS EI?

Economic Impact Assessment (EIA) studies measure the positive change in economic activity resulting from hosting an event in a specific city/town. There are three factors:



OUT-OF-TOWN VISITORS SPENDING

The spending of out-of-town visitors while they attend the event.



EVENT ORGANIZERS EXPENDITURES

The expenditures of the event organizers in producing the event(s)



CAPITAL CONSTRUCTION COSTS

Capital construction costs that are directly attributed to hosting the event(s).

An EI study calculates the amount of new money being spent in the host community as a direct result of hosting the event(s), and then the impact these new monies have on the regional, provincial and national economies as a whole.



ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA



HOW DO WE MEASURE EI?

Sport Tourism Canada (formerly the Canadian Sport Tourism Alliance) has developed three tools called **STEAM**, **STEAMPRO** and **FESTPRO** to predict, collect, measure and analyze event data across the three primary channels.



STEAM is designed specifically as a predictive model to determine the expected economic impact of hosting a sport event, while **STEAMPRO** is utilized to generate the economic impact from actual spending data during the sport event itself.

STC's latest tool, called **FESTPRO**, is the sister model to **STEAMPRO**. It measures the economic impact of non-sport events like festivals, exhibitions and fairs using actual spending data collected during the event.

Our economic impact services empower event organizers and host cities to accurately assess economic impact resulting from hosting a specific event in a specific location.



RELIABILITY OF THE MODEL

To produce economic contribution assessments that are robust and reliable, STC has partnered with the **Canadian Tourism Research Institute (CTRI)** at **The Conference Board of Canada**. The CTRI serves the travel and tourism industry in providing sound economic forecasts and models with timely and insightful interpretation of data specifically relevant to travel.

The findings in this report make use of the most current and detailed input-output tables and multipliers available from Statistics Canada and leverages the credibility and robustness of sector specific tax data available from Statistics **Canada's Government Revenues Attributable to Tourism (GRAT)** report.





MODEL OUTPUTS

The elements (outputs of the model) used to measure the economic impacts are:



GROSS DOMESTIC PRODUCT (GDP)



WAGES & SALARIES



JOBS (FTE)



TAXES

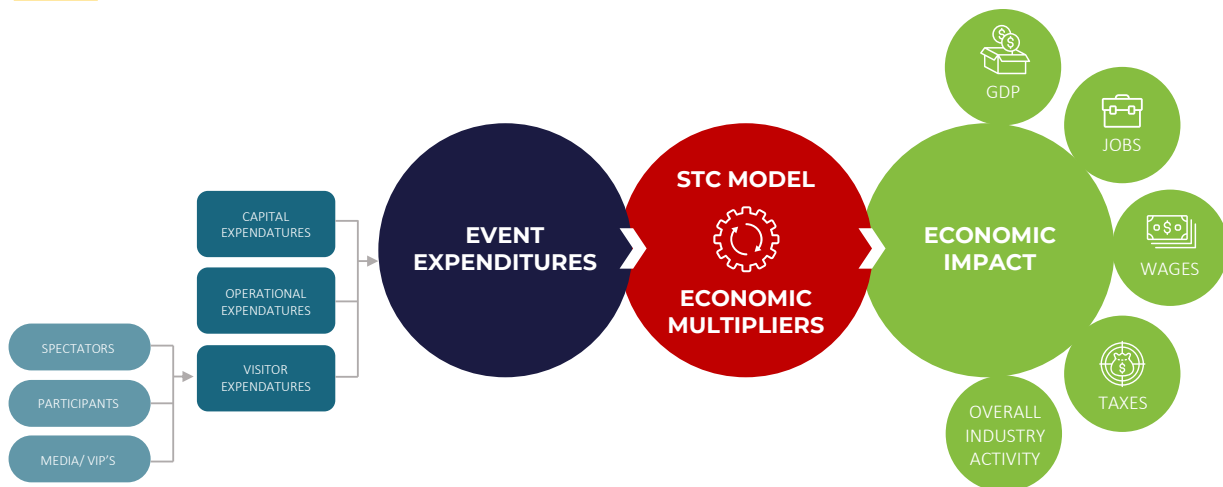


INDUSTRY OUTPUT

STC's **STEAMPRO** measures the direct, indirect & induced effects for each of these elements and the **total impacts** are conveyed throughout this report.



HOW IT WORKS



ECONOMIC IMPACT ASSESSMENT - SPORT TOURISM CANADA

GLOSSARY OF TERMS

Initial Expenditure - This figure indicates the business of initial expenditures used in the analysis. This heading indicates not only the total magnitude of the spending but also the region in which it was spent (thus establishing the "impact" region).

Direct Impact - Relates ONLY to the impact on "front-line" businesses. These are businesses that initially receive the operating revenue or tourist expenditures for the project under analysis. From a business perspective, this impact is limited only to that business or group of businesses involved. From a tourist spending perspective, this can include all businesses such as hotels, restaurants, retail stores, transportation carriers, attraction facilities and so forth.

Indirect Impact - Refers to the impacts resulting from all intermediate rounds of production in the supply of goods and services to industry sectors identified in the direct impact phase.

Induced Impact - These impacts are generated as a result of spending by employees (in the form of consumer spending) and businesses (in the form of investment) that benefited either directly or indirectly from the initial expenditures under analysis.

Gross Domestic Product (GDP) - This figure represents the total value of production of goods and services in the economy resulting from the initial expenditure under analysis (valued at market prices). GDP (at factor cost) - This figure represents the total value of production of goods and services produced by industries resulting from the factors of production. The distinction to GDP (at market prices) is that GDP (at factor cost) is less by the amount of indirect taxes plus subsidies.

Wages & Salaries - This figure represents the amount of wages and salaries generated by the initial expenditure. This information is presented by the aggregate of direct, indirect, and induced impacts.

Employment - Depending upon the selection of employment units (person-years or equivalent full-year jobs) these figures represent the employment generated by the initial expenditure. "Equivalent Full-Year Jobs", if selected, include both part-time and full-time work in ratios consistent with the specific industries.

Industry Output - These figures represent the direct & indirect and total impact (including induced impacts) on industry output generated by the initial tourism expenditure. It should be noted that the industry output measure represents the sum total of all economic activity that has taken place and consequently could involve some double counting on the part of the intermediate production phase. Since the Gross Domestic Product (GDP) figure includes only the net total of all economic activity (i.e. considers only the value added), the industry output measure will always exceed or at least equal the value of GDP.

Taxes - These figures represent the amount of taxes contributed to municipal, provincial, and federal levels of government relating to the project under analysis.



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If you would like to conduct another EI study using **STEAM**, **STEAMPRO** or **FESTPRO** on any other type of event, please contact research@sporttourismcanada.com







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