



Marketing Cross Country Canada
CCBC Annual General Meeting

May 2013

INTRODUCTION

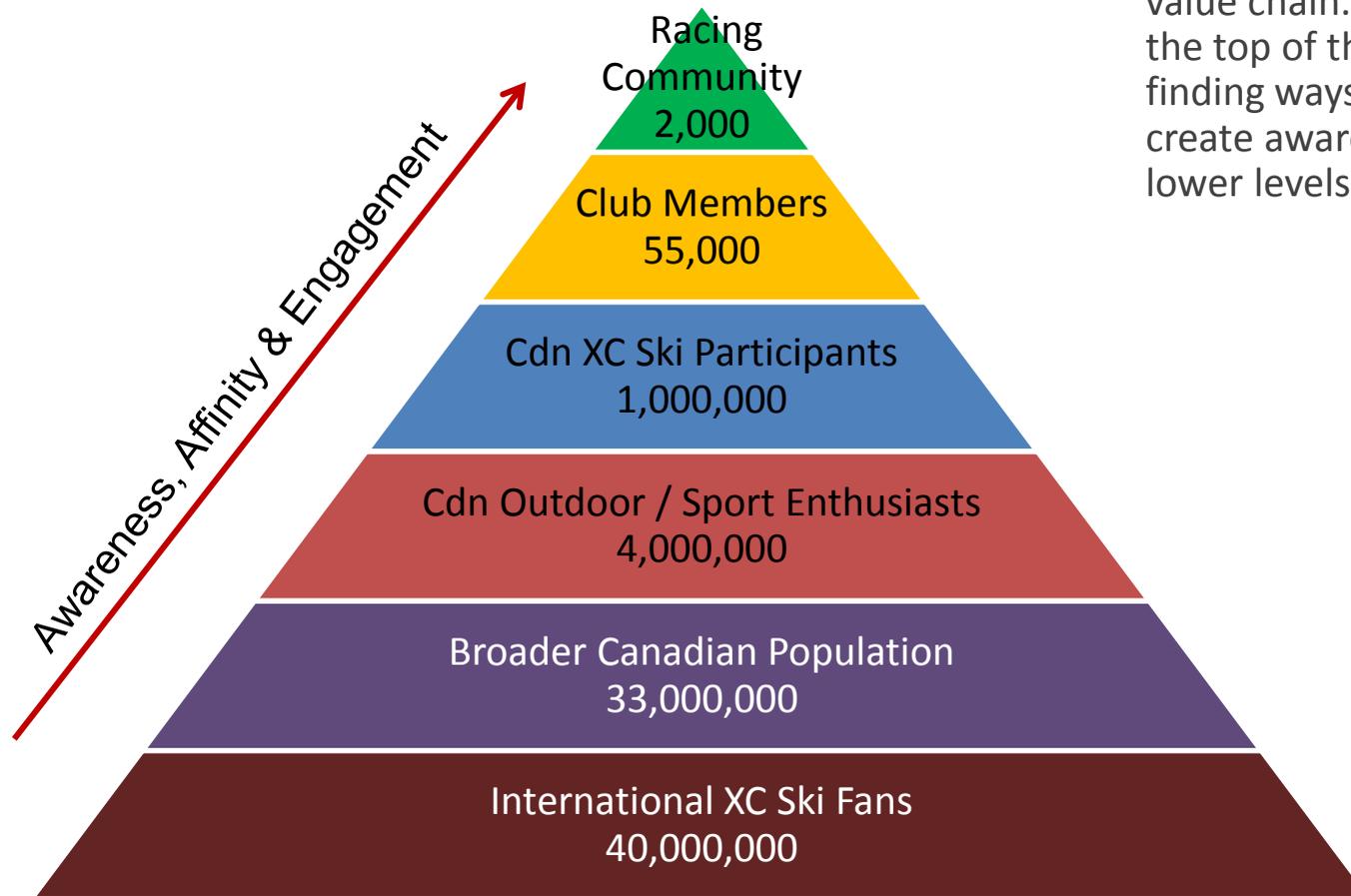


CCC MARKETING PRIORITIES

1. Develop, implement and maintain marketing and communications strategies to elevate CCC's profile in the interest of promoting the sport, delivering tangible value to our existing partners and helping to attract new partners.
2. Effectively manage our relationships with existing sponsors, suppliers and supporters.
3. Raise new private source funds for CCC through development and implementation of fundraising programs and by prospecting for and securing new corporate partnerships.



CCC AUDIENCE SEGMENTATION



Objective is to move our audience members up the value chain. Engage those at the top of the pyramid while finding ways to reach and create awareness for those at lower levels.

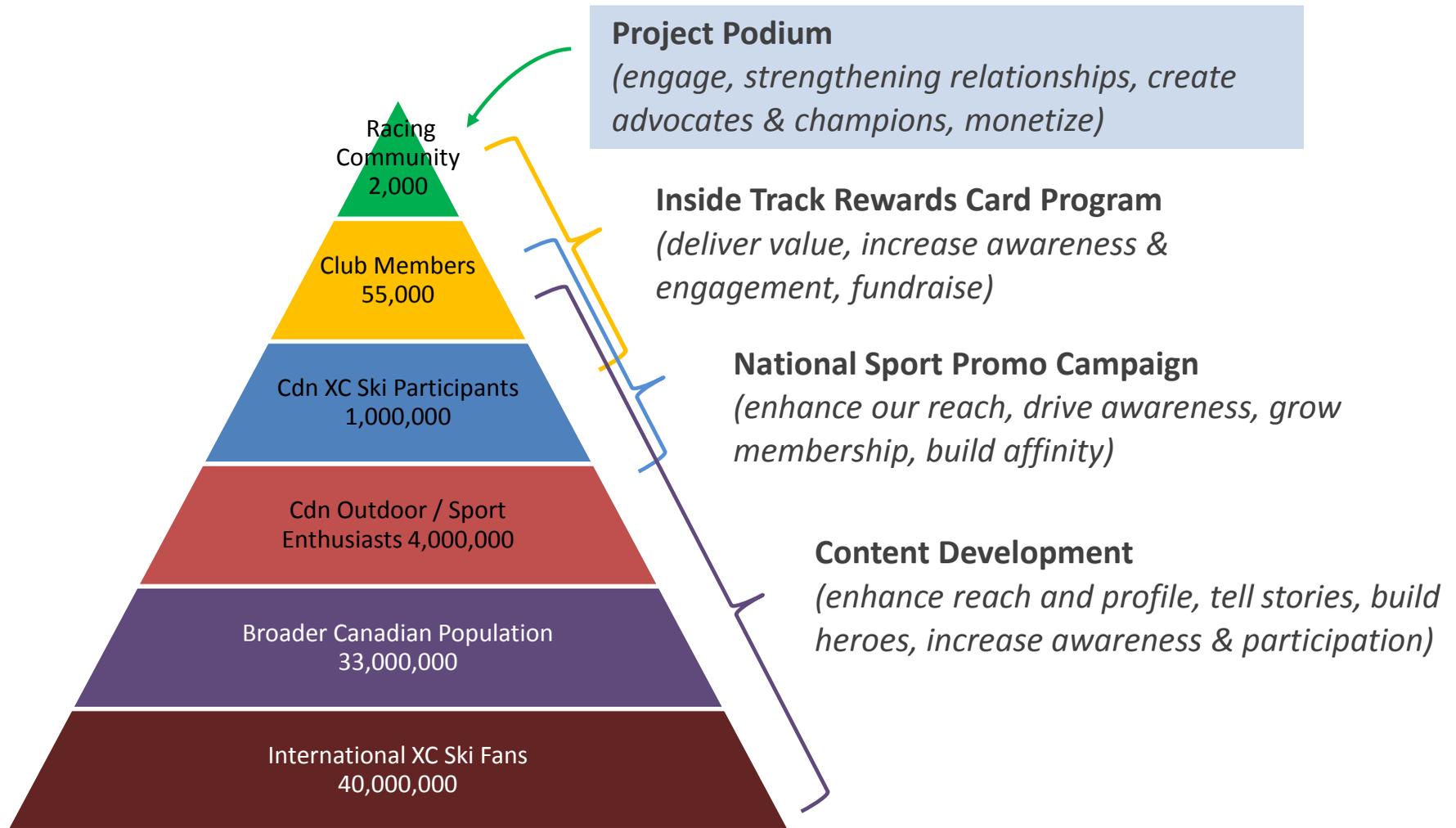


REACHING OUR AUDIENCES

| Segment | Size | CCC Marketing Objective | Strategies | Primary Channels |
|--|------------|---|---|--|
| Racing Community <i>(highly engaged members)</i> | 2,500 | Increase engagement - create advocates Communicate / reinforce delivery of value Create heroes - storytelling Monetize | Fundraising & loyalty programs Develop content World Cup coverage Sport promo campaign (affirmation) | Direct email / Newsletter Web & social media Event presence (NorAms, WC) TV broadcast |
| ↑ | | | | |
| Broader Membership <i>(member of a CCC club)</i> | 55,000 | Improve ability to reach Engage - "stickiness & glue" Deliver value, increase awareness of CCC | Member Rewards Program Membership database acquisition World Cup coverage Sport promo campaign (affirmation) | Divisions and clubs Web & social media TV broadcast Event presence (Ioppets) |
| ↑ | | | | |
| XC Ski Participants <i>(ski at least once per year)</i> | 1,200,000 | Establish lines of communication Drive club membership enrolment Enhance sport appeal & awareness | World Cup coverage Sport promo campaign (affinity) | TV broadcast Ski venues & resorts Web and social media |
| ↑ | | | | |
| Active / Sport Population <i>(cyclists, runners, sport fans)</i> | 2,500,000 | Improve sport profile / awareness Introduce the sport - drive participation | World Cup coverage Sport promo campaign (awareness) Press releases & media events | TV broadcast Canadian media Web and social media |
| Broader Cdn Population | 33,000,000 | Create awareness & tell stories | Press releases & media events | Canadian media |
| International Ski Fans | 40,000,000 | Increase profile of our athletes Create heroes | Success on international stage Team branding & communication | International broadcast / media Web & social media |



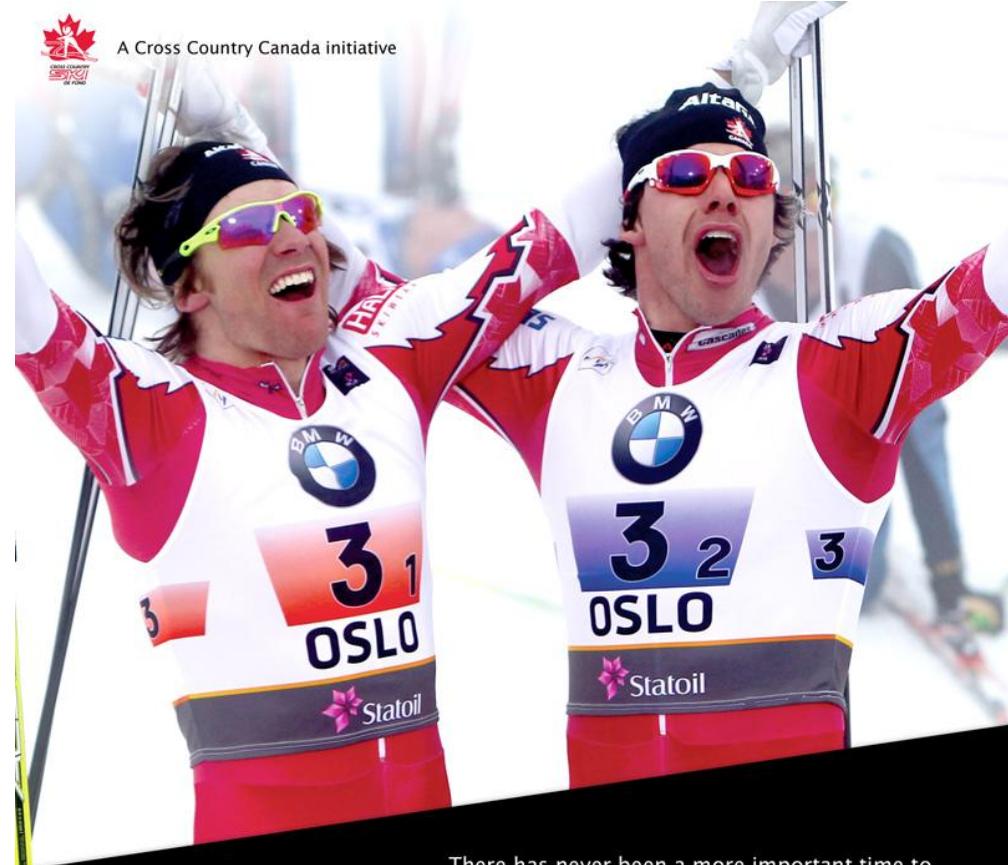
TARGETED INITIATIVES





PROJECT PODIUM

- Fundraising program focused on individual and small corporate donations
- Refreshed version of old “Secure The Future” program, leveraging the Project Podium brand (old calendar program)
- “Booster Club” model – donation in exchange for exclusive benefits package:
 - branded clothing, access to athletes, event hosting, etc.
- Initiative launched formally in October 2012



PROJECT PODIUM
It's Our Time. Join Us.

There has never been a more important time to support Canada's cross-country ski athletes. After a remarkable 2011/12 season we now stand firmly among the top ski nations in the world. The bar has been raised. Our goals and expectations have never been higher.

A Cross Country Canada fundraising initiative, Project Podium is your opportunity to join an exclusive group of advocates and mentors paving the path to excellence for our athletes. Be part of our team as we set our sights on Sochi 2014.

Join us at www.cccski.com.

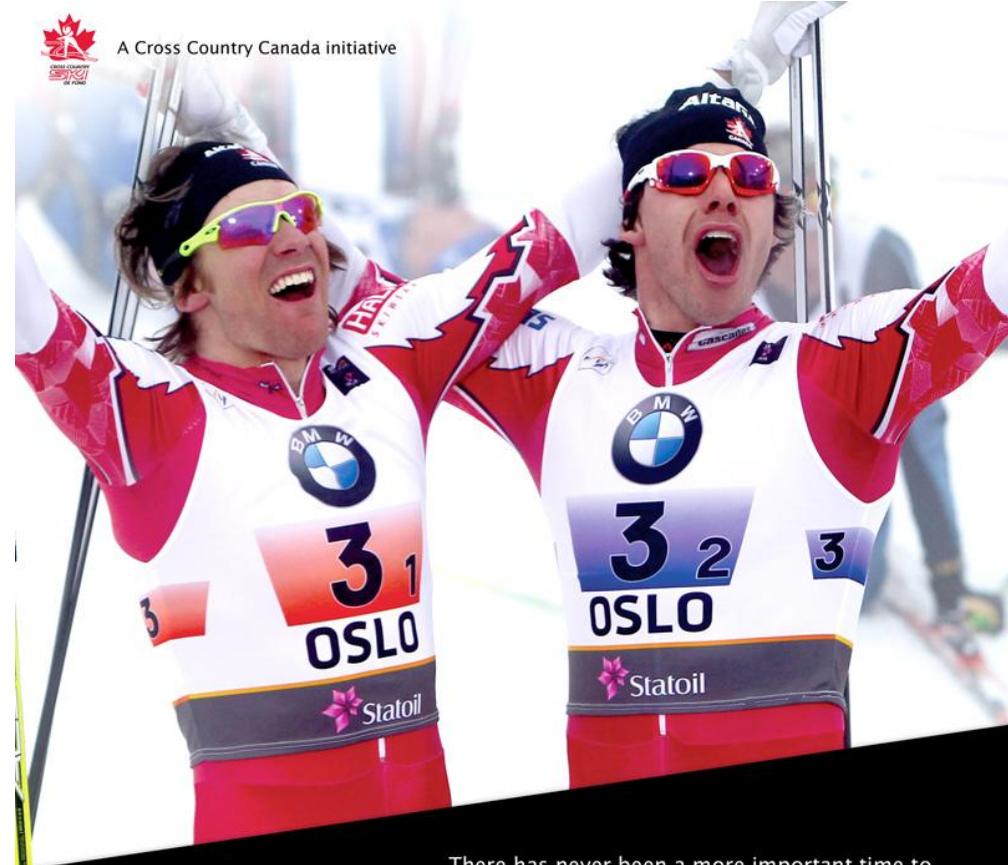




PROJECT PODIUM

YEAR 1 RESULTS & NEXT STEPS

- A success in year 1 with over \$45,000 raised to-date
- Members primarily Alberta-based
- To be continued in 2013/14 and beyond
- LT Goal of \$100k per annum in PP revenues going forward
- 2013/14 - a few minor adjustments to be made:
 - introduction of bronze level?
 - focus on need extending reach beyond Alberta



PROJECT PODIUM
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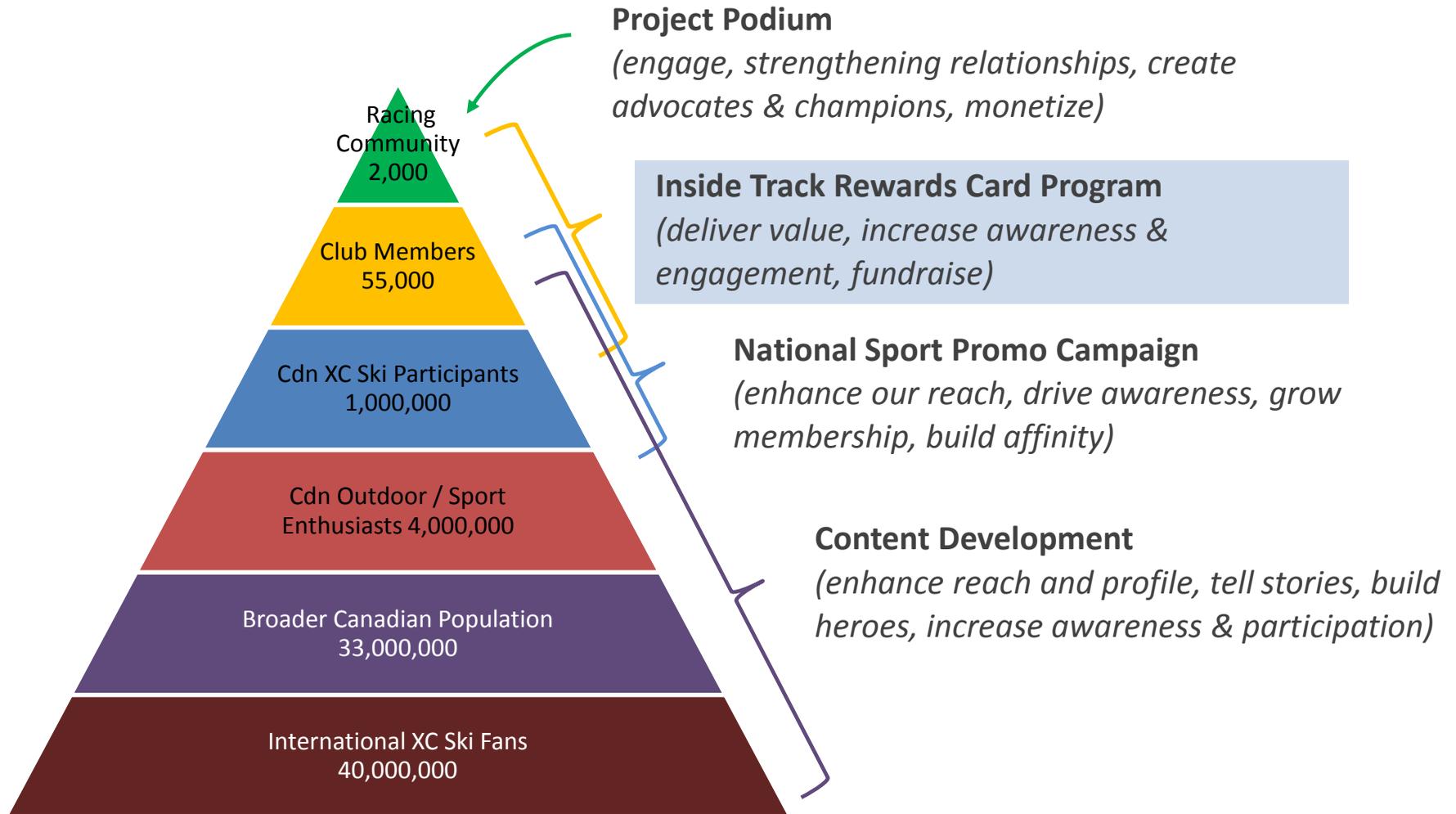
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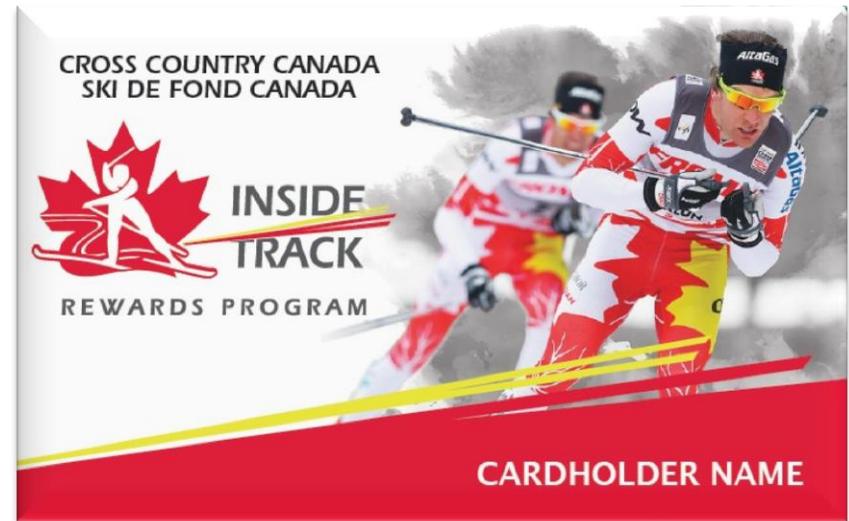


TARGETED INITIATIVES



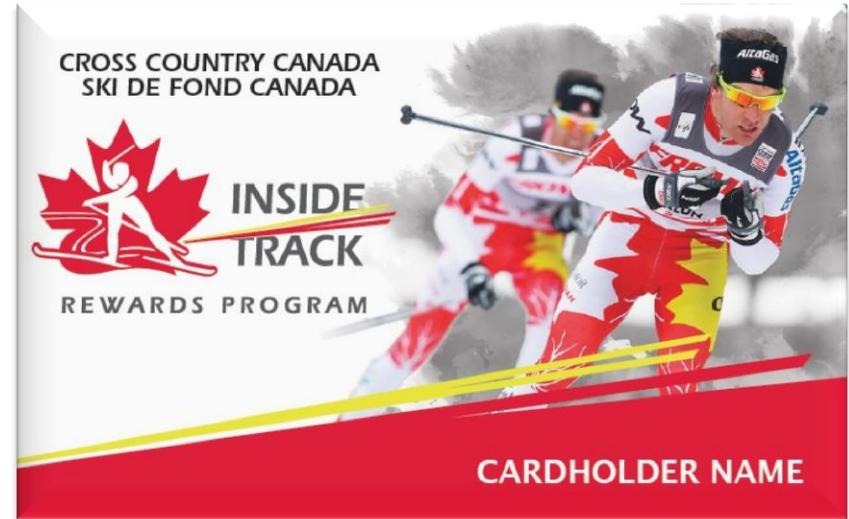
THE “INSIDE TRACK” REWARDS PROGRAM

- Card-based Member Benefits Program
- Focus on delivery of exclusive and significant product / service offers to CCC members, fans, athletes, coaches, etc.
- Working with small group of select marketing partners for year 1.
- Launched in early December 2012
- Promoted / sold through CCC clubs as well as online across CCC’s web and social media platforms
- Fundraising tool for clubs - \$10 for every card purchased to go to the purchasers ski club



ILLUSTRATIVE PROGRAM BUDGET

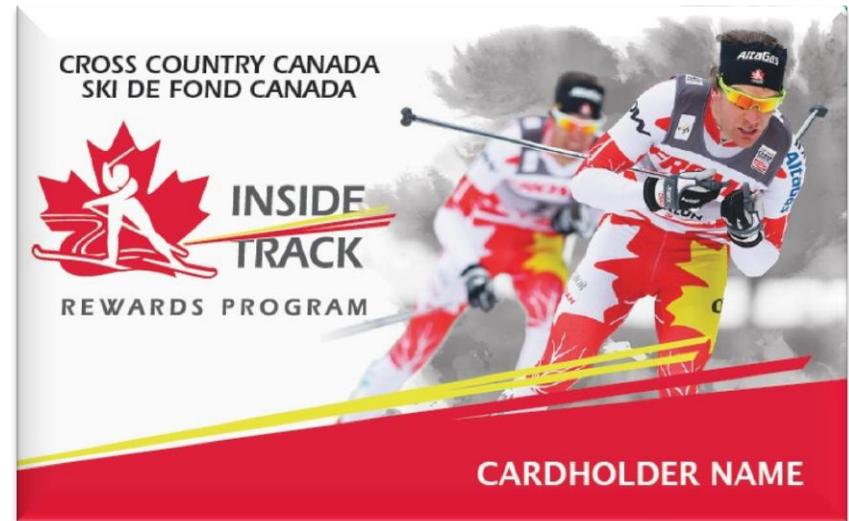
| | |
|-------------------------------------|--|
| CCC Members | 55,000 |
| Card Price | \$30 |
| Proceeds to CCC | \$20 |
| Proceeds to Clubs | \$10 |
| | |
| % Program Uptake | 10% |
| Cards sold | 5,500 |
| | |
| Revenue Direct to Clubs | \$55,000 |
| | |
| Revenue to CCC | \$110,000 |
| Less - Management Fee | \$6,000 |
| Less - Production / Admin Costs | <u>\$15,000</u> |
| | |
| Net Proceeds from Card Sales | \$89,000 |
| | |
| "Back-end" Revenue Share | <table border="1" style="width: 50px; height: 20px; text-align: center;">?</table> |
| Total Annual Proceeds | <table border="1" style="width: 50px; height: 20px; text-align: center;">?</table> |



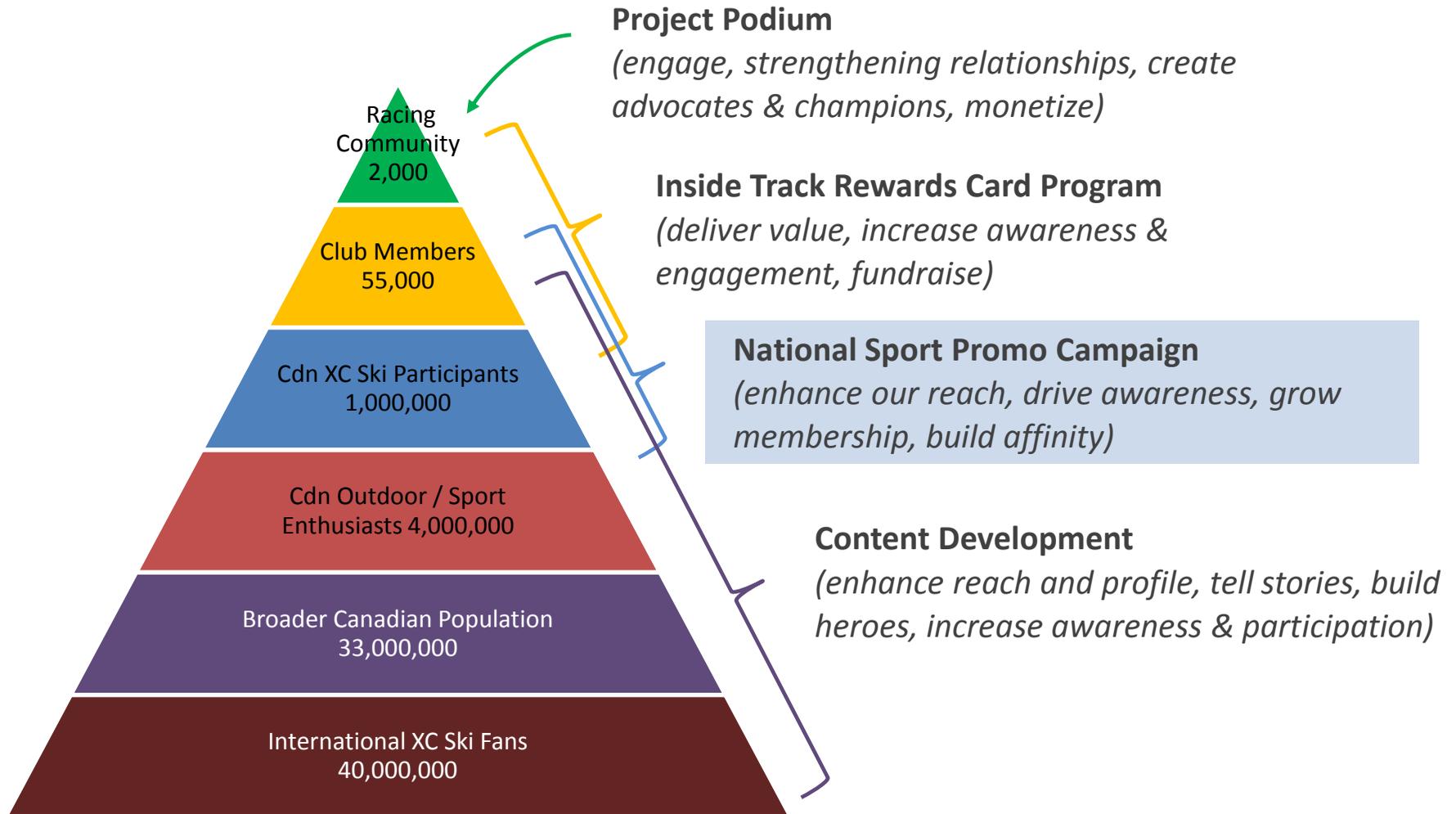
THE “INSIDE TRACK” REWARDS PROGRAM

RESULTS & NEXT STEPS

- Launched in early December 2012
- Low uptake to-date
- Need to re-assess, make adjustments to program structure and offerings and re-launch for fall of 2013
- Strong potential to be a valuable program, but need to refine so best suits needs of CCC, membership and program partners
- Feedback?



TARGETED INITIATIVES



NATIONAL SPORT PROMO CAMPAIGN

- Worked with Peterborough-based advertising agency on development of a campaign to promote the sport broadly and help drive new members to clubs across Canada
- Campaign focuses on highlighting some of our sport's best attributes
 - "a sport with attitude" - bold, unpretentious, ageless, enduring...
- Media (to date) - digital, print, merchandising
- Key piece for clubs and divisions will be customizable posters and online templates for marketing and promo at local and regional levels



BRANDHEALTH



PARTICIPATION • COMMUNITY • EXCELLENCE

**OTHER SPORTS WISH
THEY WERE INVENTED
BY VIKINGS.**



IT'S OUR TIME. JOIN US.

OTHER SPORTS WORRY ABOUT WHAT TO WEAR APRES SKI.



IT'S OUR TIME. JOIN US.

**OTHER SPORTS HAVE
RETIREMENT
SPEECHES.**



IT'S OUR TIME. JOIN US.



**OTHER SPORTS TAKE
T.V. TIMEOUTS
SO THEY CAN REST.**



IT'S OUR TIME. JOIN US.

MARKETING CAMPAIGN - RESPONSE

Media

Skitrax.com

Journal de Montreal

Journal de Quebec

FIS Cross Country

- 175 likes 46 shares on the FIS facebook
- more hits than images posted from World Cup Finals

Facebook

3 posts in regards to the campaign

- 6,000 engaged users (a record for CCC)
- 1,200 “talking about this” (also a record)
- 237 total shares
- 310 likes
- 31 comments

Twitter

3 of our top 4 most engaging tweets this season

- “Timeouts” post set new engagement record for CCC (19x our average)
 - 19 RT & 15,533 impressions
- “are other sports envious...” was our 3rd most engaging post of all time (13.3x avg)
 - 14 RT & 10,148 impressions
- Press release post set an all-time high for us for impressions with 16,895



NATIONAL SPORT PROMO CAMPAIGN

Next Steps

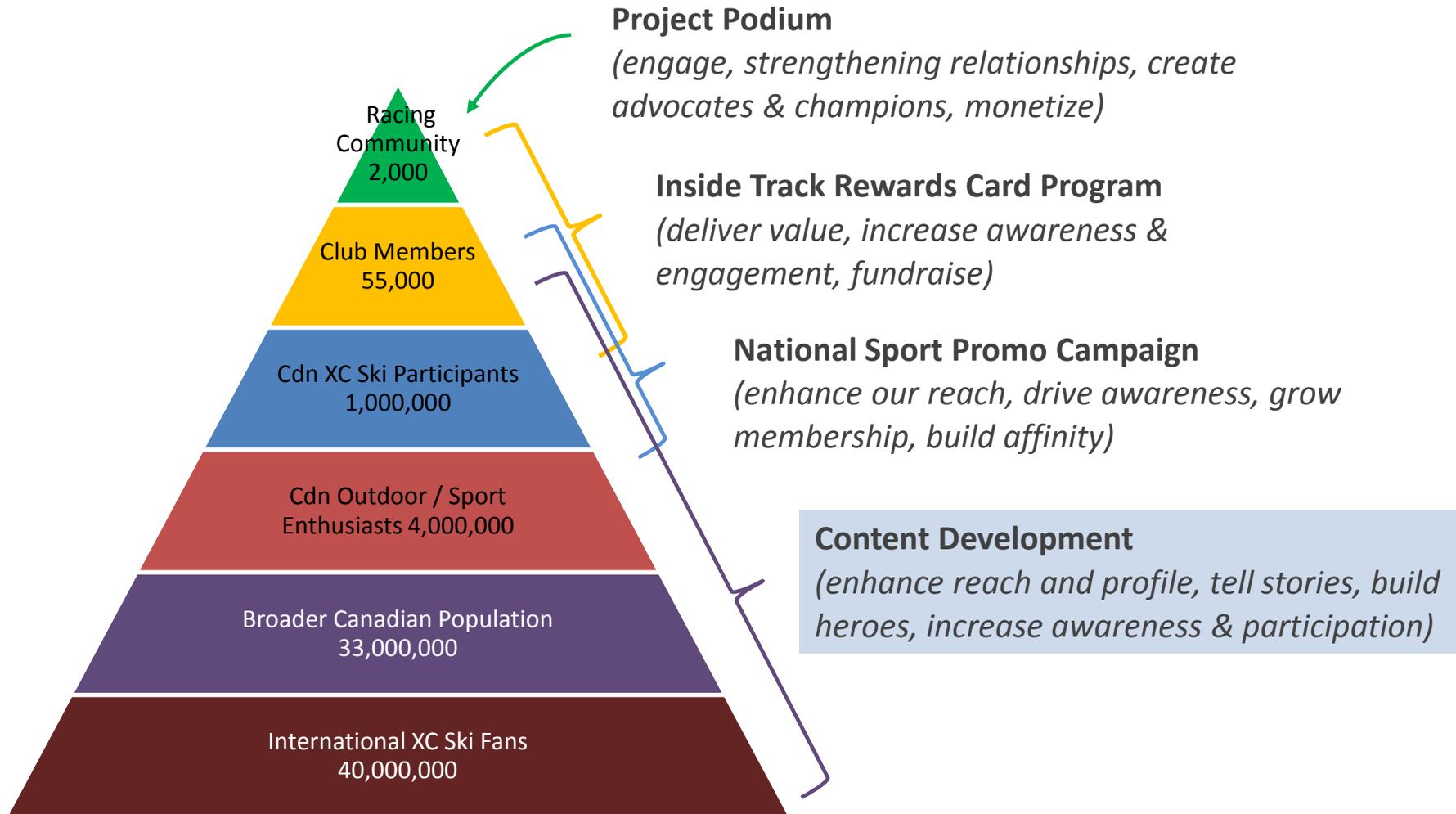
- Roll-out French versions for the 4 existing ads ASAP
- Work with Brandhealth and CCC membership over summer on extension of the campaign:
 - e.g. “other sports think parents belong on the sidelines”
- Explore additional merchandising opportunities
- Work with Brandhealth to explore extension to additional mediums (radio, video)
- Full roll-out to clubs in August and September 2013: customizable posters and electronic templates



BRANDHEALTH



TARGETED INITIATIVES



CONTENT DEVELOPMENT & DELIVERY

- Website – timely and consistent posts, development of feature articles, telling stories, communicating with our community and promoting our brand
- Social media – targeted posts, interacting and engaging with the ski community, targeted advertising
- Klister (CCC mascot) – incredibly valuable tool for outreach, engagement, branding
- Video project – significant traction gained through development and delivery of video content during 2012/2013 season
 - The “Inside Edge” series: 7 episodes, over 55,000 minutes of video-viewing generated



Inside Edge Episode 6: Canmore World Cup Sprints



Inside Edge Episode 5: Canmore World Cup Training Day



CONNECTING WITH CANADA'S SKI COMMUNITY

CCC partners benefit from the exclusive opportunity to connect with and promote to Canada's cross-country ski community and CCC's international fan base via CCC's communications platforms:



- Website (cccski.com) – 95,000 unique visitors and 1 million page views per season
- Facebook – 11,000+ highly engaged fans with an average weekly reach of 100,000 users
- Twitter - 6,000+ followers
- Cross Connections e-newsletter - over 7,000 monthly recipients. CCC will provide a sponsorship announcement via Cross Connections as well as advertising opportunities in subsequent issues.





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CCC VIDEO CONTENT – 2012/13

| Video | Date | Video Length | YouTube Views | Minutes Viewed | Video Content |
|-----------------------|---------|--------------|---------------|----------------|--|
| Inside Edge 7 | Mar. 18 | 8:38 | 1,000 | 3,413 | Alberta World Cup - Distance Races |
| Inside Edge 6 | Mar. 5 | 8:29 | 1,402 | 5,652 | Alberta World Cup - Sprint Day |
| Inside Edge 5 | Feb. 15 | 7:29 | 1,908 | 6,266 | Alberta World Cup - Training Day |
| Inside Edge 4 | Feb. 1 | 6:58 | 1,353 | 5,366 | Quebec City - Individual Sprints |
| Inside Edge 3 | Jan. 28 | 9:35 | 1,523 | 7,698 | Quebec City - Team Sprint, Women |
| Inside Edge 2 | Jan. 22 | 13:47 | 1,981 | 13,587 | Quebec City - Team Sprint, Men |
| Inside Edge 1 | Jan. 18 | 8:35 | 3,165 | 13,602 | Quebec City - Training day |
| CCA | Private | 3:09 | TBD | TBD | Profile on CCA's Gateway to the World Cup project |
| Cockney | Dec. 15 | 1:15 | 587 | 514 | Canmore's Cockney on qualifying 2nd at AB World Cup |
| Crawford | Dec. 13 | 3:18 | 896 | 1,737 | Chandra Crawford on racing at home in Canmore |
| QC preview | Dec. 6 | 2:19 | 1,012 | 1,704 | Cdn athletes preview Quebec sprint course |
| Focus+ | Nov. 23 | 2:54 | 2,829 | 5,747 | Profile on the NST leading into 2012/13 season |
| Kershaw | Nov. 19 | 3:49 | 911 | 1,957 | Devon Kershaw on training and goals for 2012/13 |
| Movember | Nov. 19 | 1:16 | 654 | 641 | Cdn team talks about their Movember fun |
| FT classic | Nov. 16 | 2:18 | 3,000 | 6,000 | Profile on Frozen Thunder race @ Canmore Nordic Centre |
| Totals to Date | | 83:49 | 22,221 | 73,884 | |



MARKET COMPARISON – CROSS COUNTRY NATIONS

| Federation | Market Population (MM) | 11/12 Nations Cup Rank | | Social Media Profile | | |
|---------------------------------|---------------------------|------------------------|----------|----------------------|--------------|---------------|
| | | Men | Overall | Facebook | Twitter | Total |
| FIS Cross Country | n/a | n/a | n/a | 12,189 | 5,179 | 17,368 |
| Cross Country Canada | 34 | 4 | 6 | 11,000 | 6,100 | 17,100 |
| Other Cross Country Federations | | | | | | |
| Norway | 5 | 2 | 1 | 18,442 | 6,172 | 24,614 |
| Sweden | 9 | 3 | 3 | 8,550 | 644 | 9,194 |
| USA | 315 | n/a | 8 | 2,686 | 1,046 | 3,732 |
| Switzerland | 8 | 5 | 7 | 2,962 | n/a | 2,962 |
| Germany | 82 | 6 | 5 | 1,919 | 306 | 2,225 |
| France | 65 | 8 | 10 | 1,709 | 387 | 2,096 |
| Czech Republic | 10 | 10 | n/a | 1,083 | n/a | 1,083 |
| Russia | 141 | 1 | 2 | 751 | n/a | 751 |
| Finland | 5 | 9 | 4 | n/a | n/a | n/a |
| Italy | 61 | 7 | 9 | n/a | n/a | n/a |
| Poland | 38 | n/a | n/a | n/a | n/a | n/a |

n/a = information not available



MARKET COMPARISON – CDN WINTER NSOs

| Canadian NSO | Total NSO Members | Total Clubs | Dev. Program Participants | Social Media Profile | | |
|-----------------------------|-------------------|-------------|---------------------------|----------------------|--------------|---------------|
| | | | | Facebook | Twitter | Total |
| Cross Country Canada | 55,000 | 330 | 13,200 | 11,000 | 6,000 | 17,000 |
| Alpine Canada | 50,000 | 196 | 8,000 | 6,776 | 5,343 | 12,119 |
| Freestyle Canada | 3,700 | 70 | 2,100 | 5,234 | 1,676 | 6,910 |
| Snowboard Canada | 2,600 | 45 | 900 | 2,914 | 3,484 | 6,398 |
| Ski Jumping Canada | n/a | n/a | n/a | 1,987 | 921 | 2,908 |
| Biathlon Canada | 2,750 | 55 | n/a | 702 | 853 | 1,555 |
| Speeskatina Canada | n/a | n/a | n/a | 795 | 697 | 1,492 |
| Luge Canada | n/a | n/a | n/a | 323 | 340 | 663 |
| Bobsleigh Canada | n/a | n/a | n/a | 79 | 365 | 444 |

n/a = information not available



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EXISTING CCC SPONSORS

Key Themes:

- Capitalizing on success
- Existing sponsors growing with us
- Transition from Gold to Platinum levels
- Integration of World Cup property or division/club level properties where possible
- Staggered contract expirations

AltaGas



**CANADIAN
PACIFIC**



EXISTING CCC SPONSORS

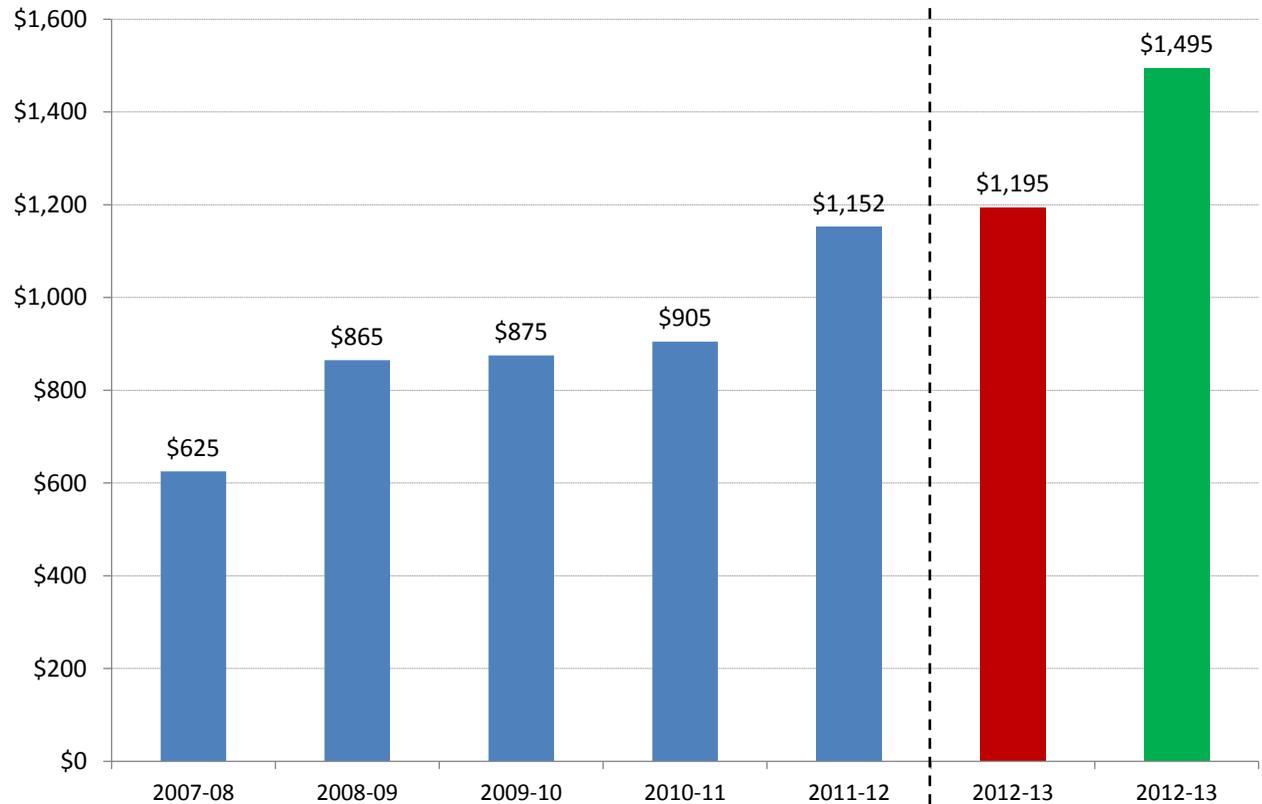
| | Previous Contract | | Change | Renewal | | Comments |
|--|-------------------|--------|--|----------|---------|-----------------------------------|
| | Level | Expiry | | Level | Term | |
|  | Gold | Apr-11 |  | Platinum | 4 years | Signed through 2015. Includes WC. |
|  | Gold | Jun-11 |  | Platinum | 4 years | Signed through 2015. |
|  | Gold | Jul-11 |  | Platinum | NA | Year to year. |
|  | Silver | Oct-10 |  | Gold | 4 years | Signed through 2014. |



SPONSORSHIP REVENUE OUTLOOK

- CCC corporate sponsorship revenues at all-time highs
- Challenge remains growing the base of support (number of partners) and decreasing reliance on existing group
- Risk of sponsor fatigue cannot be ignored – Haywood & CP nearing a decade of support

Total Sponsorship Revenue (C\$000)



ACTIVATION & SERVICING

- High level activation plan for major corporate partners updated annually
- Detailed activation plan coordinated directly with NST coaches and HP staff
- 2012-13 focus: Domestic World Cups
- Continued expansion of CCC's resources to activate sponsorships.

AltaGas

- Employee ski day (Jan)
- AGM, Spruce Meadows
- Board offsite
- World Cup (December 2012)



- Employee ski day (Feb)
- Tour de Ski contest / trip
- Ski Fit North / Beckie Scott



HAYWOOD

- Charity Golf Tournament (September)
- World Cup (December 2012)

CANADIAN PACIFIC

- World Cup
- Dinner Train (2011/2013)
- Ski with Fred Green (April)



HAYWOOD CHARITY GOLF



PARTICIPATION • COMMUNITY • EXCELLENCE

SFNA – KIKINO COMMUNITY VISIT



PARTICIPATION • COMMUNITY • EXCELLENCE

SKI WITH CP RAIL



PARTICIPATION • COMMUNITY • EXCELLENCE

AUCLAIR – DINNER & PRODUCT CONSULT



PARTICIPATION • COMMUNITY • EXCELLENCE

ALTAGAS – EMPLOYEE SKI DAY



PARTICIPATION • COMMUNITY • EXCELLENCE

STATOIL – EMPLOYEE SKI DAY



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BUSINESS DEVELOPMENT

- Always in pursuit of more partners at all levels (within reason)
- Key unsold properties at present:
 - NorAm Sprint Series
 - Skill Development Programs
 - Provincial Cups
 - Tier 1 NST Sponsorship (1 position remaining)
- Primary targeted sectors: resources, auto, health/wellness (food), winter products (tires, etc.)
- Approaches
 - CCC Fundraising Committee
 - Snow Sports Consortium
 - Existing networks & targeted approaches and cold calls
 - Agencies – primarily in Scandinavia



SNOW SPORTS CONSORTIUM

- Pursuit of large-scale corporate sponsorship in collaboration with other Winter Olympic snow sports
- Focus on large, high profile categories currently open across all sports - banking, telecommunication, consumer products
- Marketing primarily “Tier 1” National Team sponsorship across the 7 sports
- Significant interest and feedback regarding collective development programs
- Aggregation concept well received by corporate Canada – positive feedback across the board
- Continuing to pursue new leads and in “follow-up” stage with several others





Matthew Jeffries

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AltaGas

**CANADIAN
PACIFIC**

CAPITAL  MARKETS
HAYWOOD

 **Statoil**



APPENDIX A
CCC DEMOGRAPHICS

OVERVIEW

Cross-Country Skiing in Canada:

- According to recent market surveys, cross-country skiing continues to be one of the most popular and fastest growing sports in Canada
- Over 1.2 million Canadians over the age of 12 participated in cross-country skiing in 2010, an increase of 26% over 2009 figures
- Skiers are active in all parts of Canada (~30% each in ON and QC)
- Cross-country ski equipment sales reached \$8 million in 2010 and grew at a CAGR of 17% between 2005 and 2010



DEMOGRAPHICS

Cross-Country Skiing in Canada:

Gender

40% - Male
60% - Female

Age

12% - 12 to 24
36% - 25 to 49
52% - 50+

Income

15% - Under \$35k
31% - \$35k to \$75k
54% - \$75k +

Education

18% - High School
41% - Undergrad
15% - Post-grad



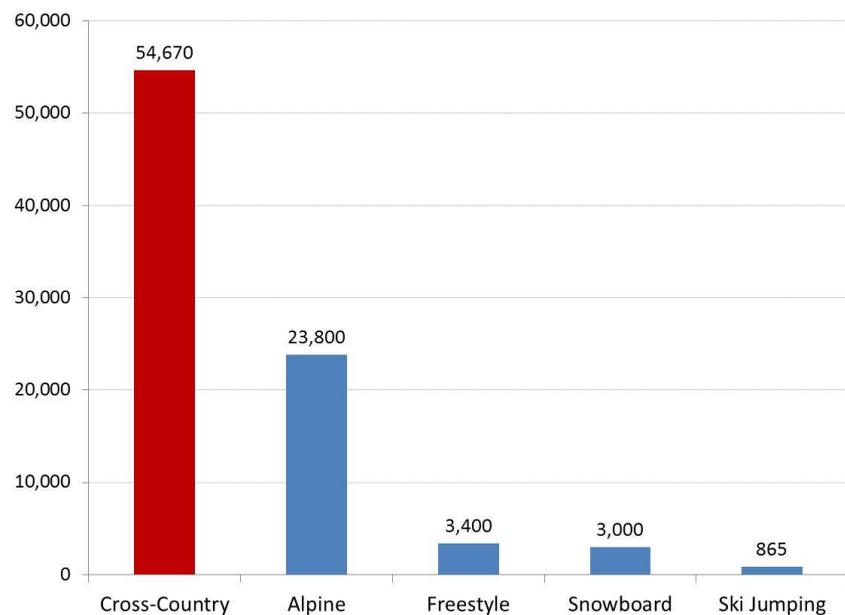
CCC BY THE NUMBERS

- CCC Annual Membership Base – **55,000** skiers across 330+ clubs
- Age range – **4 to 84** (lifetime)
- Across Canada, over **10,000** children and **1,200** leaders are currently enrolled in CCC's Skill Development Programs
- Over **650** elite athletes licensed in junior and senior racing programs annually
- CCC organizes and sanctions the Haywood NorAm Cup race series and Ski Nationals which feature over **20** race days with **2,000+** participants each year
- Since its introduction, over **125,000** children have participated in CCC's Jackrabbit Ski League



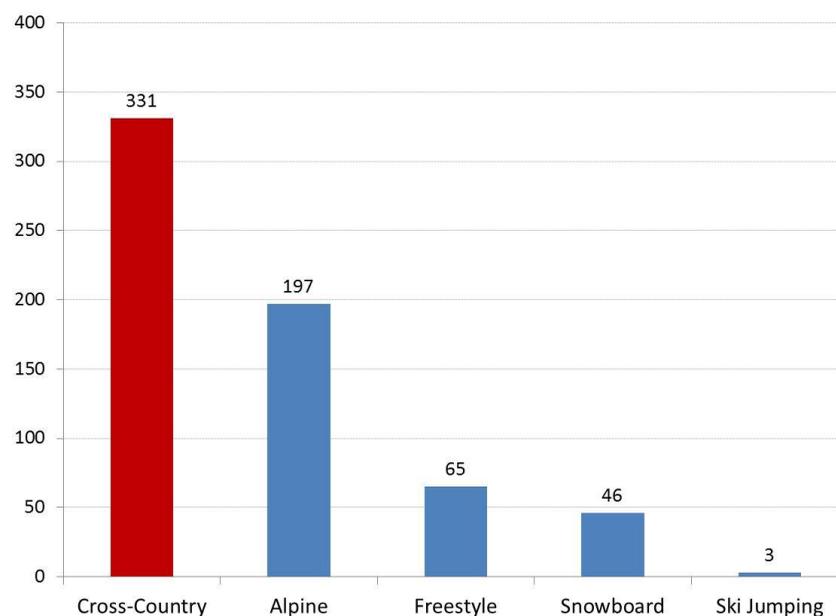
CANADIAN SNOWSPORTS COMPARISON

Total Members



Source – Canadian Ski Council (September 2011)

Total Clubs



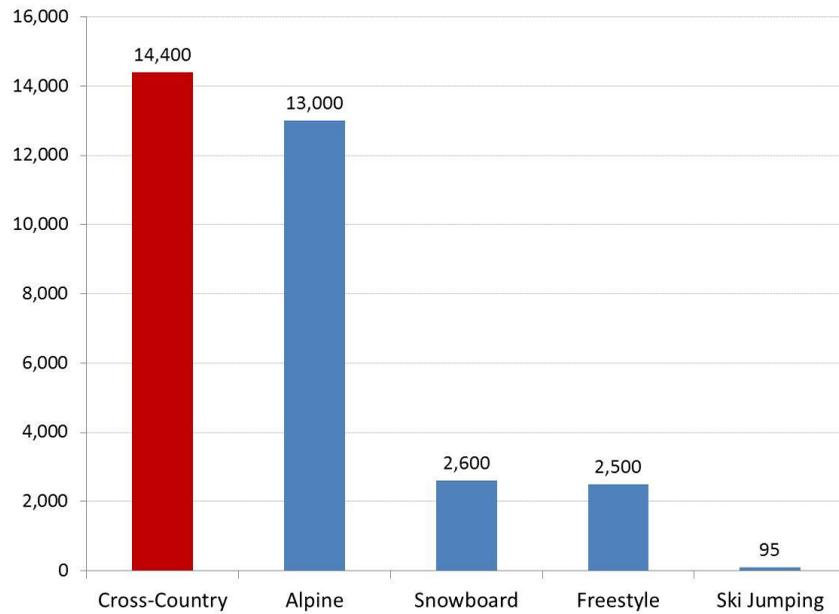
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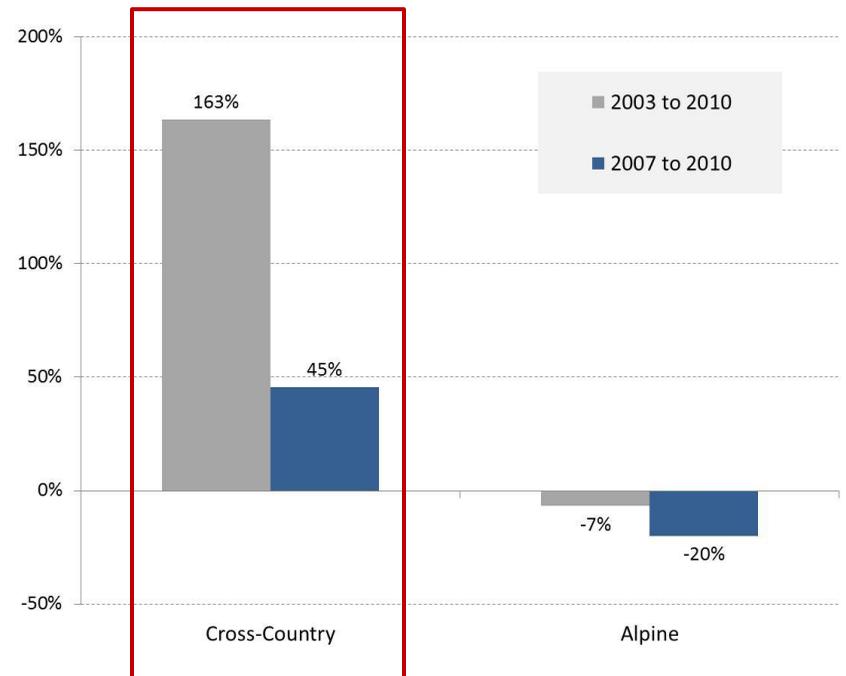
CANADIAN SNOWSPORTS COMPARISON

Total Racers



Source – Canadian Ski Council (September 2011)

Equipment Sales (% change)



Source – Canadian Ski Council (September 2011)



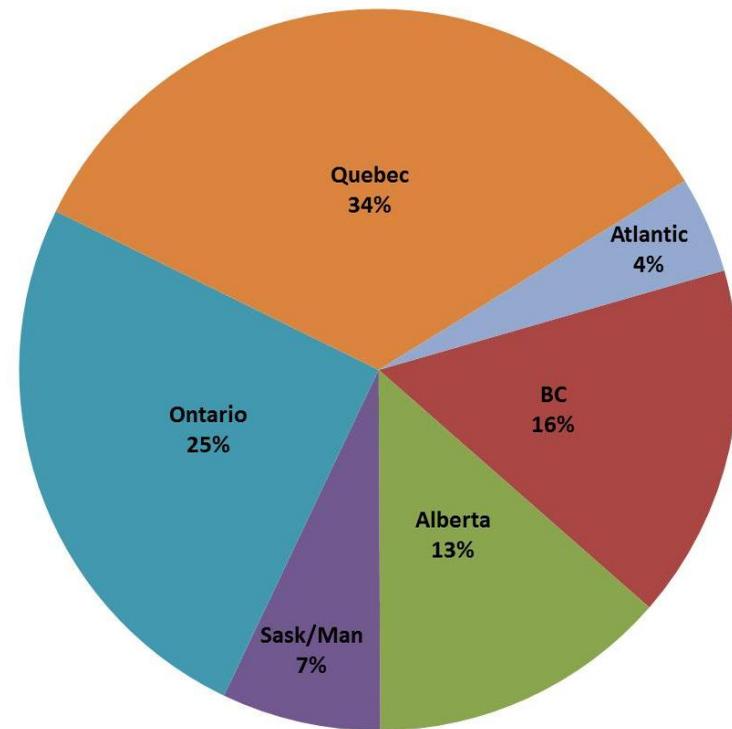
GEOGRAPHIC BREAKDOWN

- Significant concentration in Eastern Canada with Quebec and Ontario accounting for **59%** of cross country equipment sales in Canada in 2010/2011
- Growth of the sport illustrated by steady increases in annual equipment sales across each region:

XC Equipment Sales Growth (CAGR 2003-2010)

| | |
|----------|-------|
| BC | + 17% |
| Alberta | + 24% |
| Sask/Man | + 30% |
| Ontario | + 14% |
| Quebec | + 11% |
| Atlantic | + 14% |

XC Equipment Sales by Region



Source – Canadian Ski Council (September 2011)





APPENDIX B
2016 PITCH



CANADA 2016

A FIS CROSS COUNTRY WORLD CUP SPECIAL EVENT



OBJECTIVE

To attract a world-championship level, FIS sanctioned cross-country ski tour featuring pan-Canadian winter landscapes, challenging formats, city promotions and winter festivals



CONCEPT

- A pan-Canadian ski tour featuring 3 iconic Canadian race communities with proven race management skills
- A mix of traditional and promotional style World Cup event formats designed to fit a sport friendly Tour concept
- Professional support to activate all aspects of the Tour including sport & travel logistics, winter festivals, and promotion In cooperation with FIS professionals
- 7 – 8 competitions within manageable time frames considering travel, training, rest and racing



CANADA 2016 – PROPOSED SITES & TRAILS

Canada 



Canmore, AB

Quebec City, QC

Gatineau / Ottawa



CANADA 2016 – IT'S OUR TIME

GATINEAU / OTTAWA

Ottawa's historic Parliament Hill would serve as a spectacular backdrop for a proposed sprint or prologue race in front of the beautiful Canadian Museum of Civilization



CANADA 2016 – IT'S OUR TIME

GATINEAU / OTTAWA



- Canada's Capital Region – direct daily access from Europe via Frankfurt
- Features the Parliament of Canada, Winterlude Festival, world's longest skating rink (Rideau Canal) and home to the Gatineau World Loppet
- Proposed race in downtown Gatineau combining the Museum of Civilization and Jacques Cartier Park in a prologue or sprint event
- FIS hotels situated on the course and within 10 minutes of training on COC homologated trails
- Historic setting on the shores of the Ottawa River opposite Parliament Hill



QUEBEC CITY

An estimated 50,000 spectators took in the inaugural and immensely successful Sprint Quebec in December 2012:

“we were impressed with the quality of the event on all levels”

-- Pierre Mignerey, FIS



CANADA 2016 – IT'S OUR TIME

QUEBEC CITY

- Spectacular city setting adjacent to the Plains of Abraham and the fortifications of a World Heritage site
- Proven event promotional capacity, tremendous media, spectator and tourism appeal
- Quebec Winter Carnival is the largest Winter Carnival in the world, featuring night parades, ice palaces, sporting heroes and the friendly Bonhomme
- Five star host hotel situated beside the course and within 5 hours door-to-door of Gatineau hotel
- Sprint, team sprint and short distance options in QC, distance and hill climb options in Mont Sainte Anne

Québec 

GESTEV
GESTION D'ÉVÉNEMENTS
EVENT MANAGEMENT



CANADA 2016 – IT'S OUR TIME

CANMORE / BOW VALLEY

The majestic Canmore Nordic Centre in the heart of the Canadian Rocky Mountains:

“one of the most scenic cross-country World Cup courses on the planet”

-- David Goldstrom, Eurosport TV



CANADA 2016 – IT'S OUR TIME

CANMORE / BOW VALLEY

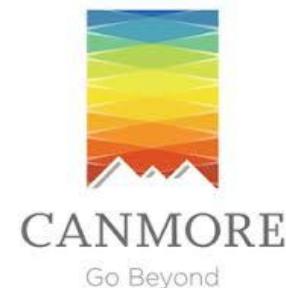


- Canmore Nordic Centre as hub for both traditional and innovative competition formats
- Potential features include Château Lake Louise Tramline point-to-point in Banff National Park, sprints, distance and Canmore hill climb final to crown 1st FIS Tour Champions
- Canmore Winter Festival and full engagement of communities throughout the Bow Valley
- Proven race capacity, great snow and training conditions



EXPERIENCED PARTNERS & PROFESSIONALS

- **Logistics & Travel** – the NOC will contract with Conceptum Sport Logistics and their partners to coordinate Equipment and team movement from Europe, within Canada and return
- **Experienced Event Promoters** - would ensure community activation and work with the FIS, FIS Mag, Infront and NF to maximize media involvement in the event
- **Winter Festival Organizations** - with over 80 years of combined experience, festival organizers will integrate Canada 2016 into all promotions and site activities providing true Canadian winter experience for all competitors



Carnaval de Québec



EVENT FORMAT OPTIONS

Variety of potential event formats / concepts set in spectacular urban and mountain backdrops

- Sprint or Short Distance options (Canadian Museum of Civilization)
- Sprint / Short Distance / Distance options in Quebec (Plains of Abraham and/or Mont Sainte Anne)
- Sprint / Short Distance / Distance options in Canmore area (Calgary Stampede and/or Canmore Nordic Center)
- Point-to-Point options (Canmore, Banff, Lake Louise)
- Hill Climb options (Calgary, Canmore, Lake Louise, Mont Sainte Anne)



CANADA 2016 – IT'S OUR TIME



SUMMARY

Canada

- ✓ Canada has a proven track record of hosting excellence
- ✓ Natural integration with winter festivals and events
- ✓ Original concept developed in 2009 by FIS professionals identified unique opportunity for North American tour
- ✓ December 2012 events in Canmore and Quebec highly successful but calendar timing creates challenges for athlete priorities
- ✓ Canadian Tour to include Gatineau / Ottawa, Quebec City (and/or Mont Sainte Anne) and Canmore (Bow Valley)
- ✓ Strong partnerships already evident through commitments by Government of Canada, Provincial & Regional Governments, Conceptum Sport Logistics

