

2013

WINTER GAMES LEVERAGE AND LEGACY REPORT

Contents

Executive summary	3
Recommendations	5
Audi quattro Winter Games NZ 2013 Leverage and Legacy Plan	7
Event Vision.....	7
Leverage and Legacy Organisation for Winter Games NZ	7
Event Size	8
Leverage and Legacy Activities	10
1.0 Recognised internationally as one of the world's premiere snow sports events.....	10
1.1 Recognition by targeted international sports organisations and athletes	10
1.2 Recognition by international television and online audience	10
1.3 Visitor Satisfaction	14
2.0 Recognised by New Zealand and Southern Lakes communities as a premier event.....	15
2.1 Measure and enhance recognition of the Winter Games	15
2.1.1 Report from Gemba Survey and athlete profiles.....	15
2.2 New Zealand media promoting Winter Games	19
3.0 Community Development and Engagement.....	20
3.1 Southern Lakes communities are engaged in, proud of, and value the Winter Games.....	20
3.1.1 Southern Lakes Community Survey	20
3.1.2 Winter Games Festival	23
3.2 Provide volunteers with a great experience so more people are motivated to become volunteers for other events	24
Ambassador Programme	26
4.0 Education	26
4.1 Provide opportunities and support for NZ snow sports officials, coaches and technicians to up skill and gain international event experience	26
4.2 Event Management training opportunities for event managers and relevant board members	26
Event Organisers Observer Programme	26
4.3 Winter Games educational resources available for all	27
4.5 Showcase vocational pathways in snow sports locally and nationally	27
Tertiary Internship Programme	27
4.6 Engage local schools in Winter Games as many ways as possible.....	28
5.0 Business Growth	29
5.1 Capitalise on existing training facilities.....	29

5.2 New Zealand snow-related businesses gaining exposure at Winter Games.	29
6.0 Infrastructure and Facilities	30
6.1 Teams training	30
6.2 New Zealand as a training destination receives international recognition	30
7.0 Tourism Growth	31
7.1 Assessment of Audi quattro Winter Games (2013) economic benefit	32
8.0 Sport Development	36
8.1 New Zealand athlete performances	36
8.2 Talent development camp	36
9.0 Environmental Responsibility	37
Objective: To identify ways to reduce the Winter Games carbon footprint.	37
10 Leverage and Legacy Plan	40
APPENDIX 1 – Competitors and team management	56
APPENDIX 2 - Social Media Outcomes Detail Winter Games NZ 2013.	60
APPENDIX 3 - Winter Games NZ: Accredited Media Organisations 2013.....	63

Executive summary

The Audi quattro Winter Games 2013 Leverage and Legacy programme has delivered against all ten of its objectives, despite tough weather conditions and a difficult economic environment.

International recognition was substantially enhanced and the long-term commercial viability improved with the signing of the multi-year contract with global sports marketing company IMG.

The event stepped up in all areas, working hard to enhance co-operation and strategy with Snow Sports NZ. This alignment of visions will serve as the basis for a long term benefit to NZ Inc and snow sports.

Together with Tourism NZ, Destination Queenstown and Lake Wanaka Tourism, Winter Games NZ laid the foundation for attracting visitors to future Games from the Asian market. We would expect to see this develop over the next six to ten

years, provided the promising beginning made this year can continue to be supported.

Australian visitors made up a sizable portion of this years Winter Games visitors, thanks in no small part to the Winter Games/ Tourism NZ efforts with Australian wholesalers. We plan to have specific Winter Games packages offered in Australia and Asia for the next Games.

The south of the South Island , as assessed in the Gemba survey, showed a startling jump in the feeling that New Zealand hosting the Winter Games would improve Kiwis' sense of pride, increasing from 43% in 2011 to 63% in 2013. There is an increasingly positive sense of community ownership and commitment to the Winter Games with a small number of those surveyed not supportive. The challenge will be to increase the level of community support.

The estimated number of international visitors, excluding athletes, media and officials, coming because of the Winter Games was between 300 and 900 with the international bednights (including competitors, media, officials and visitors) estimated to be between 33,000 and 42,000. Total domestic and international bednights for the event were estimated to be between approximately 42,000 and 57,000.

Other key developments:

- This was a year of firsts for the event, particularly in the depth of coverage created through the partnership with TV3 within New Zealand, and the global TV distribution



agreement developed with IMG media. This resulted in news and images from the event going out to 258 million homes in 77 individual territories through a total of 591 hours of international television broadcast. In addition the daily news releases were distributed to broadcasters with a household reach of over 400 million.

- Enhancing the festival programme by introducing the Lotto Games Villages in Wanaka and Queenstown as focal points for music, award ceremonies and public information in the towns.
- The development of new and very detailed volunteer online system was to improve volunteer communications and role allocations before and during the Games.
- The appointment of a Schools Co-ordinator resulting in greatly increased participation by schools in the Southern Lakes District.
- On-field visitor surveys were more successful, helped by the increased co-operation with the ski-fields. As a result we now have better base line data to measure ourselves against.
- Most of the Games staff attended the newly launched Queenstown Ambassador programme that is designed to improve the visitor experience in the region. This was received with real enthusiasm by those participating.
- The initiative with local export businesses was only partially successful but we are now well placed to implement a business showcase during the 2015 Winter Games. It will be important to obtain early engagement with businesses so that objectives can be unified and budget commitments made.

In 2013 the Audi quattro Winter Games NZ ran from 15 to 25 August in Queenstown, Wanaka and Naseby. The events included four FIS World Cups, two IPC World Cups, three Continental Cups and International Fours and Pairs Curling. The event is an international draw card and runs biennially.

The event was run six months before the Winter Olympic Games in Sochi, Russia and attracted 699 athletes entered across five sports – alpine skiing, free skiing, snowboarding, cross-country skiing and curling. Complementing the event itself, Winter Games ran festivals and special events in Queenstown and Wanaka throughout the duration of the games.

Overall there were more than 400 willing volunteers who supported the Winter Games and 106 friends and patrons who contributed to the quality of the event. The financial support came from 20 commercial sponsors, headed by Audi quattro and 17 central and local government partners and Trusts, led by New Zealand Major Events and Sport NZ.

The focus on Leverage and Legacy by Winter Games NZ has been significant in 2013 and the benefits will continue to be delivered in years to come.

Recommendations

- 1. Recognition internationally as one of the world's premier snow sports events**
 - a. To invite FIS, WCF and IOC officials to the Audi quattro Winter Games NZ 2015 early so they can fit in to their schedules.
 - b. To develop incentives and event strategies that will increase the number of top 20 alpine ski racers participating in the Winter Games.
 - c. To work closely with IMG to increase the international visibility of the Games, especially in Tourism NZ target markets of Australia, Japan, Korea, Canada, the USA, the United Kingdom and Germany.
 - d. To assist more domestic media to attend the Games.
 - e. To secure commercial partners early so that the joint leveraging workshop and subsequent regular meetings commence at least a year in advance of the 2015 Winter Games. This is to maximise how the partners individually and collectively leverage the Games.
- 2. Recognised within New Zealand as the country's premier on-going sports event**
 - a. To request that Sport NZ continues to include the Winter Games in the nationwide Gemba surveys.
 - b. To again undertake on field and downtown surveys of visitors to the region during the Winter Games.
 - c. To engage with the New Zealand media early and develop a strategy to get more domestic media attending the Winter Games.
- 3. Community Development & Engagement**
 - a. To focus the downtown festival around the Games Villages in Queenstown and Wanaka.
 - b. To build on the successful 2013 volunteer programme with the objective of maximising the retention of local volunteers.
- 4. Education**
 - a. To work closely with Snow Sports NZ to provide training opportunities for snow sports officials, coaches and technicians.
 - b. To again offer internships.
 - c. To build on the very promising schools programme in the Southern Districts.
- 5. Business Growth**
 - a. To revisit, with New Zealand Trade & Enterprise and the export companies identified in 2012, the concept of a business showcase of New Zealand winter and outdoors export products to the visiting international media and selected visitors.
- 6. Infrastructure & Facilities**
 - a. To work closely with the ski resorts and Snow Sports NZ on possible new snow sports facilities to help cover the loss of Snow Park in 2013.
 - b. To work closely with the ski resorts and Snow Sports NZ as advisers to the resorts as they each invest in new facilities over the next four years.
- 7. Tourism Development**
 - a. To continue to build the athlete numbers coming to New Zealand primarily because of the Winter Games
 - b. To build on visitors coming to the Games from Asia and Australia in particular.
 - c. To build on the relationships established with travel wholesalers in Australia and Asia to grow the number of casual visitors coming to the Games.
 - d. To grow the international promotion of New Zealand as a winter tourism destination.
 - e. To leverage the Winter Olympics being held in Korea in 2018 to increase New Zealand's profile as a winter sports destination.

8. Sport Development

- a. To continue to work closely with Snow Sports NZ to maintain strategy alignment and the sharing of resources.
- b. To continue to assist Snow Sport NZ to raise the profile of snow sports and its athletes.
- c. To investigate with Sport NZ and Snow Sports NZ how to best leverage the Games to develop snow sport talent in New Zealand.

9. Environmental Responsibility

- a. To further develop the cooperation with the ski fields and the local waste management organisations to better manage the environmental impact of the Games.
- b. To again have an independent company assess the environmental impact of the Games.

Audi quattro Winter Games NZ 2013

Leverage and Legacy Plan

Event Vision

To be recognised internationally as one of the world's premier snow sports events.

Leverage and Legacy Organisation for Winter Games NZ

Leverage and Legacy planning was underway in June 2012 and the first meeting was chaired by Queenstown mayor, Vanessa van Uden, in September that year. During the course of Leverage and Legacy planning and consultation, contributors from various agencies changed slightly, with the chair moving to Kylie Archer of New Zealand Major Events when Ms van Uden resigned from the role in May 2013 due to a conflict of interest.

Serving Leverage and Legacy Committee Members and their Organisations
Vanessa Van Uden — Mayor, Queenstown
Arthur Klap — CEO Winter Games
Hamish McCrostie — former Ski Area Manager, Coronet Peak, NZSki Limited
Marty Toomey — Chief Executive, Snow Sports NZ
Shannon Walker — Senior Events Marketing Coordinator, Tourism NZ
Glenn Selwyn, Stacey Gillies — Marketing Consultant, NZ Trade & Enterprise Anne Collins — Marketing Manager, NZ Trade & Enterprise
Kylie Archer — Manager, New Zealand Major Events
Rebecca McPherson — Advisor, New Zealand Major Events
Peter Cox — Manager Events and Facilities Sport NZ John Dawson — National Advisor Events, Sport NZ
Moya Bawden — Leverage and Legacy Facilitator

The 10-point Leverage and Legacy plan was established early and expanded, led by the enthusiasm and energy of Winter Games CEO, Arthur Klap, who went to considerable effort to ensure that the voice of the Southern Lakes communities, where the Winter Games NZ takes place, was clearly heard in defining the outlines of the plan.

1. Recognised internationally as one of the world's premiere snow sports events
2. Recognised by New Zealand and Southern Lakes communities as a premier event
3. Community Development and Engagement
4. Education
5. Business Growth

6. Infrastructure and facilities
7. Tourism Growth
8. Snow Sport Development
9. Environmental Responsibility
10. Enhanced Leverage and Legacy Reporting

As always, there is cross-over between the activities of delivering the event and those which enhance and develop the leverage and legacy. In some cases there is a brief summary of work in this report which is dealt with in depth in the Event report.

The report provides an overview each of the activity streams in the Leverage and Legacy Plan, and assesses them, objectively, where possible.

Event Size



The Games Report details the events and the event outcomes but a summary of the athletes, team management and visitors in Otago primarily for the Winter Games, is shown below:-

Table showing attendance by country for competitors, team management and media that came to New Zealand primarily because of the Audi quattro Winter Games NZ.

Country	Competitors	Management	Media	Total
Australia	43	21	6	70
Austria	7	6		13
Bahamas	1	2		3
Belgium	6	5		11
Brazil			3	3
Canada	44	21		65
China	30	18	4	52
Czech Republic	6	6		12
Denmark	1	2		3
Finland	14	10		24
France	26	16		42
Germany	12	10		22
Great Britain	25	17	2	44
Hong Kong	1	1	5	7

Hungary	2	1		3
Ireland	2	3		5
Italy	3	4	3	10
Japan	52	20	7	79
Korea	29	18		47
Netherlands	6	5		11
Norway	16	10	2	28
Poland	9	6		15
Russia	16	12		28
Slovakia	3	4		7
Slovenia	14	10		24
South Africa	1	2		3
Spain	8	6		14
Sweden	7	4		11
Switzerland	37	18	1	56
USA	83	30	1	114
Venezuela	1	2		3
Totals	505	290	34	829

In a survey (Refer to section 7 for more detail) , visitors , competitors and others were asked to identify their normal country or area of residence, if they were in the area specifically for the Winter Games, and to indicate how long they planned to stay. (Please see Appendix 1 – Competitors and Team Management for even more detail).

Table of Winter Games Attendee average stay and extrapolation of survey to total visitor population present for Winter Games.

Group	n	Total surveyed	Proportion	Total visitors to Queenstown Lakes for August	Number specifically to Queenstown Lakes due to WG	Low International total	High International total	Average Bed nights by Intl group	Average Bed nights by domestic group
Visitors (International)	5	168	3%	25,000 – 30,000	Low 300 High 900	300	900	16	
Visitors (Domestic outside region)	11	88	13%	10,000 – 15,000	Low 1,200 High 2,000				7
Team Management	34	43	79%	367 Int. 20 NZ	290 Int. 20 NZ	290	290	29	
Competitor	17	22	77%	656 Int. 43 NZ	505 Int. 43 NZ	505	505	38	
Media	2	2	100%	195	43 Int.	43	43	13	

From the data above, we are able to make a conservative estimate of visitor bed nights, directly attributable to the Winter Games, for the Southern Lakes Region.

Table showing estimates of bed nights in the Southern Lakes area, attributable to Winter Games

Bed nights	International	Domestic	Total
Low Estimate	33,249.83	8,400.00	41,649.83
High Estimate	42,729.83	14,000.00	56,729.83

Leverage and Legacy Activities

1.0 Recognised internationally as one of the world's premiere snow sports events

1.1 Recognition by targeted international sports organisations and athletes

There were 387 team management accompanying all competitors and 30 international officials from the International Ski Federation (FIS) and World Curling Federation (WCF) at the event. Testimonials were obtained from some of these influential and respected sports guests who attended the Audi quattro Winter Games NZ 2013. Their opinions and experience are shared in detail in the Games Report, but we include one below, as an example:-

FIS Snowboard Race Director, Roberto Moresi of Italy, thought this year's event delivered the best World Cup events in the world, saying it was the best organised event overall, delivered by "totally competent and friendly local officials who work as an amazing team" and with excellent facilities. He also complimented Winter Games NZ CEO, Arthur Klap, saying that "he does an incredibly good job".

Senior officials at the Games

FIS Alpine Technical Delegate: Peter May Australia

IPCAS Alpine Race Director: Marcus Walser IPC HQ

FIS Cross Country Technical Delegate: Andrew Walker Australia

FIS Snowboard Technical Delegate: Peter Krogoll

FIS Snowboard Race Director: Roberto Moresi FIS HQ

FIS Snowboard Head Judge: Ola Sundekvist Sweden

FIS Freestyle Technical Delegate: Peter Krogoll Germany

FIS Freestyle Race Director: Konrad Rotermund USA

FIS Freestyle Head Judge: Greg Tuscher Switzerland

Curling Chief Umpire: Eeva Rothlisberger WCF HQ

Curling Chief Ice Maker: Doug Wright Canada

In addition there were ten FIS free ski and snowboard judges, four FIS timing officials, two FIS media and three IPC officials.

1.2 Recognition by international television and online audience

As part of developing a significant, on-going media presence for this event, Winter Games NZ CEO Arthur Klap negotiated a three-year contract with IMG, which included world-wide television distribution for the 2013 Winter Games. This agreement provided both a substantial increase in global visibility for the event and some television sales income. This is the most significant of the legacies developed for this event in 2013.

Television coverage – New, legacy relationships

International television

In Front Sports & Media

In 2012 In Front distributed coverage of the two World Cups, on behalf of the FIS, in two 25-minute magazine programmes for a total of 44 hours of coverage. Detail on reach per country is contained in the Games Report.

For 2013 In Front will again distribute the FIS World Cups in four 25-minute magazine programmes. The In Front Distribution Report will be received in early 2014.

IMG

IMG distributed the ten 22-minute and one 52-minute highlights packages, produced by Kinetic Media, to 258 million homes in 77 individual territories, resulting in a total of 591 hours of international coverage.

The daily video news releases from each event day were distributed via SNTV, the world's largest sports news agency, to broadcasters with a household reach of over 400 million.

The Winter Games also featured on the EDGE sport channel throughout Asia-Pacific in October and November and on Trans World Sport, with 5 to 10 minute packages to an additional 260 million homes.

Actual viewing audience numbers are currently being assessed for New Zealand's key tourism target markets and will be available in the first quarter of 2014.

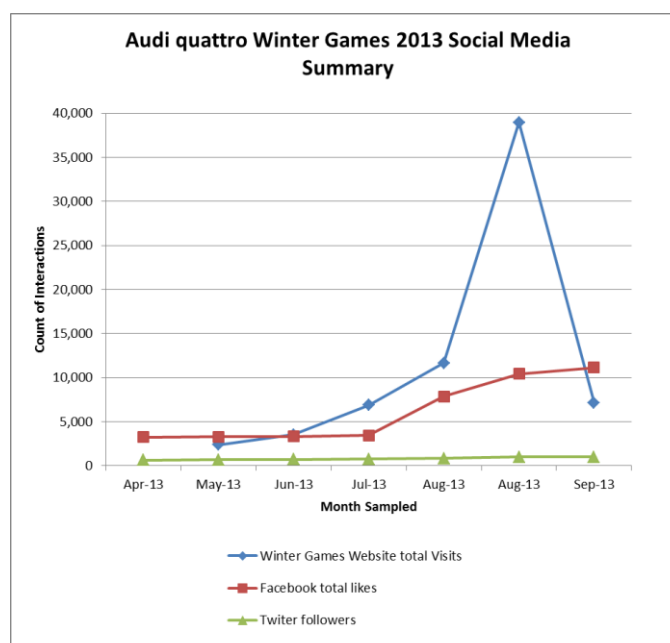
Domestic TV

In addition to the international media relationship, this year also saw the establishment of the Winter Games – MediaWorks partnership for domestic TV coverage, including a pre-Games television promotional campaign and daily highlights packages on TV3 and FOUR. Please see the event report for more detail.

Direct Online Media

In addition to international media agreements, the Audi quattro Winter Games leveraged the websites and online presence of partners, including the FIS, Snow Sports NZ, the resorts, Destination Queenstown, Lake Wanaka Tourism and others.

The Winter Games NZ also ran a strong web campaign around their own website and Facebook. A summary of the website visits, Facebook Likes and Twitter followers, as they changed over time, are graphically shown below (Details can be seen the Games Report, and in Appendix 2 of this report).



The Winter Games website was a key source of interest for the online community on the lead up to, and during, the Winter Games. It showed a completely different pattern of engagement than on Facebook.

Image downloads

Winter Games has a partnership with Getty Images which provided feed for coverage in publications beyond the normal reach of New Zealand sporting events, including *USA Today*, *Hello Magazine*, and CNN.

Getty Images report that 4,284 images were downloaded over the course of the Games by 151 publications in 27 countries. There were, in addition, 822 media houses in 112 countries that received the official images via Getty's live feed. (Please see the event report for detail.)

Tourism New Zealand media leverage activity

- Provided B-roll (destination footage) assets to Kinetic Media for IMG TV product
- Provided USB sticks pre-loaded with winter background stories, images and footage that were included in the Winter Games press kits for all accredited international media.
- Hosted IMP media, in particular from Australia and China, to cover key events of the Winter Games as part of a wider destination story – details below.
- A global Press Release on the event and uploaded on media website prior to the opening http://www.newzealand.com/travel/media/press-releases/2013/7/events_2013-winter-games-nz.cfm
- Social media opportunity leveraged with US Ski team, including Olympic gold medallist Ted Ligety, doing a canyon swing which received good social engagement.
- Winter Games article on newzealand.com with traffic directed from Australian Ski hub – See 7.0 Tourism Growth

Opportunities were developed with Winter Games partners to actively engage the international media while they were present in New Zealand. These ranged from a photo opportunity, involving the US ski team, including Ted Ligety, through to a press trip with six key travel media from China, Hong Kong and Japan.

The Winter Games event provided a great opportunity to pitch a winter holiday in New Zealand to Asian media. Though the ski market is in its infancy in China, more visitors are choosing to experience a winter holiday in New Zealand.

The Winter Games provided a platform to showcase the world's best athletes competing at top class facilities for the media to base stories on. They could combine this while experiencing a wide range of activities that a non-snow sports visitor can enjoy in the winter season such as snowmobile riding at Snow Farm, snowshoeing, skydiving, etc. The key messages out of these results are that New Zealand is a fun, accessible and popular destination.

Table of outlets hosted by Tourism New Zealand

Outlet	Description	Circulation	Coverage
www.sohu.com (China)	Sohu.com is one of the most influential portal websites in China, which includes a variety of information and offers advertising, a search engine, on-line multiplayer APP and other services. Sohu sports channel is under Sohu.com which specifically reports sports news and events worldwide and also is one of the most important channel on Sohu.com	2.4 billion PV/month	5 reports during the trip in NZ (1 article about Winter Games, 4 articles about destination). 1 report post trip to feature travel experience in NZ. Several promotional videos
www.youku.com (China)	Chinese video hosting service which is also the second largest video site in the world – similar to YouTube. YoukuTudou.Inc is more than just a video hosting service and has its own content platform. It has partnered with over 1,500 license holders, including television stations, distributors, and film and TV production companies	400 UV/month	One integrated feature exposure in Youku Sport Channel: 5 episodes to be filed during the trip (2 episodes about Winter Games, 3 episodes about winter activities in NZ); 1 episode post trip (Related to travel experience in NZ)
Oriental Daily News (Hong Kong)	Established in 1969, Oriental Daily News is a Chinese daily newspaper focusing on general news, both local and international, finance and property, feature, entertainment, sports and leisure. It is the largest Chinese daily newspaper in Hong Kong.	530,000 daily	3 articles (¾ page to 1 page each) released on 19-20 August, 26-30 August, 31 August-6 September respectively.

Sing Tao (Hong Kong)	Established in 1938, Sing Tao Daily is a Chinese daily newspaper covering local news, current affairs and international affairs, property, financial and business news in Hong Kong. It is published by Sing Tao Limited.	170,000 Daily	3 articles with a minimum of ¼ page to 1 page each, expected to release in late August to early September. (Exact editorial calendar to be confirmed).
Adventure King (Japan)	A free magazine revolving around 'Travel' targeting youth with a heart for adventure and enthusiasm to discover the world. NB: this outlet was included as a target for 'Young Adventurers' segment in Japan. Winter Games is part of a wider content plan for this outlet.	30,000/monthly	8-page spread on Winter Games and destination activities due in November issue.

Destination Queenstown (DQ) supported the media presence for Winter Games with Media backpacks and catering in the media rooms. More detail on media activity is available in the Games Report.

1.3 Visitor Satisfaction

Visitor satisfaction is a critically important driver for international recognition. Overall the Winter Games achieved a high level of visitor satisfaction. Out of a total of 19 events, 14 received average satisfaction scores of 8 or more out of 10 for quality of organisation. For a few events the survey numbers are very small but the variation in responses not very large.

Visitors answering the survey rated their likelihood of recommending events to others is very high overall and opinions only varied slightly in most cases. On the 10 point scale, three events (cross country sprint, freestyle skiing slopestyle and cyclocross) achieved scores of 9 or more.

(Please see the Winter Games NZ Visitor Survey Report 2013 for more details).

2.0 Recognised by New Zealand and Southern Lakes communities as a premier event

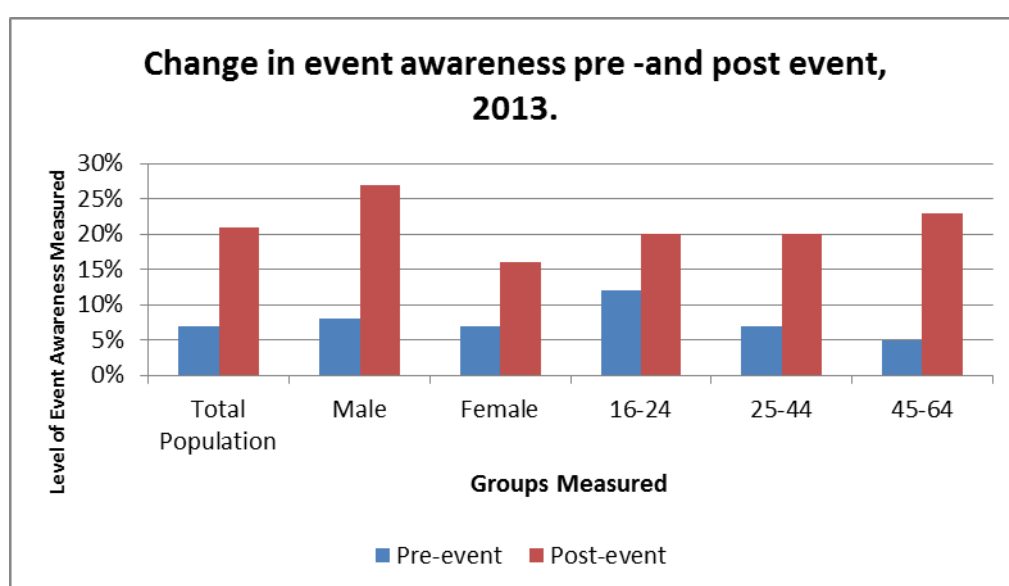
2.1 Measure and enhance recognition of the Winter Games

2.11 Report from Gemba Survey and athlete profiles

In 2011 Sport NZ commissioned the inclusion of questions pertaining to the Winter Games to their Sports Market Survey, run by Gemba Group. These questions were repeated this year, providing a useful track on New Zealanders' awareness and views about the Games. The survey provided additional insights for the Winter Games sponsor, Audi New Zealand.

A short summary of the data is provided here, and more information may be obtained from the report¹. The survey was conducted among all regions of New Zealand on people aged 16-64 and is weighted by age, gender and region to be representative of the population. Where there is a statistically significant change in response between 2011 and 2013 it is mentioned below. Please note, that some items are not comparable between the two years.

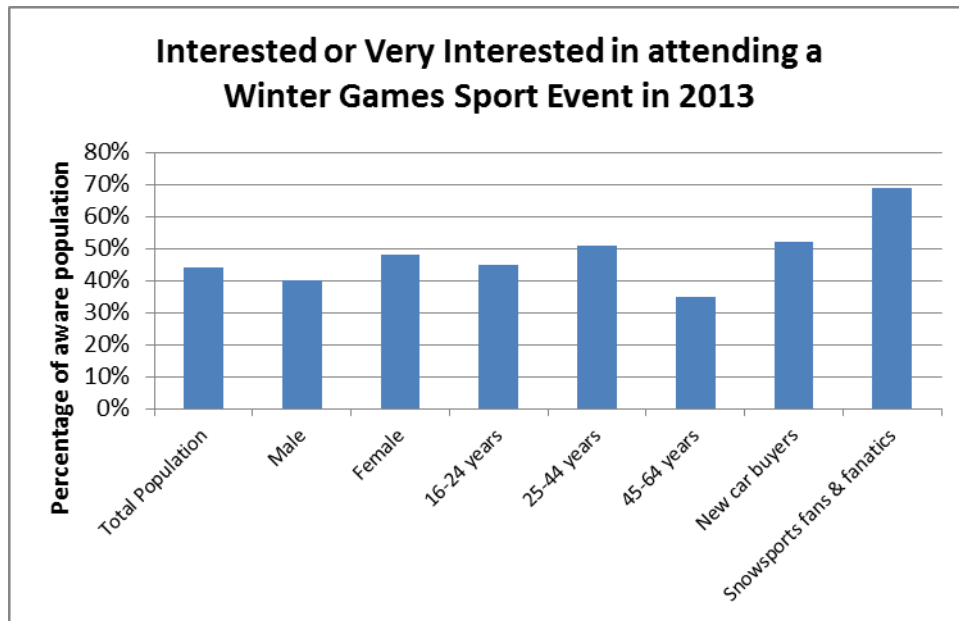
- While overall event awareness was similar to 2011, with about one in seven people in New Zealand being aware of the games overall, awareness tripled from pre-event to post event in 2013, being higher among men and those 45-64 years old.



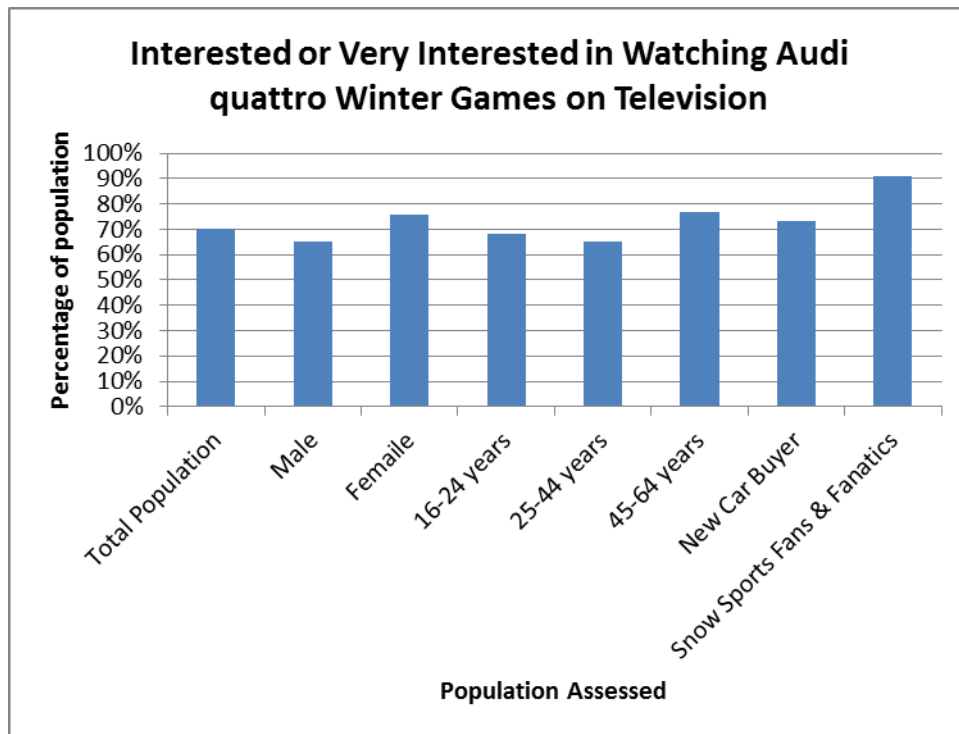
- As in 2011, interest levels were similar across regions and income brackets, showing just over one in three of those surveyed were 'Interested' or 'Very Interested' in the Winter Games. The level of interest was highest in the south of the South island. (20% of those surveyed were 'Very Interested' in the event.)

¹"Audi quattro Winter Games – Consumer insights report Audi quattro Winter Games (NZ) 2013. October 2013".

- As in 2011, those describing themselves as snow sports fans and fanatics displayed more than 60% of population as 'Interested' or 'Very Interested' in the Audi quattro Winter Games.
- New in 2013, Gemba asked those aware of the Winter Games about their level of interest in attending. 69% of snow sports fans and fanatics were 'Interested' or 'Very Interested' in attending events, followed equally by new car buyers and those aged 25-44 years old. Encouragingly 43% of total population was 'Interested' or 'Very Interested' in attending an event. (See below).

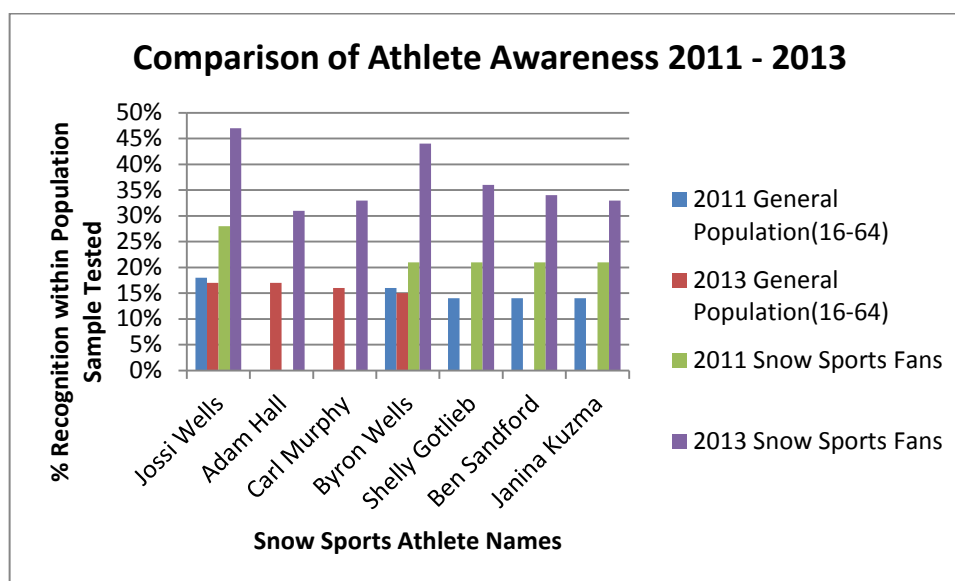


- About four out of ten people aware of the Winter Games were 'Interested' in attending a festival event. Interest peaked at 67% with the Snow Sports Fans and Fanatics and 47% with the 16-24 year olds.
- Seven out of ten people were 'Interested' in watching coverage on television, rising to nine out of ten for the Snow Sports Fans and Fanatics. Those wanting to purchase new cars were also more likely to watch the event on television.



- One in seven people felt that New Zealand hosting the Winter Games would have a positive effect on themselves and their families. Views were slightly lower overall than in 2011; however five out of ten people felt that New Zealand hosting the Winter Games would have a positive effect on New Zealand in general.
- People in the south of the South Island (57%) were almost as likely as those with incomes over \$150,000 to think that hosting the Winter Games would have a positive impact on New Zealand in general. Views were similar between 2011 and 2013.
- Almost six out of ten people felt that New Zealand hosting the event would improve the image of the country internationally. Not significantly different between 2011 and 2013.
- Similar to 2011, approximately 50% of people felt that New Zealand hosting the event would improve Kiwis' sense of pride. There was a 47% increase in this feeling in the south of the South Island, increasing from 43% in 2011 to 63% in 2013.
- As in 2011, five out of ten people feel that New Zealand hosting the event will inspire young people to play sport, with almost six out of ten women feeling this way.
- Six out of ten people feel that hosting the event will create opportunities for local business. Figures were similar to 2011. Figures were slightly higher in the snow areas of central North Island and south of the South Island.

Gemba Athlete Awareness profiles



- All athletes mentioned in the 2011 survey demonstrated a substantial growth in awareness in 2013 among Snow Sports Fans and Fanatics, led by Byron Wells with a recognition jump of 21% to 44% of the group.
- Newcomers to the survey, Adam Hall and Carl Murphy, ranked in the top three for recognition among snow sports athletes with the general public.
- Recognition of athletes' profiles year-on-year among the general population had little change.



New Zealand's adaptive athletes captured the imagination of the public

Sponsor and perception information

- Without prompting, Audi was the most recalled brand in association with the Winter Games NZ.
- Looking at event imagery among survey respondents and different target audiences that align with target segments of the naming rights sponsor Audi shows that:
- Potential car buyers and those with household incomes over \$150,000 see snow sports as more innovative and being on the way up than golf, rugby union or yachting. These groups were also more likely than other survey respondents overall to see Games as inspirational and visionary.

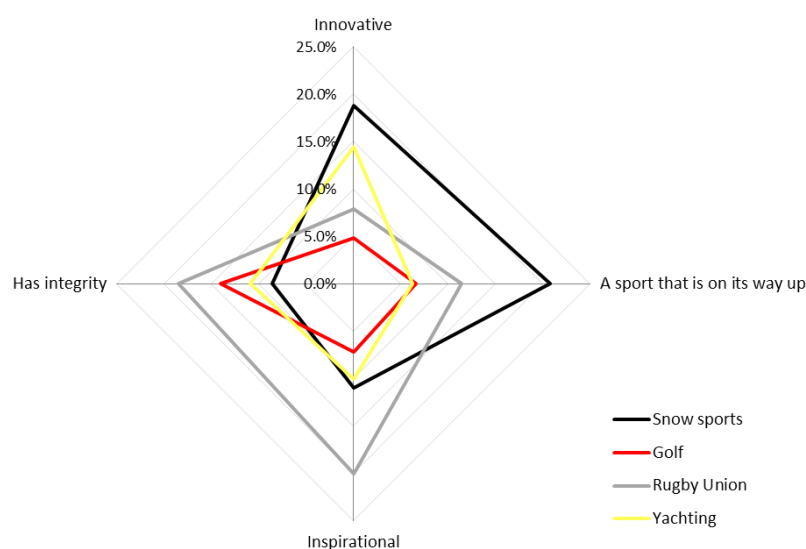


Table showing perceptions of Snow Sports as being innovative and 'on its way up', by car buyers and high income earners

2.2 New Zealand media promoting Winter Games

In the months leading up to the Winter Games, CEO Arthur Klap, and Media Director Victoria Murray-Orr were active through carefully planned media meetings in all the main centres of New Zealand to develop an understanding of the status and coverage possibilities involved in the Winter Games. This preliminary work resulted in outstanding domestic coverage and support from the media, meeting the legacy requirement to promote and enhance the relationship with the media.

There were 152 domestic and 43 international accredited media at the event. See Appendix 3 for further detail.

Domestic Media Promotion

Media Type	Quantity	Notes
Domestic TV	<p>Daily TV3 Sport highlights packages showed through the Winter Games, to a cumulative audience of 1,486,000 New Zealanders</p> <p>A cumulative audience of 2,046,00 New Zealanders saw the event and broadcast promotions across the MediaWorks network across 208 airtime spots</p>	15/8/13 – 28/8/13
Domestic Print Media	<p>350 articles in NZ</p> <p>Total circulation of 12,442,009</p> <p>31,105,022 print impressions</p>	

Internet	36 million "Winter Games New Zealand" searches	
Website	196,000 page views from 52,000 visitors. 48% of these came from New Zealand, 14% from the USA, 7% from Australia, 5% from Canada and Japan and 4% from the UK.	1/8/13 - 31/8/13
Social Media	4.5 million impressions* 17,000 interactions*	1/7/13 – 31/8/13
Web Broadcast	27,722 visits by 16,651 unique visitors	
Radio	The Edge, The Rock, More FM, George FM, LiveSPORT and RadioLIVE promotional campaigns, competitions and newsletter feeds for Winter Games	
Airports	Banners, billboards, posters and database promotions were undertaken at Auckland, Wellington, Christchurch and Queenstown Airports during July and August.	
Cinemas	The television 30-second advertisement was shown in Reading Cinemas nationally during July.	

*Impressions = Combined number of potential users that saw any content associated with Twitter and Facebook profiles connected to Winter Games NZ

**Interactions = number of Twitter mentions, re-tweets and Facebook stories created for Winter Games NZ

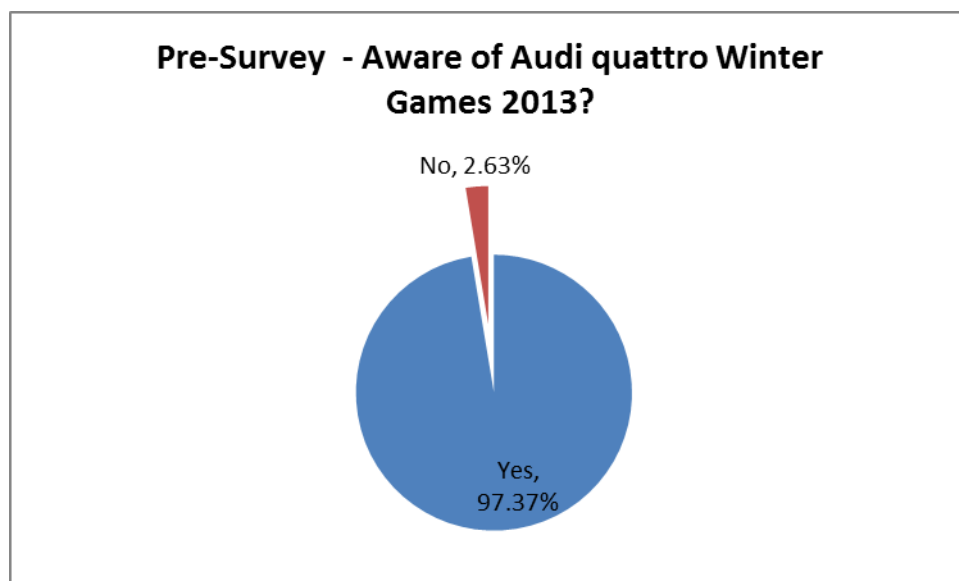
3.0 Community Development and Engagement

3.1 Southern Lakes communities are engaged in, proud of, and value the Winter Games

3.1.1 Southern Lakes Community Survey

The Survey was carried out by the event, and offered online through Queenstown Lakes District Council, Destination Queenstown, Lake Wanaka Tourism and the Chambers of Commerce of Wanaka and Queenstown. The response was disappointing, with only 38 respondents, but a sense of the community reactions came through, despite not being of statistical significance. Feedback from the local bodies involved in the survey indicates that a low response is not unusual so an alternative methodology needs to be undertaken in 2015.

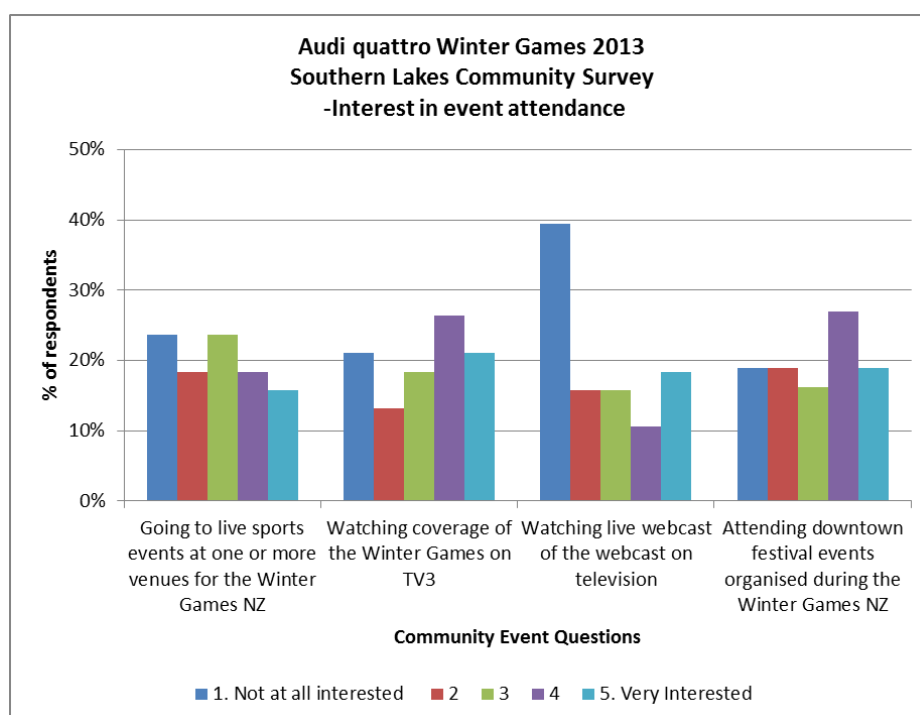
All but one person was aware of the Audi quattro Winter Games NZ before taking part in the survey.



Only one person surveyed was not aware of the Audi quattro Winter Games 2013

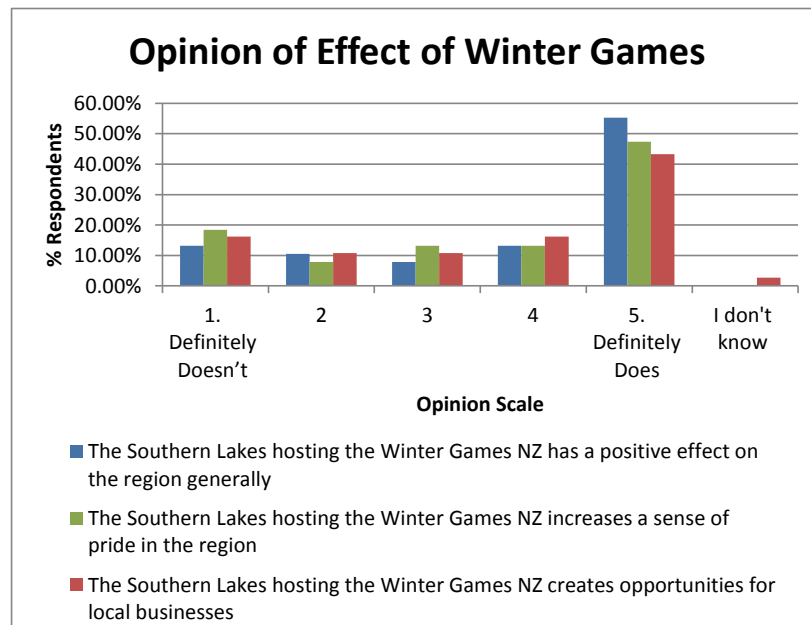
Among the survey respondents, 4 people out of 10 had attended one or more of the sports events. The same ratio had attended the downtown festival events.

34% of respondents were 'Interested' (18%) or 'Very Interested' (15%) in attending the live sports events and 47% of respondents were 'Interested' (26%) or 'Very Interested' (21%) in watching the coverage of the events on TV3. A total of 46% were 'Interested' (27%) or 'Very Interested' (19%) in attending the downtown festival events. Please see the graph below.



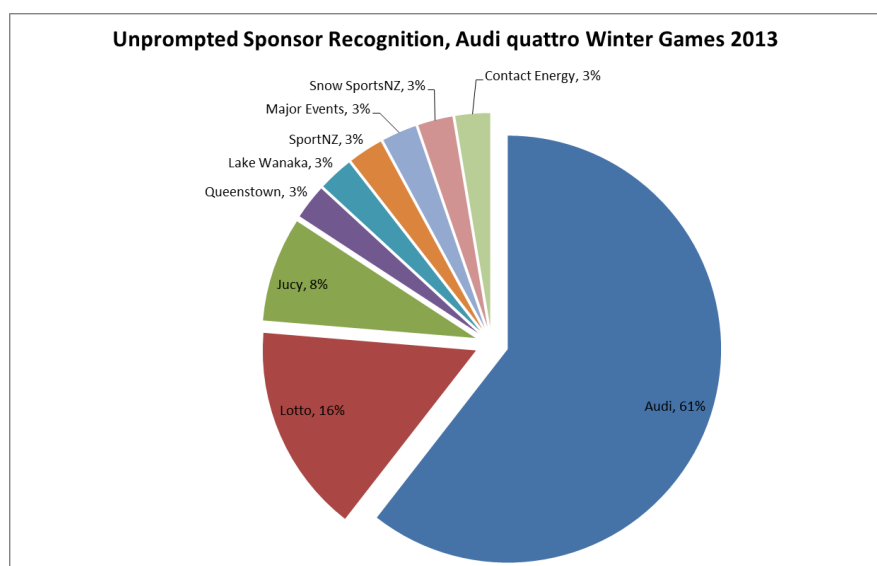
**Community interest was highest in watching the Audi quattro Winter Games on TV3
And in attending downtown festival events**

Opinion about the effect of the Audi quattro Winter Games NZ was split into two extremes, with a very strong positive response for most questions, and a weak but persistent negative response.



A bi-modal response to the questions on the effect of the Winter Games showed a strong Positive opinion and a small negative extreme.

When asked, without prompting, whether they could name any of the Winter Games sponsors or partners, 30 respondents answered, but some supplied several answers, so there were a total of 38 sponsor mentions, of which Audi claimed 23 mentions. In the graph below, 3% equates to a single mention.



Audi was the most well remembered sponsor, with just over 60% recall by respondents

Examples of responses to the qualitative questions within the survey are provided for information.

“What did you like best about the Winter Games NZ (2013)?”

- “I volunteered a couple of days and really enjoyed being up on the slopes and involved in the event — especially the adaptive skiing.”
- “Bringing world class athletes to NZ for us to see and compete with.”
- “The downtown hubs were great.”

“What did you think could be improved for the next Winter Games NZ?”

- “THE DAMN WEATHER!”
- “More events at the village.”
- “More engagement downtown such as shop windows, local advertising, posters, flyers, programmes, what's on, etc.”

Local business support

The Queenstown Chamber of Commerce commented that feedback they received included:

- Hotels/accommodation: The feedback was positive with obviously an increased number of athletes and supporters in town. No retail comments were received.
- The downtown village concept and prize giving's, in particular, were well received but the actual setup of the marquee and stage precluded involvement from those guests other than the VIPs so people were not sure if they could enter the area or not.
- More events in the direct area of Earnslaw Park e.g. live music, food stalls, different setup of the marquees etc. were recommended.

“The recent Winter Games definitely had a higher profile than previous years with the changes to both the programme and the events. I see it going from strength to strength with the business community being both positive supporters and receiving benefits associated with such a large-scale event. You do an amazing job and congratulate you on the ongoing success of what has fast developed into an iconic event, not only for the local area but for New Zealand.”

Ann Lockhart, Chief Executive Officer Queenstown Chamber of Commerce

3.1.2 Winter Games Festival

All medal ceremonies took place in the Villages giving fans the chance to meet their winter sports heroes and get their autographs on Games posters. In 2013 the Winter Games



Festival was expanded to include two Games Villages, supported by Lotto NZ and the Central Lakes Trust, in central locations in Queenstown and Wanaka. The Villages provided focal points where athletes and spectators could eat, drink, relax, catch some live music, watch the action on big screen TVs and access free Telecom WiFi.

Featuring as part of the festival was the official opening Ceremony in Queenstown with a welcome to the athletes, mihi whakatau and karakia from Ngai Tahu kaumatua Michael Skerrett, and speeches by the Winter Games NZ Chairman and Deputy Prime Minister, Bill English, who officially opened the Games. The closing ceremony was held in Wanaka with

live music, fire dancers, fireworks and the national anthem sung by Mount Aspiring College students.



The festival formed an important part of the atmosphere and outreach for the Audi quattro Winter Games 2013. A cumulative audience of 22,500 spectators attended the festival events and on-field

competitions.

- Ticketed events 1,500
- Award Ceremonies 4,200
- Opening and Closing Ceremonies 1,000 each
- NZOC events 750
- Games Villages 7,800
- Alpine 1000, Cross Country 150 and Curling 600
- Free ski 1,750
- Snowboarding 2,500



Outside of the ticketed events, spectator numbers were based upon attendance averages of 300 for awards ceremonies, 300 per Games Village per day, alpine events at 200 per day, Free ski and snowboard covered 16 event days with the snowboard half pipe finals peaking around 1,500.

Well supported were the opening and closing ceremonies, the NZOC dinner and Winter Olympics Uniform launch. Less successful were the ticketed events with a total around 1,500 attending the two concerts and the Adventure Film Festival.

The recommendation for future Winter Games is to focus on free events at the Games Villages and to avoid ticketed events, especially at other locations.

3.2 Provide volunteers with a great experience so more people are motivated to become volunteers for other events

The volunteer programme was carefully planned, with a number of innovations introduced in 2013. These ranged from local introduction seminars to the unveiling of a new, purpose-built online volunteer recruitment and training system.

The system was built with the support of the Four Winds Foundation which substantially improved the efficiency of volunteer recruitment, and aided in the management of the 400 volunteers over multiple locations and days.



Considerable attention was also given to the volunteer communication plan to help lower the incidence of volunteer “no shows” and to ensure volunteer retention. The success of the volunteer programme was also assisted by an outstanding response from volunteers keen to be involved. Significantly, 93% of volunteer survey respondents would recommend volunteering at the Games

to someone else, with the average rating of their volunteer experience being 8.1 out of 10.

- 1300 volunteer roles were required over a 15-day period.
- 395 volunteers registered on the Games system as available for 2013.
- 918 total names now registered on the Games volunteer system.
- 48.5% volunteers registered were from the Southern Lakes area.
- 36.1% volunteers were international from 19 nations.
- 118 volunteers filled the average 65 roles required per day over the six days at Coronet Peak.
- 65% Alpine volunteers involved at Coronet Peak events are not registered on the Winter Games system.
- 137 volunteers filled the roles required at Cardrona Alpine Resort over the 12 days.
- 42 volunteers filled the roles required for Cross Country events, including the two days run in association with Winter Games on 11 and 12 August.
- 70 volunteers assisted with the curling in Naseby.
- The balance of the volunteers assisted downtown in the festival activities, at the Games Villages and in administrative roles.

Some of the recommendations from volunteers

- Improve volunteer transport
- Provide more clarity of role requirements
- Improve the lunches
- Keep you in the position you were originally set
- Better use of the downtown Lotto villages
- “Pretty well run event can’t really fault anything”
- “How about some seating on the Wakatipu/West side of the Olympic half-pipe. Could be benches cut in the snow”
- “on hill it ran like clockwork & was amazing”
- “Events were excellent”

Ambassador Programme

Twenty-five members of the Audi quattro Winter Games NZ management team and volunteers attended a half-day ambassador course at Queenstown Resort College. Winter Games NZ invested in the course to help provide them with the skills to become ambassadors for the local region and ensure that visitors and athletes have the best possible experience during the Games.

The philosophy of the course is based on the Southern Lakes region's status as a world-leading destination from a geographic and resource perspective and the need to use this as the foundation for its ongoing reputation as a world leading 'visitor experience' destination.

The course has been designed with input from an advocacy committee made up of Queenstown Lakes mayor Vanessa van Uden, Destination Queenstown, Queenstown Chamber of Commerce and 15 industry leaders across retail, accommodation, tourism and food including senior management from Real Journeys, NZSki, Ngai Tahu Tourism, Queenstown Airport, Skyline Enterprises, SKYCITY and AJ Hackett Bungy.

Audi quattro Winter Games NZ volunteer manager, Anna Hiatt, said the course provided a great opportunity for everyone to learn new skills.

"It was totally advantageous for team members to extend their knowledge base of the local area and the various cultures and expectations of overseas visitors as well as learning how to ensure different nationalities have the best possible experience during their stay here. Everyone really enjoyed the session and got heaps out of it," she said.

4.0 Education

4.1 Provide opportunities and support for NZ snow sports officials, coaches and technicians to up skill and gain international event experience

No formal courses or clinics were held in association with the 2013 Winter Games. Fifteen employees of Snow Sports NZ (8) and HPSNZ providers (7) used the Winter Games as an opportunity to observe New Zealand and international coaches and athletes prepare for and compete in the FIS World Cups. Emphasis was placed on preparation (e.g. mental, physical, equipment) and performance (e.g. execution of planned runs). Hosting a large number of World Cup events (and associated IPC events) provided an invaluable learning opportunity for Snow Sports NZ staff and HPSNZ providers.

4.2 Event Management training opportunities for event managers and relevant board members

Event Organisers Observer Programme

Winter Games NZ hosted, in conjunction with New Zealand Major Events and Sport NZ, an observer programme where 21 New Zealand event managers and event industry members could visit the Games for behind-the-scenes training and experience. Key objectives of the programme were knowledge and information sharing, going behind the scenes of a major event and learning about its delivery, challenges and opportunities, event governance and

best practice. The workshop included presentations by Winter Games NZ Chairman Sir Eion Edgar, Chief Executive Arthur Klap and the senior management team. The event managers were also able to observe the Games live at the FIS Snowboard World Cup Halfpipe at Cardrona Alpine Resort.

4.3 Winter Games educational resources available for all

New Zealand Major Events has requested that the Winter Games NZ makes available for the MBIE event resource website:

- The Winter Games 2013 Leverage & Legacy Plan and the Terms of Reference for the Committee.
- The Winter Games NZ Risk Register.

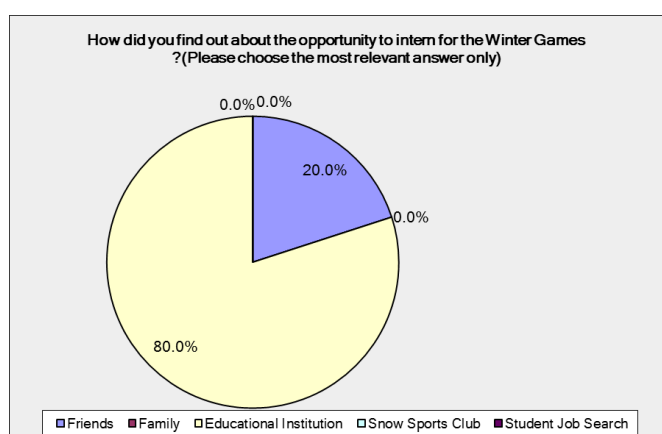
4.5 Showcase vocational pathways in snow sports locally and nationally

This year, Snow Sports NZ promoted the vocational pathways open to young people interested in Snow Sports in the region (e.g. Queenstown Resort College, Otago Polytechnic, and Rookie Academy) and nationally. Links to the training institutions were included on the Snow Sports NZ website which provided an opportunity for people considering a career in snow sports to explore a number of options. The page containing the links attracted 280 page views over the 2013 season.

Tertiary Internship Programme

Students from Weltech (2), Victoria University (1), CPIT (1) and AUT (1) were able to gain valuable event management experience as interns at the Games. Interns were surveyed regarding their experiences, and a summary of results is presented below:-

Of the responses received, 1 was from 2009, 2 were from 2011, 4 from 2013.



Most were informed of the opportunity by their educational institution but two of the respondents sought the opportunity out independently.

The interns rated the opportunity as good or better, see below.

On a scale of 1 to 5, with 1 being low, and 5 being high, how would you rate your Winter Games NZ internship experience in terms of providing you with a good opportunity to learn and grow in your profession?

Answer Options	Low opportunity to learn and grow	Moderate opportunity	Good opportunity	Very Good opportunity to learn and grow	Excellent opportunity to learn and grow	Rating Average	Response Count
	0	0	1	3	3	4.29	7

Four of the seven respondents were qualifying in event management, one in sports management and one had completed a BCA. One respondent skipped the question.

All respondents felt they would recommend the experience to others in their profession, with two commenting on their enjoyment:

“Fantastic experience with a helpful and knowledgeable team who give you the ability to lead your own projects.”

When asked what aspect of the work they had enjoyed most, the interns were universally enthusiastic. Quotes include:-

- “When I interned in 2009 I was given the freedom to manage my own projects, felt valued and was able to get an overall view of the event which was fantastic. The constant learning opportunities and the freedom to ask questions were highly instrumental in my learning, development and success in my career since.”
- “Working with Arthur and his amazing team.”
- “Being a member of a highly experienced event team.”

Commenting on what could be improved about the intern experience:-

- “N/a”
- “I'd have liked to have spent longer in the run up working on the event and gaining a wider overview, rather than just working on the event, but that wasn't possible given the constraints of the course and financial constraints.”
- “More openness, increased responsibility and a better electronic document storage system.”

Final Survey question: Is there anything else you would like to share with us about being a Winter Games Intern?

- “I interned in 2009 and have come back every games since as a volunteer or member of staff. From the first event it has become part of who I am. The team is like a family and always willing to help teach new skills.”
- “If you're not from Queenstown or don't have friends to stay with, being an intern is an expensive business!”
- “Fantastic experience with a wonderful crew, I feel privileged to have been involved and mentored by such professionals.”

4.6 Engage local schools in Winter Games as many ways as possible

The schools programme was substantially extended for the 2013 Winter Games and created opportunities for schools and students in the Southern Lakes District to engage with the

event. The students were able to learn about the sports, employment options in snow sports and the nations competing. They could also meet the stars, take on practicum opportunities (secondary school students) and be actively involved in delivering some of the events.

A total of seven schools from Queenstown, Wanaka, Ranfurly, and Makarora were involved in the Games. An estimated 250 students participated in the event; assisting with awards and medal ceremonies, as flag bearers for the opening ceremony, playing bagpipes for the curling closing ceremony, delivering kapa haka performances on and off the snow, singing the national anthem at the opening and closing ceremonies, designing posters for 2015, running a media conference or as volunteers at the Games.

The schools programme drew attention from students and the communities in which they live, and has great potential for incorporating more schools and students in future Games.

5.0 Business Growth

5.1 Capitalise on existing training facilities

The unavailability of Snow Park in 2013 created uncertainty in the lead-up to the Winter Games and impacted the number of events which could be included in the programme e.g. Snowboard Cross was removed from the programme due to resource allocation challenges at Cardrona.

Ideally there would be more than one resort with the ability to host Halfpipe and Slopestyle World Cups to ensure competition in terms of price and quality of features.

The opportunity exists to re-open dialogue with the new owners of Snow Park regarding its availability in both 2015 and 2017. From a strategic perspective, Snow Sports NZ and Winter Games NZ agree that it is important that more than one Olympic Superpipe and World Cup quality slopestyle course exist in New Zealand to attract international athletes back to New Zealand for training and competition. Cardrona Alpine Resort management also commented on the pressure on their ski field as a result of the closure of Snow Park

Discussions have been held with Real Journeys, the new owners of Cardrona Alpine Resort, and NZSki and there appears to be an increased opportunity for the ski fields to jointly leverage the Games in their marketing for 2015.

5.2 New Zealand snow-related businesses gaining exposure at Winter Games.

Winter Games NZ worked closely with NZTE and Mons Royale owner, Hamish Acland, to develop a business showcase during the Games as a lead-in to something similar happening at the Winter Olympics in Sochi in 2014. New Zealand businesses expressing interest in participating were Mons Royale, Formthotics, SOS Hydration, Huffer, Sportskin, Snowpark Developments and Madwax. The key outcomes were to:

1. Have international media write articles or produce television items on these innovative New Zealand export businesses.
2. Showcase innovative New Zealand businesses to the New Zealand public and media.
3. Establish contacts between key persons associated with the visiting teams and the businesses.

Unfortunately, the businesses ended up having different objectives and the project had to be adapted less than a month out from the Games. Mons Royale was featured at the Games with the New Zealand elite skiers, snowboarders and ice sports athletes and the launch of the Winter Olympics team uniform at the Queenstown Games Village. Also, SOS Hydration and Sportskin became sponsors of the Games and were profiled with the international athletes and team management.

6.0 Infrastructure and Facilities

6.1 Teams training

A joint initiative between Winter Games NZ and Cardrona Alpine Resort resulted in the world's best snowboard and skier cross athletes enjoying a new purpose-built World Cup course in September 2012 and 2013 during an elite training camp at Cardrona Alpine Resort.

The course was built and shaped by Anders Forsell (SWE), who has designed and built snow parks around the world. He has completed multiple commissions for FIS World Cup arenas and is now involved with the Sochi 2014 Olympic courses. The camp provided two weeks of valuable training time for 52 elite athletes attracting the current World champion and Olympic gold medallists as well as national teams and representatives from USA, Canada, France, Bulgaria, Australia, Germany, Switzerland and New Zealand.

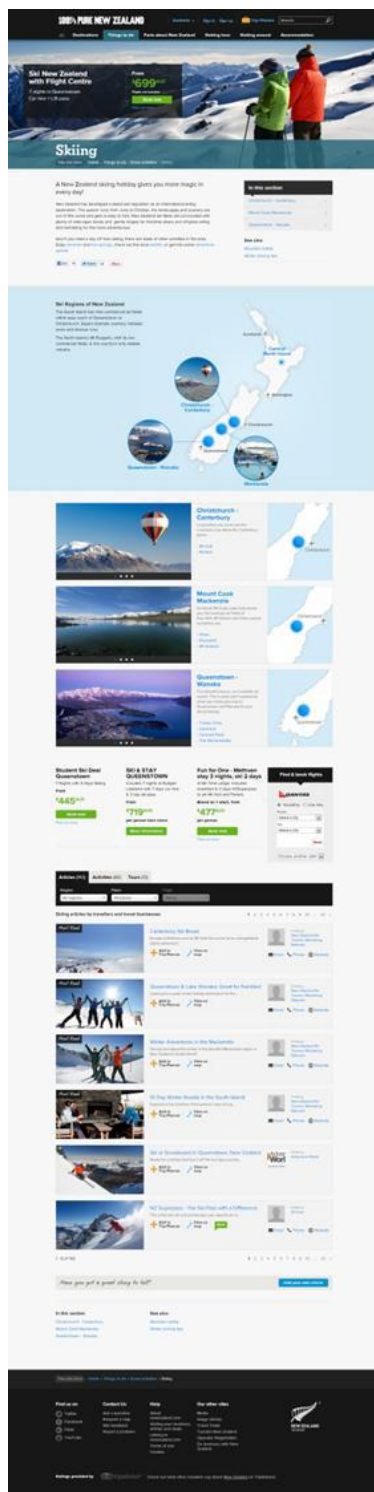
6.2 New Zealand as a training destination receives international recognition

As a result of the USA team training at Cardrona on the back of the Winter Games; *New York Times* journalist Joe Drake produced a compelling video and article on the athletes' experiences of Wanaka in particular. This is both a great destination showpiece and highlights the quality of New Zealand's training facilities for snow sports athletes.

http://www.nytimes.com/2013/10/06/sports/snowboarding-in-middle-earth.html?ref=sports&_r=0

7.0 Tourism Growth

According to New Zealand Hotel Council data, hotel occupancy was up 4.1% over the August period compared to previous years. Comments in the report suggest Winter Games certainly contributed to this positive figure.



Queenstown

Month	Occupancy	ADR	RevPar
Aug 11	73.50%	\$157.83	\$115.95
Aug 12	77.30%	\$152.79	\$118.12
Aug 13	81.40%	\$158.67	\$129.08
2012/2013 August comparison	4.1 points	\$5.88	\$10.96
Year to Date			
Aug 12	63.60%	\$143.14	\$91.01
Aug 13	67.90%	\$147.01	\$99.80
2012/2013 YTD comparison	4.3 points	\$3.87	\$8.79

Great snow and the added bonus of the Audi Quattro Winter Games all contributed to a strong August for Queenstown hotels.

Occupancy across all star ratings was up, with the 3-3.5 star hotels enjoying a 5 point occupancy increase to 85%. This is the second month in a row the 3-3.5 star hotels have achieved good growth in this measure. Regional results were well up on last year on 81%, with ADR also showing rate growth of \$6 to \$159. Increased occupancy and ADR meant a strong RevPar increase of \$11 to \$129 for the month and another five year high.

The FIT market (many skiing but just as many enjoying a winter holiday without hitting the ski slopes) remained steady on 64% by share of room nights. However, there was good growth in the FIT ARR up \$12 to \$168 for the month.

Australia is Tourism New Zealand's key focus for ski marketing activity and the 'More Magic Everyday' campaign saw a huge increase by 27% on the previous year for traffic and referrals to partners selling ski holidays on newzealand.com.

Winter Games content on newzealand.com was tagged as 'must read article' and featured on the main ski hub landing page. Key wholesalers in Australia were aware of the Winter Games taking place and this augmented their normal ski product offering.

Articles on newzealand.com tagged "skiing" – with the top 4 articles curated to showcase each key region

Please see left, the impressive layout as displayed on the Newzealand.com/au - ski hub website

7.1 Assessment of Audi quattro Winter Games (2013) economic benefit

The economic benefit assessment data was collected and collated for Winter Games NZ by Tourism Resource Consultants. This was through a combination of on field surveys and an on line survey of competitors and team management registered for the Winter Games.

The economic benefits data in the table below shows that the net national benefit, from hosting the Winter Games NZ in 2013 was \$7,804,146. Also, the investment ratio for the Government's investment was 1:7.8 compared to a ratio for the 2011 Winter Games of 1:3.9. The information below is consistent with the results from other major events supported by MBIE in its Meta Evaluation Report of May 2013 and can be compared with the 2011 Winter Games NZ benefits.

For the return on investment (ROI %), total investment equals all central and local government investment, and commercial sponsorships and grants, but excludes sales of tickets, merchandising and other event revenue generating schemes.

The investment by local and central Government remains critical for the Winter Games NZ as it builds its reputation, profile and commercial strength. However, the event's dependence upon public financial support is decreasing and for 2013 the total public investment in to the Winter Games was just 36.8% of the total expenditure.

National Costs		value
a	Total operating expenditure	\$3,637,093
b	Redistribution of public funds	\$335,982
c	Significant overseas expenditure (e.g. prize money, hosting right fees)	\$202,997
x	Total costs (a+b+c)	\$4,176,072
National benefits		
d	Total Operating income	\$3,392,469
e	Consumer surplus	\$1,451
f	International visitor net spend contribution	\$7,795,398
g	International airfare net contribution	\$790,900
y	Total benefits (d+e+f+g)	\$11,980,218
Performance measures		
h	Net national benefit (y-x)	\$7,804,146
i	Return on investment (ROI%) = $100 \times (\text{net benefit (h)}/\text{total investment})$	249%
j	MEDF investment ratio (ratio1:j)=net benefit(h)/MEDF investment	1: 7.8

MEDF investment	\$1,000,000
Local Government investment (including RTO investment)	\$178,892
Number of international visitors	1,438
Length of stay	26
Daily spend	\$278



A total of 461 people were surveyed to obtain economic information with regard to the Winter Games. . Of these 235 people (51%) were international. The survey was conducted across the 15 days of the Winter Games.

There was substantial variation in the length of time international survey respondents stayed in the Southern Lakes district. Competitors had the longest average time with some present for more than 3 months.

International Group	Mean Number in Party	Average Days Stay In Southern Lakes District by Group
Visitors	4	16
Team Management	9	29
Competitor	9	38
Media	1	13

International travel party size

The survey also recorded average days stay in New Zealand for visitors (specified as not being competitor, team management or media). The average visitor stay in New Zealand was 25 days, suggesting an average of 9 days spent in other tourism.

The international survey sample was heavily weighted towards Australians, as demonstrated by the table below. It was interesting to note that seven managers and one competitor reported being visitors from overseas, but listed New Zealand as the country in which they spent the most time. This is why New Zealand appears in the table.

Country	Count
Australia	144
Canada	11
United States of America	11
United Kingdom	9
Austria	5
Italy	5
Switzerland	5
Germany	3
Hungary	3
Japan	3
China	2
Singapore	2
Taiwan	2
Belgium	2
Slovakia	2
Colombia	1

Denmark	1
Finland	1
India	1
Netherlands	1
Poland	1
Russian Federation	1
Turkey	1
Virgin Islands, British	1
New Zealand	8
Did not answer	9
Total	235

International respondents from all groups

The survey team extrapolated the proportions of international and domestic visitors surveyed, who had come specifically for the Winter Games to visitor numbers at Cardrona Alpine Resort and Coronet Peak on competition days. On this basis, 1% to 3% of visitors are likely to have been visiting for reasons associated with the Winter Games.

The overall international visitor estimate for the event is between 1,138 and 1,738 international travellers, coming specifically to attend the Winter Games, and 1,263 to 2,063 domestic visitors coming specifically to attend the Winter Games. (See below for detail)

Group	n	Total surveyed	Proportion	Total visitors to Queenstown Lakes for August	Number specifically to Queenstown Lakes due to WG
Visitors (International)	5	168	3%	25,000 – 30,000	Low 300 High 900
Visitors (Domestic outside region)	11	88	13%	10,000 – 15,000	Low 1,200 High 2,000
Team Management	34	43	79%	367 Int. 20 NZ	290 Int 20 NZ
Competitor	17	22	77%	656 Int. 43 NZ	505 Int. 43 NZ
Media	2	2	100%	195	43 Int.

Table of Winter Games Attendee average stay and extrapolation of survey to total visitor population present for Winter Games.

The international survey respondents tended to spend more as visitors and less as competitors per day, with the lowest spend by media.

Mean Daily Spend	
Visitors	\$300.03
Competitors	\$259.49
Managers	\$259.49
Media	\$250.00

Declared average daily spend by
International visitors

In addition to the survey, information from Queenstown airport showed a healthy 19.6% jump in numbers between August 2012 and August 2013, with just over 7,000 additional international visitors flying in during the period of the Winter Games. Domestic visitors were down slightly for the same period, possibly as a result of the weather and snow conditions in August.

ZQN News - Source - August 2013	Aug 2012	Aug 2013	% Change	Variation
Total passengers Queenstown airport	122,998.00	128,627.00	4.6%	5,629.00
August International Passengers	36,573.00	43,731.00	19.60%	7,158.00
August Domestic Passengers	86,425.00	84,896.00	-1.80%	- 1,529.00

Month-on-month, international passengers arriving at Queenstown airport was up 19.6% in August 2013 compared to August 2012.

It will be interesting to see how the international arrivals compare in August 2014, without the influence of Winter Games.

8.0 Sport Development

8.1 New Zealand athlete performances

Snow Sports NZ used the Winter Games NZ to test its own systems as well as enabling New Zealand athletes to test various aspects of their own preparation and performance for Sochi and other major events.

Snow Sports NZ achieved the majority of its high performance goals at the Winter Games:

Discipline	Medals / Olympic quotas
Alpine	<ul style="list-style-type: none">- 2 Gold, IPC Alpine Slalom World Cups – Adam Hall- 1 Silver, IPC Alpine Slalom World Cups - Corey Peters
Park & pipe	<ul style="list-style-type: none">- Snowboard Slopestyle women increased Olympic quota to 4.- Rebecca Sinclair qualified an Olympic spot in the Snowboard Halfpipe
Curling	<ul style="list-style-type: none">- 1 Silver, Men's Four

8.2 Talent development camp

Sport NZ, in partnership with Snow Sports NZ and the Winter Games, offered the Talent Development camp in order to grow participation and achievement in snow sports. The overall objective was to identify up-and-coming ski and snowboard talent and to provide a solid step in skill development, as well as offer the participants an insight into top-level competition with the Winter Games experience.

The program sought submissions from both ski and snowboard park and pipe athletes aged between 13 and 16 to participate in the four-day development camp and was promoted country wide through schools, by the regional sports trusts, as well as online by Snow Sports NZ in conjunction with the Audi quattro Winter Games NZ. Although the camp has run previously, Camp organiser Adam Dooney said: "This is the highest level of talent we have ever received and I am very keen to see what some of these kids achieve."

Places were awarded to six skiers and eight snowboarders from around the country.

This three-day camp was focused on what it takes to be an elite professional skier or snowboarder on and off snow. With limited access to the Slopestyle course due to the Winter Games events the on snow focus was on fundamental skills and rail features. Off snow the 'Master Classes' focused on mental, nutritional and physical needs of an elite athlete which was well received by the young athletes.

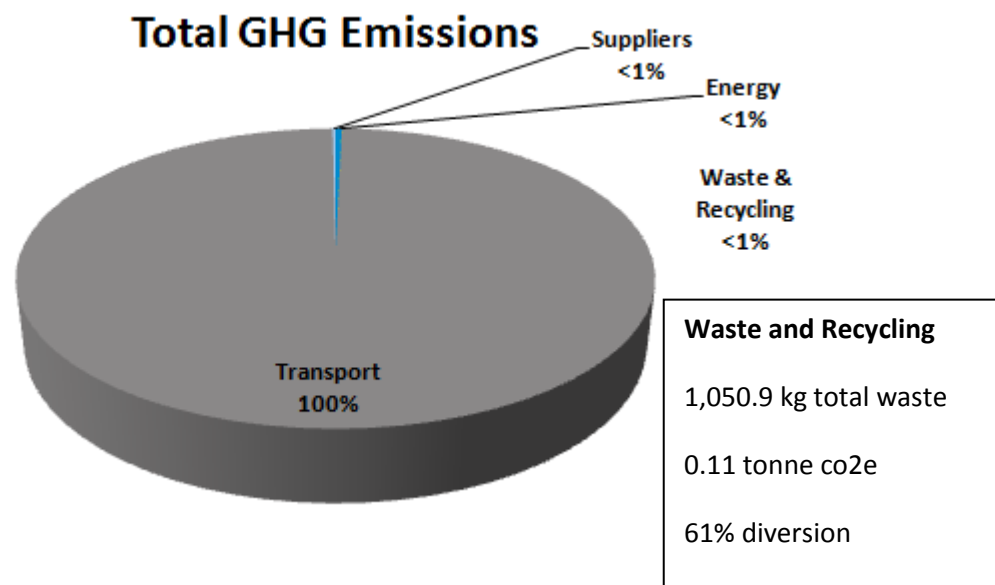
The feedback from athletes who took part in the Talent camp was generally positive with the majority of athletes signaling the master classes they received from HPSNZ providers (e.g. mental skills, nutrition and visualization) as their highlight. A consistent piece of feedback was that the length of the camp was too short and that, in future, athletes would like to spend more time on the snow consolidating their 'on and off snow' learning.

9.0 Environmental Responsibility

Objective: To identify ways to reduce the Winter Games carbon footprint.

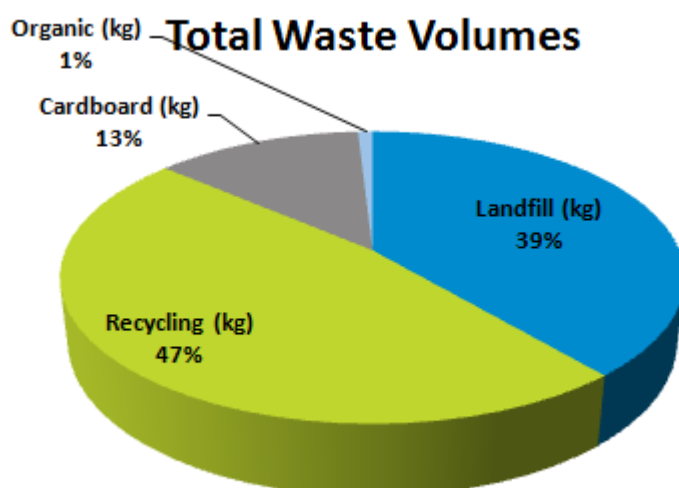
This year the Winter Games NZ management successfully implemented the International Standard 20131 *Event sustainability management systems 2012*. Compliance against this standard was assessed by independent company Instep. This was part of a commitment to improve the overall environmental sustainability of the Winter Games. The information gathered in this first year will act as a benchmark from which to implement reduction recommendations and track progress in future events.

As part of the programme a greenhouse gas (GHG) profile was calculated using internationally recognised methods. Winter Games NZ 2013 total profile is 1,047 tonne CO_{2e} or 29 tonne CO_{2e} per team. Just under 100% of emissions are from transport, primarily international air travel. This is not an unusual result for an event, where transport always has a significant impact.



The treatment of waste from the venues and downtown villages were provided by Smart Environmental in Queenstown and Wanaka Wastebusters in Wanaka which provided options of landfill, recycling and organic waste.

Overall, the Winter Games achieved a commendable diversion rate of 61%. This means that only 39% of all waste generated was sent to landfill. The vast majority was general recycling (47%), as well as cardboard recycling (13%). 1% of all waste collected was sorted into organic waste, which can be composted.



Environmental Impact Area Objectives & Conclusions 2013

Environmental Impact Area	Objective 2013	Conclusion 2013
Energy	Collect sufficient energy data from sports and venues to create an energy benchmark system to encourage best practice in future.	Whilst energy emissions were dominated by those from electricity, venues with additional heating sources (e.g. diesel and LPG) were more GHG intensive. Energy use at each mountain venue was similar.
Waste & Recycling	Collect quantifiable data in order to establish current waste diversion rates and create good working relationships with venues so as to promote waste diversion in future events.	2013 landfill diversion rate is 61%, a good result. Excellent data was collected onsite and assisted through good relationships with waste contractors.
Transport	Understand what transport options are currently being utilised in order to provide a benchmark and options for future transport initiatives.	Transport options are limited (e.g. international travel must be by air, road travel limited by numbers of hire vehicles) however there was a willingness by attendees to share transport and this could be facilitated in future.
Suppliers &	Identify key	Quantities of printed and marketing

Materials	material streams through observation.	material were collected.
Administration	Measure impacts of event management headquarters.	The energy use at event headquarters was monitored and was minimal.
GHG Emissions	Identify the event's GHG hotspots in order to focus future efforts.	Transport is the GHG emission source of significance.

10 Leverage and Legacy Plan

WGNZ Strategy Objective	Priorities	Targets	Proposed Activities	Responsibility	Measures	Outcome
Recognised Internationally as one of the world's premiere snow sports events	1.1 Recognition by targeted International sports organisations and athletes	1.1 a International Ski Federation (FIS), 1.1b World Curling Federation (WCF), 1.1c National Snow Sports Federations (NOCs) 1.1d International Olympic Committee (IOC) 1.1e International Paralympic Committee (IPC) 1.1f Elite Athletes	1.1.1 Secure post-event statements from the FIS, WCF & IPC for use in event marketing 1.1.2 Host key international officials at the Games such as FIS President and Secretary General and IOC members. 1.1.3 Secure post-event athlete endorsements and put this on record.	Winter Games	1.1.1 The quality and number of statements obtained from FIS, IPC or WCF collected by end of Nov 13 1.1.2 The number of key officials attending the Games. Note: Invitations have been issued to key officials as at 1/1/13. Answers expected 30/6/13 1.1.3 Count and quality of athlete endorsements. Note: Will be collected on-camera, at the event. Included in Media Plan. 30/8/13	1.1.1 There were 6 statements collected from FIS Officials and international coaches by the end of November. All of these were positive. 1.1.2 No International Olympic Committee Officials attended, as the event clashed with a preparation meeting for Sochi Olympic Games. 1.1.3 Athlete endorsements were not sought during the Games but competitors were surveyed post Games. Feedback was positive with 34% giving the Games a 10 out of 10.

Recognised Internationally as one of the world's premiere snow sports events	1.2 Recognition by international television & on-line audience	1.2.1 Sports interested audiences in Tourism NZ's targeted countries.	1.2.1 Secure IMG and In Front to distribute the television and digital product to maximise the international audience.	Winter Games	<p>1.2.1a IMG and In Front will provide reports on their own television and on line distribution: what broadcast, by whom, when and size of viewing audience.</p> <p>1.2.1b Count of total spectators, with split for international spectators will be developed.</p> <p>NZ Ski has agreed to provide electronic data, with spectator count, spectator gender and location as scanned throughout the day.</p>	<p>1.2.1a The IMG report has been received and the In Front report is due in 2014. The details of the IMG report can be observed in the Event report. These dealt with international TV viewing</p> <p>1.2.1b A cumulative audience of 22,500 spectators attended the festival events and on-field competitions.</p> <p>The on-line survey estimated between 33,000 and 42,000 international bed nights in the Southern Lakes district resulting from patronage by the competitors, team management and visitors of the Winter Games. See the event report for more details.</p>

Recognised within New Zealand as the country's premier on-going sports event	2. Recognition by New Zealand and Southern Lakes communities as a premier event	2.1 New Zealand public. - Measure and Enhance recognition of the Winter Games	2.1.1 Get games commercial partners to promote the Winter Games as New Zealand's leading sports event. 2.1.2 Request that the ski resorts promote the Games on their websites & on the hill.	Winter Games	2.1.1a Sport NZ confirmed WG Questions in Gemba national survey. 2.1.1b WG Survey company has been selected and will finalise survey detail by early August, in conjunction with MBIE. The chosen companies are TRC, with Angus and Associates. 2.1.2 Number of ski resorts promoting WG on websites. Number of links to WG websites from resorts. Winter Games Website is well linked with Cardrona, Coronet Peak and Snow Farm	2.1.1a The Gemba Survey included all the questions used in 2011 again in 2013, and the detail and comparisons are summarised in Section 2.11 of this report. 2.1.1b WG Survey was run by TRC, with Angus and Associates. The survey instrument was approved by MBIE before deployment and the results are detailed in 7.1 2.1.2 Winter Games Website ran two-way links with Cardrona, Coronet Peak and Snow Farm before and during the event.
		2.2 New Zealand media	2.2.1 Engage with New Zealand Media to encourage understanding, exposure and increased New Zealand attendance at the Winter Games	Winter Games	2.2.1a Meet with key media in the main centres pre-Games to build an understanding of the status of the Winter Games NZ.	2.2.1a Winter Games CEO Arthur Klap and Media Manager, Victoria Murray-Orr, met with key media in the main centres in April- May 2013 to build an understanding of the status of the Winter Games NZ.
		2.2 New Zealand media	2.2.1 Engage with New Zealand Media to encourage understanding, exposure and increased New Zealand attendance at the Winter Games	Winter Games	2.2.1b Record the number and national spread of media represented at the Games.	2.2.1b There was an estimated 43 international media specifically attending with International athletes. On average they spent 13 nights and spent an average of \$250 per day.

		2.2 New Zealand media	2.2.1 Engage with New Zealand Media to encourage understanding, exposure and increased New Zealand attendance at the Winter Games	Winter Games	2.2.1b Measure print, radio and television coverage obtained throughout New Zealand.	2.2.1b Please see event report for this detail.
	3. Community Development & Engagement	3.1 Southern Lakes communities are engaged in, proud of, and value the Winter Games	3.1.1 Partners leverage the festivals in Queenstown and Wanaka to provide an opportunity for local businesses and the community to engage in the event	Partners	3.1.1 Survey the Southern Lakes communities on the level of awareness of and support for the Winter Games. Is prepared, and will be sent out after the games	3.1.1 The Southern Lakes communities were surveyed online, and while the response was small (38 responses) the material was useful
			3.1.2 Consult with local business and communities on what they would like to see included in the Winter Games 2012	Winter Games	3.1.2a Post Games, businesses in Queenstown, Wanaka and Arrowtown will be surveyed. A simple questionnaire to determine level of support.	3.1.2a The business and community survey was rolled together as one, as it was felt that two separate surveys was unnecessary. It is likely that the combined survey model will be used in future.

			3.1.2 Consult with local business and communities on what they would like to see included in the Winter Games 2013	Winter Games	3.1.2. b Post Games, residents to be surveyed online. A simple questionnaire to determine level of support and engagement.	3.1.2. b The business and community survey was rolled together as one, as it was felt that two separate surveys were unnecessary. It is likely that the combined survey model will be used in future.
			3.1.3 Showcasing local contribution on a daily basis at the downtown hubs when the volunteers come down from the events on the hill.	Winter Games and Queenstown Lakes District Council	3.1.3a Record who recognised and for what on a daily basis. 3.1.3b Keep a record on a daily basis of any special efforts made by the Winter Games volunteers and staff.	3.1.3a This objective was not able to be completed due to insufficient resources. 3.1.3b This objective was not able to be completed due to insufficient resources.
		3.2 Provide volunteers with a great experience so more people are motivated to become volunteers for other events	3.2.1 Encourage volunteers of the Winter Games to volunteer afterwards for other events.	Winter Games & MBIE	3.2.1a Undertake a short survey of returning volunteers and reasons for returning. 1-12/8/13 1/7/14 Surveying for volunteer feedback in 2014 for volunteers in 2013. Done by Winter Games NZ	3.2.1a The volunteer survey was undertaken by Winter Games NZ and reported in section 3.2 of the report. A response rate of 24.9% was achieved.
			3.2.2 Register volunteers	Winter Games	3.2.2 Register volunteers. Train in Queenstown & Wanaka	3.2.2 A whole new registration page was developed and well patronised by volunteers. A total of 395 volunteers were registered in the games system and there were over 1300 roles - per-day to fill, all of which was

						achieved.
	4. Education	4.1 Provide opportunities and support for NZ snow sports officials, coaches and technicians to up skill and gain international event experience	4.1.1 Snow Sports NZ to identify and provide training opportunities before, during and after the Winter Games.	Snow Sports NZ	4.1.1 Record courses & clinics provided to snow-sports officials, technicians and coaches in association with the Games plus number of attendees. Keep a record by individual.	4.1.1 Additional courses and clinics, other than the Talent Camp, were proven to be problematic this year, in the atmosphere of the run-up to the Olympics. This item was retired and will be reviewed for the 2015 Winter Games.
		4.2 Event Management training opportunities for event managers and relevant board members	4.2.1 Winter Games to host an Observer Programme where NZ event managers can visit Winter Games for behind-the-scenes training & experience. MED to identify invitees.	Sports NZ, MBIE & Winter Games	4.2.1 Number and experience of event managers attending programme 30/8/13.	4.2.1 Winter Games NZ and Major Events NZ hosted an observer programme for 21 New Zealand event managers and event industry members
		4.3 Winter Games educational resources available for all	4.3.1 Winter Games resources made available for the Major Events Resource Bank.	MBIE	4.3.1 List the resources from the Games made available on the MED website by 30/11/13 http://www.med.govt.nz/majorevents/events-resource-bank/major-events-resource-bank	4.3.1 New Zealand Major Events has requested that the Winter Games NZ makes available for the MBIE event

						<p>resource website:</p> <ul style="list-style-type: none"> ○ The Winter Games 2013 Leverage & Legacy Plan and the Terms of Reference for the Committee. ○ The Winter Games NZ Risk Register.
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		4.5 Showcase vocational pathways in Snow sports locally and nationally	<p>4.5.1 Promote through QRC, secondary schools and tertiary institutions to demonstrate the vocational pathways available in snow sports.</p> <p>4.5.2 Have links from relevant websites grouped together on SSNZ website with support information. Page to be linked to WGNZ website.</p>	Snow Sports NZ	<p>4.5.1 Number of visitations to website page.</p> <p>4.5.2 Identify key Links from Winter Games 2013</p>	<p>4.5.1 Number of visitations to website page peaked at just under 40,000 in August 13. See Winter Games Social media summary graph in section 1.2 of this report.</p> <p>4.5.2 A number of links were established from Winter Games 2013, FIS and Queenstown Resort College as well as with snow and education related sites such as www.rookieacademy.com, www.nonstopsnow.com, snow.co.nz, www.sit.ac.nz and www.otago.ac.nz</p>
			4.5.3 Offer a minimum of three tertiary students practicum opportunities at the Winter Games.	Winter Games	<p>4.5.3 Number of students employed. Assessments from students and employers on experience 30/8/13</p>	<p>4.5.3 There were 5 tertiary student interns employed by Winter Games NZ in 2013. Anecdotally there experience was very positive, and the students were surveyed for their comments. See section 4.5 of this report.</p>

			4.5.3 Develop opportunities for students from local secondary schools to be engaged as volunteers within the Winter Games. To include all aspects such as media and stage management.	Winter Games & Snow Sports NZ	4.5.3 Number of colleges participating. Number of students participating. Feedback from students & teachers. Report by 30/8/13	4.5.3 There were 7 Schools participating, including approximately 250 students. See section 4.6 of this report for detail.
		4.6 Engage local schools in Winter Games as many ways as possible (New 30/5/13)	4.6.1 Employ Schools Co-ordinator 4.6.2 Roll out Adopt-a-nation, schools involved in open/close ceremonies, Classes as spectators, Primary levels upwards 4.6.3 Secondary school student study/volunteer link programme 4.6.4 Poster Competition for 2015 Winter Games. 4.6.5 School musicians at Winter Games Events where possible	4.6 Winter Games	4.6.1 Employed by 30/5/13 4.6.2 Number of nations adopted. Number of Athlete visits to schools 4.6.3 Secondary student volunteer numbers and career link feedback in volunteer sheets 4.6.4 Number of entries, number of media mentions 4.6.5 Number of events played	4.6.1 Employed by 30/5/13 Schools contacted- Wanaka -6, Queenstown -7 Schools who engaged back keen- Wanaka 5, Queenstown-7 Athletes into schools- 8 Wanaka, and Queenstown-0. Schools involved: 5 in Wanaka, 1 in Queenstown. Number of students actively involved Wanaka and q town, award ceremonies, school visits, - over 250 plus all the poster signings Media coverage, Wanaka sun articles, 4.6.4 Poster competition ran, but was not as well supported as hoped. This appears to be due to no follow-up visits to the schools to explain the process. 4.6.5 School musicians played at several Winter Games events.

	5. Business Growth	5.1 Showcase NZ winter related export businesses to an international audience	5.1.1 Work with local businesses to do a trade Showcase of NZ businesses both at Winter Games and then to Olympics in Russia.	Winter Games & NZTE	5.1.1a Whether showcase held at the Games and/or at Sochi. 5.1.1b Number and type of businesses, Number and value of resulting export orders or distribution channels secured. Initial report 31/9/13, but follow-up due post Sochi.	5.1.1a As discussed in Section 5.2 of this report, the trade expo concept morphed into other approaches by interested snow sports manufacturers.
		5.3 The Winter Games will increase New Zealand's ability to attract Premiere International events	5.3.1 Hosting programme with regard to events of interest looking to come to NZ - To showcase capability.	MBIE and Sports NZ	5.3.1 Count of event representatives visiting or enquiring by 30/8/13	5.3.1 No Immediate approaches to MBIE at time of writing
	6. Infrastructure & Facilities	6.1 Facilitate the continued development of winter sports facilities and equipment	6.1.1 Post Games identify what developments at the venues and what equipment purchases will be benefit future Winter Games and snow sport events in New Zealand.	Winter Games, Snow Sports NZ & Ski Resorts	6.1.1 Actual developments in last year, listed with estimated costs, expected benefits and first estimate return on investment if available.	6.1.1The closure of Snow Park has created considerable pressure on Cardrona Alpine Resort and Coronet Peak. Discussions are now under way with SSNZ and the resorts to identify options for the construction of new facilities such as gravity cross course, a half pipe (unlikely) and a Slopestyle course. These discussions will include all potential ski fields and are not

						confined to resorts currently involved in the Games.
			6.1.2 During the Games discuss with athletes, officials, coaches and team management what improvements can be made to improve the competition and training opportunities.	Winter Games, Snow Sports NZ, & Ski Resorts	6.1.2 List of suggested improvements. Due for completion 30/9/13	6.1.2 Considerable feedback was received, especially from the FIS officials. The quality of the facilities provided is excellent so the discussions centred more on access to existing facilities before and after competition. This is partly as a result of the closure of Snow Park.
		6.2 Promote existing facilities to improve the profile of NZ as a winter training and competition destination	6.2.1 Include information on Games website detailing specific training and competition facilities available for teams. 6.2.2 Facilitate training camps utilising training at the ski resorts.	Winter Games, Snow Sports NZ, & Ski Resorts	6.2.1 Number of countries and Athletes attending pre and post WG training camps in NZ. Feedback from Athletes and coaches on the experience.	6.2.1 The ski and snowboard cross camp provided two weeks of valuable training time for 52 elite athletes, including the current Olympic gold medallist, current World Champion and teams from USA, Canada, France, Bulgaria, Australia, Germany, Switzerland and New Zealand. This adds a minimum of 728 bed-nights just from the athletes and does not include team support and media.
			6.2.3 Promote training opportunities to national teams so that they extend their stay.	Winter Games, Snow Sports NZ and Ski Resorts	6.2.3 Number and size of teams extending stay. Number of additional bed nights and where. Feedback from national teams on training experience	6.2.3 In addition to the ski cross camp, a number of teams, such as the USA team, trained at Cardrona on the back of the Winter Games. The additional bed nights have not been applied to the Games economic benefit data.

	7. Tourism Growth	7.1 More International and domestic visitors to the Winter Games? Counted through the venue and on line surveys and any information we can garner from various travel and accommodation providers	7.1.1 Domestic - run promotions with TV3 and the RadioWorks network 7.1.2 Work with TNZ to link with TNZ promotion in Australia in March to June 2013. "More in every day" 7.1.3 Work with Australian wholesalers to develop tourism product for the Games.	7.1.1 Winter Games 7.1.2/3/4 TNZ, Winter Games, Destination Queenstown & Lake Wanaka Tourism	7.1.1 Number and length of stay of domestic & International visitors to the Games 7.1.2 WGNZ included in TNZ promotion. Review in Feb 7.1.3 Number and length of stay of Australian visitors coming to the Games via wholesalers.	7.1.1 As noted in Section 7.1 of this report, the estimated number of international visitors, including spectators, competitors, team management and media was between 1,138 and 1,738. The estimated number of domestic visitors was between 1,263 and 2,063. The estimated total (domestic and international bed nights directly attributable to the Winter Games were between approximately 42,000 and 57,000 7.1.3 Number and length of stay of Australian visitors coming to the Games via wholesalers - TBA

	8. Sport Development	8.1 Improved performance of NZ winter sports athletes at pinnacle events.		Winter Games & Snow Sports NZ	<p>8.1.1 Snow Sports NZ and Winter Games NZ strategies to be aligned.</p> <p>8.1.2 SSNZ's Free Ski and Snowboard NZ Opens to link closely with the WGNZ 2013 schedule.</p> <p>8.1.3 WGNZ and SSNZ staff to identify opportunities for shared resources between the two NZ Opens and the Winter Games, especially with judges and technical officials.</p> <p>8.1.4 Secure World Cups for the adaptive alpine skiing events and Para-snowboard Cross.</p> <p>8.1.5 WGNZ to work with Australia to continue hosting snowboard cross and ski cross training camps at Cardrona Alpine Resort.</p>	<p>8.1.1 Strategy alignment completed & signed in December</p> <p>8.1.2 Schedules linked</p> <p>8.1.3 Resource sharing completed</p> <p>8.1.4 World cups for adaptive alpine skiing secured that included World Cups at Mt Hutt.</p> <p>8.1.5 No Ski Cross this year. Snowboard cross event on hold due to Snow Park closure. Camps will go ahead as planned in September.</p>
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		8.2 Raise the profile of snow sports in NZ	<p>8.2.1 The WGNZ and SSNZ media staff to work together to help profile the NZ athletes before, during and after the Games.</p> <p>8.2.2 SSNZ will use the Winter Games to teach the NZ athletes to better work with the media as part of their media training.</p> <p>8.2.3 WGNZ and SSNZ websites to be closely linked and to share certain services such as entry registration.</p>	<p>8.2.1 Snow Sports NZ & Winter Games</p> <p>8.2.2 Snow Sports NZ</p> <p>8.2.3 Snow Sports NZ & Winter Games</p>	<p>8.2.1 Agreement to work together completed.</p> <p>8.2.2 Media training for Athletes - numbers/Feedback</p> <p>8.2.3 Sites Linked?</p>	<p>8.2.1 Agreement to work together completed.</p> <p>8.2.2 Snow Sports NZ used the Games as a media training opportunity for its athletes. This included using Byron and Jossi Wells in the television commentary teams. The New Zealand team were also involved in Queenstown and Wanaka in on stage interviews as part of the launching of the team uniform.</p> <p>8.2.3 Website linking completed successfully</p>
		8.3 Increased participation in snow sports in NZ	8.3.1 The WGNZ Festival programme used to help generate memberships for SSNZ as well as provide entertainment for the Games.	Winter Games & Snow Sports NZ	8.3.1 SSNZ to survey membership form to ask if prospective members heard about SSNZ through the Winter Games. Due end of March 2014. Not available in time for report	8.3.1 Update from SSNZ to Winter Games due in Winter 2014
		8.4 Finding and funding snow sport talent	8.4.1 Sport NZ to implement a training camp for young talent similar to the trial 2011 camp.	Snow Sports NZ & Sports NZ	8.4.1a Number of children attending this year's training camp. Report 30/9	8.4.1a The talent camp was run for 14 children aged 13 to 16 years old. There were six skiers and eight boarders chosen to attend the park-and-pipe camp.

		8.5 Increase the commercialisation opportunities for SSNZ.	8.5.1 WGNZ to identify opportunities for shared sponsorships with SSNZ.	Winter Games & Snow Sports NZ	8.5.1 Number of and value of joint sponsorships.	8.5.1 While new and potentially very exciting relationships were forged between Winter Games and commercial sponsors, it may take some time to identify appropriate developments which will fold across the SnowSports interface seamlessly
	9. Environmental Responsibility	9.1 Identify ways to reduce the Winter Games carbon footprint	9.1.1. WGNZ organisation operates and behaves environmentally responsibly.	Winter Games	9.1.1 Updating of policy is due for completion end of Feb. http://www.mfe.govt.nz/publications/sus-dev/greener-events-guide/greener-events-guide.pdf	9.1.1 Policy update is complete
			9.1.3 WGNZ to have a policy of using of recyclable and bio-degradable products as much as possible	Winter Games	9.1.3 WG co-operates with ski resorts on their environmental plans. Will operate according to policy after Feb.	9.1.3 WG did more than just co-operate with ski resorts and in 2013 implemented the international standard 20131 "Event sustainability management systems 2012". Information gathered this year provides a baseline for tracking progress in reducing waste volumes and greenhouse gas emissions from the event. This year the total GHG was 1,047 tonnes, mainly from international air travel.

	10. Leverage and Legacy Reporting	10.1 Capture Leverage and legacy activities methodically	10.1.1 Report on overall survey framework for Winter Games 2013	Winter Games	10.1.1 Framework to include survey plans, survey questionnaires, survey outcomes, Survey controllers. (Media survey, Athletes/Officials, spectators, festival goers residents - Other?)	10.1.1 Survey Framework complete Media survey, Athletes/Officials, spectators, festival goers, residents and local businesses. A nationwide awareness survey was also completed.
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APPENDIX 1 – Competitors and team management

TOTAL STARTS: 889 athletes

Figures as per start lists with some athletes counted twice if competing across more than one competition.

	<i>Competitors</i>	<i>Ladies/Men</i>	<i>Team Management</i>
Alpine:	409	166/243	198
Cross Country:	26	10/16	12
Curling:	42	7/35	12
Free ski:	174	48/126	76
Snowboard:	238	93/145	89
TOTAL:	889	324/565	387

TOTAL INDIVIDUAL COMPETITORS: 699			
<i>Discipline</i>	<i>Competitors</i>	<i>Ladies/Men</i>	<i>Ladies: Men (%)</i>
Alpine Overall	242	89/153	37%: 63%
Alpine IPC:	43	13/30	30%:70%
Alpine FIS:	199	76/123	38%:62%

Cross Country:	26	10/16	38%:62%
Curling:	38	7/ 31	18%:82%
Free ski:	169	47/122	28%:72%
Snowboard:	224	89/135	40%:60%
TOTAL:	699	242/457	35%:65%

Discipline	Event	Dates	Top ranked racers attending
ALPINE SKIING	FIS Australia New Zealand Cup		
	Giant Slalom Men	19 August 2013 Coronet Peak	13 racers ranked in top 100
	Giant Slalom Ladies	20 August 2013 Coronet Peak	9 racers ranked in top 100
	Slalom Men	21 August 2013 Coronet Peak	19 racers ranked in top 100
	Slalom Ladies	21 August 2013 Coronet Peak	10 racers ranked in top 100
	IPC World Cups		
	IPC Alpine Slalom World Cup Visually Impaired Ladies	22 August 2013 Coronet Peak	5 racers ranked in top 20
	IPC Slalom Standing Ladies	22 August 2013 Coronet Peak	4 racers ranked in top 20
	IPC Slalom Sitting Ladies	22 August 2013 Coronet Peak	3 racers ranked in top 20

	IPC Slalom Visually Impaired Men	22 August 2013 Coronet Peak	4 racers ranked in top 20
	IPC Slalom Standing Men	22 August 2013 Coronet Peak	5 racers ranked in top 20
	IPC Slalom Sitting Men	22 August 2013 Coronet Peak	4 racers ranked in top 20
	IPC World Cup 2	23 August 2013 Coronet Peak	Ranked skiers as for World Cup 1
CROSS COUNTRY SKIING	FIS Australian New Zealand Cup		
	Sprint Men	15 August 2013 Snow Farm	4 racers ranked in top 30
	Sprint Ladies		3 racers ranked in top 40
FREESTYLE SKIING	FIS Freestyle Skiing World Cup Slopestyle & AFP Platinum Free Ski Half Pipe	16 & 17 August Cardrona Alpine Resort	
	Men		9 skiers ranked in top 11
	Ladies		6 skiers ranked in top 10
	FIS Freestyle Skiing World Cup Half Pipe & AFP Platinum Free Ski Half Pipe		
	Men		6 skiers ranked in top 10
	Ladies		6 skiers ranked in top 10
SNOWBOARD	FIS Snowboard World Cup Slope style		
	Men	Event Cancelled due to bad weather	5 snowboarders ranked in the top 10
	Ladies:	19 & 20 August Cardrona	7 snowboarders ranked in the

	Alpine Resort	top 10
FIS Snowboard World Cup Half Pipe	22 & 24 August Cardrona Alpine Resort	
Men:		9 snowboarders ranked in the top 10
Ladies:		9 snowboarders ranked in the top 10

APPENDIX 2 - Social Media Outcomes Detail Winter Games NZ 2013.

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Aug-13	Sep-13
Date updated	26/04/2013	22/05/2013	20/06/2013	23/07/2013	14/08/2013	25/08/2013	16/09/2013
Audi quattro Winter Games Website							
Total visits		2,348	3,494	6,869	11,658	38,949	7,153
% increase since last measure			48.8	96.6	69.7	234.1	-81.6
Unique visitors		1,572	2,480	4,660	8,129	21,472	4,322
% increase since last measure			57.8	87.9	74.4	164.1	-79.9
Source of visitors							
- search traffic		43.60%	43.50%	44.90%	47.60%	45.50%	51.40%
- referral traffic		31.30%	31.40%	29.00%	32.20%	37.90%	34.00%
- direct traffic		24.80%	24.80%	25.80%	19.90%	16.60%	14.60%
- campaigns		0.30%	0.30%	0.30%	0.30%	0.10%	0.00%
% new visits		59.10%	63.20%	60.20%	62.40%	49.30%	39.90%
Referral traffic (top 3)							
Top Traffic website 1		11.70%	25.90%	32.40%	29.20%	49.40%	47.70%
Top Traffic Website		8.60%	8.50%	5.30%	10.50%	7.20%	10.70%

2							
Top Traffic Website							
3		8.10%	5.50%	4.70%	8.10%	5.50%	4.20%
Total page views		10,364	12,644	25,895	46,103	149,736	16,759
Average visit duration		3.1	2.51	3.05	3.01	3.47	1.31
Bounce rate		40.50%	42.90%	43.50%	41.00%	34.80%	63.10%
Facebook							
Total likes	3,232	3,264	3,314	3,429	7,865	10,401	11,142
% increase since last measure		1	1.5	3.5	129.4	32.2	7.1
					NB Facebook adverts began 1/8/13		
Twitter							
Total followers	646	656	696	750	821	976	996
% increase since last measure		1.5	6.1	7.8	9.5	18.9	2
Total re-tweets		2	23	10	33	137	4
@ mentions		10	28	58	103	385	20
Instagram							
Total followers			18	44			314
% increase since last measure				144.44			613.64
Total photos			8	12			75
Emailed Newsletter							
Date sent	8/05/2013	20/06/2013	19/07/2013	27/07/2013	1/08/2013	8/08/2013	14/08/2013
Recipients	2799	2894	2939	2720	3122	3081	3142

Opened	28.17%	25.31%	27.80%	27.56%	26.57%	25.83%	30.57%
Clicked a link	16.96%	2.56%	6.50%	10.80%	18.18%	12.28%	9.03%
Emailed Newsletter (cont.)							
Date sent	15/08/2013	16/08/2013	17/08/2013	18/08/2013	19/08/2013	20/08/2013	21/08/2013
Recipients	3123	3120	3115	3109	3101	3096	3088
Opened	25.14%	27.90%	25.88%	26.35%	24.70%	22.71%	24.42%
Clicked a link	5.51%	6.58%	4.74%	8.95%	8.39%	7.57%	4.39%
Emailed Newsletter (cont.)							
Date sent	22/08/2013	23/08/2013	24/08/2013	25/08/2013	2/09/2013		
Recipients	3088	3082	3081	3078	3072		
Opened	28.61%	24.55%	25.46%	25.37%	23.69%		
Clicked a link	9.45%	2.52%	5.63%	5.65%	12.67%		

APPENDIX 3 - Winter Games NZ: Accredited Media Organisations 2013

Media Organisation	Country of Origin
Nine News	Australia
NSW Institute of Sport	Australia
NZ Newswire/Australian Associated Press	Australia
Aquabumps	Australia
Vice.com	Australia
Optimum Health Magazine	Canada
Rocky Mountain Outlook, Calgary Herald, Globe and Mail, Snowboard Canada, SBC Skier	Canada
Sohu Sport Channel	China
Youku Tudou Inc	China
FluoFun	France
Oriental Daily News	Hong Kong
Singtao Daily	Hong Kong
FIS	International
Getty Images	International
Photosport	International
NINZ	Italy
Asahi Shimbun	Japan
Bravoski, Freeskiing	Japan
JIJI PRESS	Japan
TV Asahi (Hodo Station Sports News)	Japan
TV3	New Zealand
Discover NZ, Travel Show	New Zealand
George FM	New Zealand
jasonkellyphoto	New Zealand
Lakes Weekly Bulletin	New Zealand
LiveSPORT Radio	New Zealand
More FM	New Zealand
Mountain Scene	New Zealand
New Zealand Curling Association	New Zealand
New Zealand Herald	New Zealand
NewstalkZB	New Zealand
NZ Skier	New Zealand
NZ Snowboard	New Zealand
NZOC	New Zealand
Otago Daily Times	New Zealand

Radio New Zealand	New Zealand
Radio Wanaka	New Zealand
RadioLive	New Zealand
Seven Sharp (TVNZ)	New Zealand
Snow Sports NZ	New Zealand
snow.co.nz	New Zealand
snowHQ	New Zealand
Sunday Star Times	New Zealand
The Attic 96.1 Radio Station	New Zealand
The Crowd Goes Wild	New Zealand
The Edge	New Zealand
The Erin Simpson Show - TV2	New Zealand
The Press	New Zealand
The Southland Times/Mirror	New Zealand
Tourism NZ	New Zealand
TV2	New Zealand
TVNZ	New Zealand
Source TeeVee	New Zealand
South Seas	New Zealand
Destination Queenstown	Pakistan
Daily INDEPENDENT Quetta Pakistan	Pakistan
Freelance	South America
Fall-Line Skiing	United Kingdom
Adventure King	