

Barfoot & Thompson
PRESENTS

2017
**WORLD
MASTERS
GAMES**
AUCKLAND NEW ZEALAND

POST-EVENT REPORT



Auckland
Tourism, Events and
Economic Development
An Auckland Council Organisation



Barfoot & Thompson
ESTABLISHED 1864



NZCT
NZ COMMUNITY TRUST

The World Masters Games 2017 motif is a Māori design traditionally used on carvings. The takarangī (spiral design) represents the movement of water and the connection between Taha Tane (Northern Hemisphere) and Taha Wāhine (Southern Hemisphere).

The coming together of both hemispheres was an important part of the ethos of WMG2017 as we expected to welcome and host a large number of Northern Hemisphere participants and supporters for the event.

Through water we have life. For mana whenua ki Tamaki Makaurau (the Māori people of Auckland), the takarangī design represents the connection to the Auckland's three harbours: Waitematā, Kaipara and Manukau. For te ira tangata (humans) it is the connection of te wai o te ira Tane me te wai o te ra Wāhine—the male and female waters becoming one to create further life.

The work was designed by experienced Ngāti Whātua artist Graham Tipene.



CONTENTS

WELCOME	5
ABOUT WORLD MASTERS GAMES 2017	7
Games overview	7
Economic impact	12
Social and cultural impact	13
Media impact	18
Participant feedback	19
Stakeholder feedback	21
Commercial partners	22
Delivery budget	24
Keys to Success	24
GOVERNANCE	27
Governance overview	27
WMG2017 establishment	27
Governance framework	28
Vision, mission and objectives	28
Key performance indicators	29
Policy framework	29
Government relations	30
Delivery model	31
Culture, reward and recognition	31
Projects and planning	32
Reporting	33
Risk management	33
Observer programme	34
Sustainability principles	35
FINANCE AND CORPORATE SERVICES	37
Finance and Corporate Services overview	37
Finance	37
Health and safety	38
People and human resources	40
Corporate services	40
Dissolution	41
COMMERCIAL	43
Commercial overview	43
Commercial partners	43
Commission streams	44
Partner servicing	45
VIP programme	46

MARKETING AND COMMUNICATIONS	47
Marketing and Communications overview	47
Research and insight	47
Brand	48
Value proposition and participant inclusions	48
Marketing	49
Digital	52
Registration platform development	53
External communications	54
Lead-up events	54
Community engagement	55
Stakeholder management	55
Ambassador programme	55
City dressing	56
Customer operations	56
Accreditation	57
Accommodation	58
SPORTS AND VENUES	59
Sports and venues overview	59
Sports and venues contract management	59
Sports and venues partner engagement	61
Sports and venues delivery	61
Sports information	63
Medal ceremonies	64
Competition venue cleaning and waste	66
Competition venue security	66
GAMES OPERATIONS	67
Games operations overview	67
Transport	67
Medical services	68
Anti-doping	69
Consents, special licenses and MEMA	69
Border control	70
Competition venue presentation	71
Games delivery	75
VOLUNTEERS	77
Volunteer programme overview	77
Volunteer recruitment	78
Volunteer training	79
Volunteer operations	81
CEREMONIES AND EVENTS	83
Ceremonies and events overview	83
Opening ceremony	83
Entertainment hub	85
Closing ceremony	86
Ancillary events	87

APPENDICES	
1. Glossary	89
2. Schedule of countries	90
3. WMG2017 Directors	92
4. WMG2017 Structure April 2017	94
5. WMG2017 Ambassadors	98
6. Sports schedule	100
7. Research methodologies	102



WELCOME



WELCOME



MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE

World Masters Games 2017 started unknown and finished unforgettable.

It was an event four years in the making that lasted 10 memorable days in April 2017, reuniting old friendships, reigniting sporting rivalries and bringing sunshine to an autumnal Auckland.

Few New Zealanders had heard about the World Masters Games before the rights were awarded to Auckland, New Zealand, in 2012. For tens of thousands of athletes worldwide however, it was already the pinnacle sporting event for masters age competitors, and an event to train for and aspire to.

The task of bringing to life such a complex sporting event – 28,578 participants in 28 sports across 48 venues – was made possible thanks to the efforts of not just the Local Organising Committee, but its extended family of sports and venues partners, commercial sponsors, local iwi, Games ambassadors, an incredible volunteer workforce and suppliers from many professions who provided goods, services and expertise.

We are grateful for the passion and dedication of all who worked tirelessly across the four-year delivery continuum and especially during the 10 days of the event itself to bring the ‘best Games ever’ to life. Thank you as well to Aucklanders for embracing World Masters Games 2017 and showing our visitors the best of times.

As an initiative supported by Auckland Tourism, Events and Economic Development (on behalf of Auckland Council) and the Ministry of Business, Innovation and Employment (on behalf of central government), along with significant backing by presenting partner Barfoot & Thompson, World Masters Games 2017 surpassed expectations on every front and created a new benchmark for the World Masters Games movement.

Elite athletes took the start line with keen amateurs. Twenty-five-year-old swimmers made their mark alongside centenarians. The World Masters Games transcended all traditional notions of a global sporting event and demonstrated that sport is indeed for all, regardless of age, race, religion, gender and status.

Together we made history, for the love of sport.

A handwritten signature in black ink that reads "John Wells".

Sir John Wells, KNZM
Chairman of the Board

A handwritten signature in black ink that reads "Jennah Wootten".

Jennah Wootten
Chief Executive



ABOUT WORLD MASTERS GAMES 2017



ABOUT WORLD MASTERS GAMES 2017

GAMES OVERVIEW

World Masters Games is the largest multi-sport event in the world. In terms of athlete numbers, more than double the number of athletes compete compared to the summer Olympic Games. The rights holder of the event is the International Masters Games Association (IMGA), which is the representative body of masters sport worldwide. The IMGA is a not-for-profit organisation based in Switzerland. It seeks to promote lifelong competition, friendship and understanding between mature sportspeople, regardless of age, gender, race, religion, or sport status.

Like the Olympic Games, the summer World Masters Games is a quadrennial event with an underlying ethos of promoting the philosophy of 'sport for life' and the 'sport for all' philosophy of the Olympic movement by:

- Promoting and encouraging mature athletes from all over the world to practice sports regularly and to participate in Masters Games, with the awareness that competitive sport can continue throughout life and improve personal fitness level.
- Organising international multi-sports events for mature sports men and women.
- Promoting friendship and understanding among mature sports people, regardless of age, gender, race, religion, or sport status.

The IMGA is governed by a Board of Governors, the members of which select the International Sports Federations that have their sport represented as one of the permanent or core sports on the World Masters Games programme. Since 1985, the IMGA, together with the Local Organising Committees of each host city, have successfully delivered eight World Masters Games, two Winter World Masters Games, three European Masters Games and one Americas Masters Games. World Masters Games 2017 in Auckland, New Zealand was the ninth World Masters Games. The tenth will be hosted by the Kansai region of Japan in 2021.

The unique features of World Masters Games are that:

- Unlike the Olympic and Commonwealth Games, participants represent themselves, rather than their countries.
- Participants are responsible for their own accommodation and transport, both to the host city and at the Games.
- There are generally no qualification criteria other than age. The minimum age is as low as 25 in some sports and up to 35 in other sports. There is no upper age limit.
- The Games are a unique blend of elite competition and amateur participation.
- Para-Sport athletes compete alongside or on the same field of play as able-bodied athletes.
- Participants typically have three primary motivations: a lifelong passion for sport; enjoyment of the social activity around sport and a desire for travel and cultural experience.

Each of these three motivators became a core pillar for the delivery of World Masters Games 2017 (the Games):

- Sport
- Social
- Destination

with projects, resources and KPIs assigned to each. It was felt that in order to be declared the *best Games ever*, a world-class sport programme needed to be delivered together with a world-class social and destination programme.

The Ministry of Business, Innovation and Employment (MBIE), on behalf of the New Zealand Government (\$11 million¹) and Auckland Tourism Events and Economic Development (ATEED) on behalf of Auckland Council (\$11.75 million) invested approximately two thirds of the \$35.85 million required to stage the event with the remainder coming from registration fees and commercial sponsorship. In terms of return on investment, WMG2017 sought to deliver \$30.8 million GDP and 224,000 visitor nights to Auckland’s economy and \$53 million GDP and 266,000 visitor nights to the wider New Zealand economy.

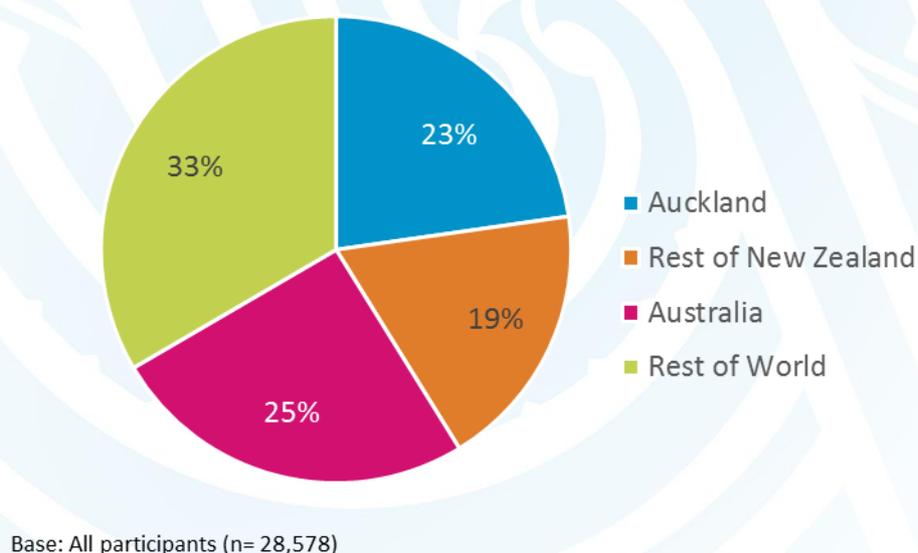
Auckland hosted the 9th edition of the World Masters Games from 21 to 30 April 2017 during which time 28,578 participants from 106 countries competed in 28 sports across 48 competition venues during a 10-day period. It was the largest event New Zealand could foresee hosting in a decade and the largest undertaking since Rugby World Cup 2011. The Games took shape over a four-year period beginning in 2013 when host city rights were officially handed over to Auckland, New Zealand from Torino, Italy.

WMG2017 sought to attract 28,334 participants (comprising athletes, supporters and non-playing officials) with half of these coming from overseas. WMG2017 ultimately exceeded this with 28,578 registrations received, 67 percent of them international. The top five nations represented were New Zealand, Australia, Canada, USA and Japan. Football was the sport with the largest number of athletes. Orienteering was the sport with the highest number of international athletes (90 percent). Rugby was the sport with the highest number of domestic athletes (90 percent). The average age of the competing athlete was 54 years with 25 years and 101 years being the respective ages of the youngest and oldest athlete.

PARTICIPATION STATISTICS

Athletes	24,905
Supporters	2,579
Non-Playing Officials	1,094
TOTAL PARTICIPANTS	28,578

Figure 1: WMG2017 participation by geographic area



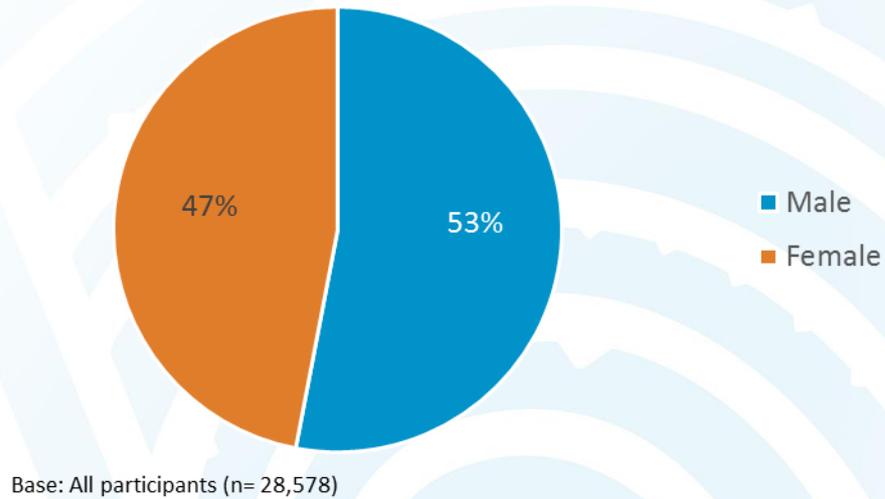
¹ All dollars expressed in the report are New Zealand dollars.

TOP FIVE COUNTRY STATISTICS

New Zealand	11,775
Australia	7,240
Canada	2,093
United States of America	1,506
Japan	792

A full list of countries is provided in Appendix 2.

Figure 2: WMG2017 participation by gender



AGE STATISTICS – ATHLETES ONLY

25-29 years	144
30-39 years	2,330
40-49 years	6,557
50-59 years	8,737
60-69 years	5,043
70-79 years	1,816
80-89 years	266
90-99 years	11
>100 years	1

Figure 3: WMG2017 Sport summary

Sport Icon							
							
	Archery.	Athletics	Badminton.	Baseball.	Basketball.	Canoe.	Cycling.
Venue(s)	ASB Showgrounds, Cornwall Park, Massey Archery Club	Auckland Domain, AUT Millennium, The Trusts Arena, Queens Wharf	Auckland Badminton Centre, North Harbour Badminton Centre	Lloyd Elsmore Park	AUT University - North Shore Campus, Bruce Pulman Park, North Shore Events Centre	Lake Pupuke - Quarry, Lake Pupuke - Sylvan Park, Takapuna Beach, WERO Whitewater Park	Avantidrome, Clevedon roads, Queens Wharf/ Auckland Waterfront, Woodhill Forest, Wynyard Quarter
Competition dates (April 2017)	23-27	22-29	21-30	21-30	22-30	21-30	22-30
Sport Partner	Archery NZ	Athletics Auckland, IRONMAN	Badminton NZ	Baseball NZ	North Harbour Basketball, Auckland	Canoe Federation NZ	Cycling NZ, IRONMAN
Minimum age	30	30	35	35	30	30-40	30
Participants	331	2,125	1,183	244	1,462	1,385	1,175
<i>% International</i>	62%	46%	61%	78%	69%	49%	20%
<i>% Domestic</i>	38%	54%	39%	22%	31%	51%	80%
Teams	NA	NA	NA	16	162	NA	NA
Volunteers¹	42	296	79	23	168	114	115
Para-Sport available	Yes	Yes	Yes	No	No	Yes	Yes
Para-Sport participants	2	18	0	NA	NA	1	13
Medals awarded	405	1,918	1,197	320	1,224	3,475	635
Discipline(s)	Field Indoor Target	Cross Country Road Track & Field				Dragon Boat Canoe Polo Canoe Racing Canoe Slalom Waka Ama	Criterium Mountain Bike Road Race Time Trial Track
Sport Icon							
							
	Rugby.	Sailing.	Shooting.	Softball.	Squash.	Surf Life Saving.	Swimming.
Venue(s)	Lloyd Elsmore Park	Torbay Sailing Club	Waitemata Clay Target Club	North Harbour Softball Stadium/ Rosedale Park, Rangitoto College	North Shore Squash Club	Takapuna Beach	AUT Millennium, Takapuna Beach
Competition dates (April 2017)	22-30	23-28	22-29	21-30	22-29	22-23	21-30
Sport Partner	Auckland Rugby	Yachting NZ	NZ Shooting Federation	North Harbour Softball Association	Squash NZ	Surf Life Saving Northern Region	Swimming NZ
Minimum age	27-30	35	30	35	35	30	25
Participants	515	238	158	1,880	457	426	1,735
<i>% International</i>	10%	31%	31%	83%	34%	26%	53%
<i>% Domestic</i>	90%	69%	69%	17%	66%	74%	47%
Teams	20	NA	NA	136	NA	NA	NA
Volunteers¹	48	127	23	44	27	70	102
Para-Sport available	No	No	No	No	No	No	Yes
Para-Sport participants	NA	NA	NA	NA	NA	NA	14
Medals awarded	330	77	117	496	202	1,018	2,270
Discipline(s)		Laser Laser Radial Weta					Open Water Pool

Notes:

WC - denotes a World Championship sport

1. Figures are total number of Sport Volunteers for each sport only and do not include Games Volunteers and Medical Volunteers – which provided support services but were not strictly allocated to specific sports.

Sport Icon							
	Football.	Golf.	Hockey.	Lawn Bowls.	Netball.	Orienteering.	WC Rowing.
Venue(s)	QBE Stadium, Westlake Boys High School, Westlake Girls High School	Akarana Golf Club, Muriwai Golf Club, Pakuranga Golf Club, Remuera Golf Club	North Harbour Hockey Stadium, Westlake Girls High School	Carlton Cornwall Bowls Club, Mt Eden Bowling Club, Remuera Bowls Club	Auckland Netball Centre	Massy University (Albany), The University of Auckland (City), The University of Auckland (Epsom), Woodhill Forest	Lake Karapiro
Competition dates (April 2017)	22-30	24-28	22-30	22-27	22-28	22-29	24-28
Sport Partner	NZ Football	NZ Golf	Hockey NZ	Bowls NZ	Netball NZ	Orienteering NZ	Rowing NZ
Minimum age	30	35	35	30	30	35	27
Participants	2,249	708	1,470	419	750	1,737	1,180
<i>% International</i>	80%	45%	59%	32%	38%	90%	54%
<i>% Domestic</i>	20%	55%	41%	68%	62%	10%	46%
Teams	130	NA	104	NA	73	NA	NA
Volunteers¹	117	31	68	23	96	162	70
Para-Sport available	No	No	No	Yes	No	No	Yes
Para-Sport participants	NA	NA	NA	4	NA	NA	7
Medals awarded	1,160	66	954	208	602	152	1,736
Discipline(s)						Long Distance Sprint Distance	
Sport Icon							
	Table Tennis.	Tennis.	Touch.	Triathlon.	Volleyball.	Water Polo.	Weightlifting. WC
Venue(s)	Auckland Table Tennis Centre	Albany Tennis Centre	Bruce Pulman Park	St Heliers/ Auckland Waterfront	Mairangi Bay Beach Volleyball Centre, The Trusts Arena	Westwave Aquatic	AUT Millennium
Competition dates (April 2017)	22-29	22-30	22-25	29	22-30	22-27	22-29
Sport Partner	Auckland Table Tennis Association	Tennis NZ	Touch NZ	Triathlon NZ, SMC Events	Volleyball NZ	NZ Water Polo	Olympic Weightlifting Auckland
Minimum age	30	30	27-30	30	30	30	35
Participants	246	552	940	687	979	220	497
<i>% International</i>	48%	32%	30%	21%	70%	49%	84%
<i>% Domestic</i>	52%	68%	70%	79%	30%	51%	16%
Teams	NA	NA	73	NA	250	17	NA
Volunteers¹	15	29	68	163	121	14	50
Para-Sport available	Yes	Yes	No	Yes	No	No	No
Para-Sport participants	0	0	NA	6	NA	NA	NA
Medals awarded	486	323	784	253	1,242	297	345
Discipline(s)					Beach Indoor		
Notes:							
WC - denotes a World Championship sport							
1. Figures are total number of Sport Volunteers for each sport only and do not include Games Volunteers and Medical Volunteers – which provided support services but were not strictly allocated to specific sports.							

ECONOMIC IMPACT

As part of the bidding process, an evaluation of the projected economic impact of the Games on Auckland and New Zealand was undertaken by Covec Limited in 2010 and 2013. This study estimated that the Games would generate the following impacts:

- \$36.2 million of regional GDP to Auckland
- 250,810 visitor nights in Auckland
- \$52.3 million of GDP to New Zealand
- 266,190 visitor nights in New Zealand

The estimates of GDP impact and visitor night impact on Auckland were subsequently adopted as Key Performance Indicators (KPIs) in the Terms of Reference (TOR) between ATEED and WMG2017 and adopted by ATEED as KPIs in their Statement of Intent with Auckland Council.

Following confirmation of the sport of rowing and the discipline of track cycling within the WMG2017 sports programme, decisions on competition venues resulted in two competition venues being located outside of Auckland, specifically in Cambridge. With the support of ATEED, revisions were therefore made to the estimates of the economic impact to reflect the estimated reduction in activity in Auckland. The revised estimates for Auckland were:

- \$30.8 million of regional GDP to Auckland
- 224,000 visitor nights in Auckland

The estimates of impact on New Zealand remained unchanged.

At the conclusion of the Games, a second economic impact evaluation was commissioned to estimate the actual impact of WMG2017, using the results of a post-event survey of participants, participation and budget information provided by WMG2017. Explicit efforts were made to ensure consistent methodologies were used between the studies to ensure comparability².

Impacts on Auckland

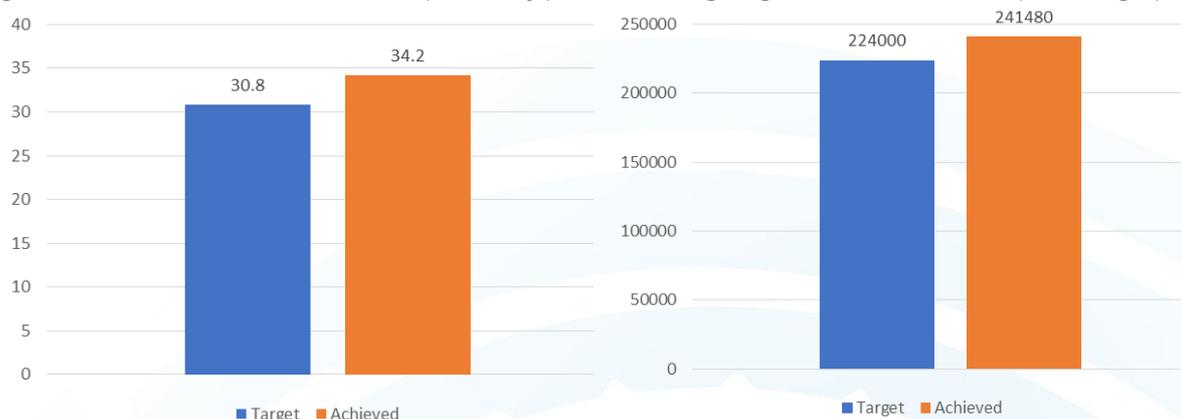
Hosting WMG2017 created an estimated inflow of money into the Auckland economy of \$42.7 million excluding GST. This inflow was made up of:

- \$7.0 million through the organisation and delivery of the event.
- \$34.6 million through expenditure on tourism and hospitality by people and businesses from outside Auckland.
- \$1.1 million through avoided leakage.

This inflow of money into Auckland is estimated to have contributed \$34.2 million to Auckland's GDP (based on a regional GDP multiplier of 0.8 – refer Appendix 8, Research Methodologies). In addition, it is estimated that WMG2017 visitors spent 241,480 visitor nights in Auckland (staying an average of 8.9 nights each).

² An outline of the methodology is provided in Appendix 7.

Figure 4: Contribution to Auckland GDP (on the left) and visitor nights generated in Auckland (on the right)



Impacts on New Zealand

It is estimated that international visitors attracted to New Zealand by WMG2017 spent 302,509 nights in New Zealand and stayed 14.8 nights on average.

This created an estimated inflow of money into the New Zealand economy of \$56.3 million excluding GST, made up of:

- An outflow of \$2.4 million through the organisation and delivery of the event.
- \$45.5 million through expenditure in New Zealand by international visitors.
- \$2.1 million through avoided leakage.
- \$11 million through purchases of international airfares from Air New Zealand.

The inflow of money into New Zealand of \$56.3 million is estimated to have contributed \$63 million to New Zealand’s GDP (based on a national GDP multiplier of 1.12 – refer Appendix 7, Research Methodologies).

Table 1: Estimated Economic Impacts of the Games

		Pre-Games ³ KPIs	Post Games Actuals
Auckland	GDP	\$30.8m ³	\$34.2m
	Visitor nights	224,000 ³	241,480
New Zealand	GDP	\$52.3m	\$63.0m
	Visitor nights	266,190	302,509

The net result is that WMG2017 exceeded both its New Zealand and Auckland GDP and visitor nights KPIs.

SOCIAL AND CULTURAL IMPACT

Social and cultural impact can be defined in a variety of ways. For the purposes of this report, social and cultural impact is defined as the following elements, specified in the Funding Agreement between ATEED and MBIE.

- Development of expertise of New Zealanders
- Opportunities for New Zealanders to experience the event
- Community and regional showcasing
- Impact on sporting disciplines
- Impact on New Zealand’s image as a world-class destination

³ Revised as a result of Track Cycling and Rowing being located outside of Auckland in Cambridge.

Development of Expertise of New Zealanders

There can be little doubt that the hosting of WMG2017 has provided a number of opportunities for New Zealanders to develop expertise in a number of ways.

At its peak, the Local Organising Committee (LOC) had a staff of 62 and a Board of six delivering the world's largest participatory multi-sport event. The Games was the largest event delivered in New Zealand since Rugby World Cup 2011 and the operation of WMG2017 itself provided extensive opportunities for development of expertise of LOC staff (a mixture of event professionals and specialists in their particular field) and of partner organisations.

Eighty six percent of Sport Partners agreed that being involved in the planning and delivery of the Games had provided development opportunities for them and/or their staff in relation to the staging of major events.

'This event gave a lot of our members an insight into running a big sports event at our club and they are keen to do more. Some have even mentioned event management as a future career.'

'This was a great opportunity for staff and our sport's community to learn what is needed to host a major event which will also have a trickle-down effect to our hosting of international tournaments and improve the delivery of our annual national competitions.'

Further,

- 88 percent of volunteers agreed that participating in the Games had increased their interest in volunteering at future sports events, and 78 percent of volunteers agreed that WMG2017 provided them with learning and development opportunities as a sports volunteer, and
- 91 percent of ten participants in the WMG2017 Observer Programme agreed that the programme provided them with information that will assist their personal and/or professional learning and development.

Opportunities for New Zealanders to experience the event

WMG2017 provided a range of opportunities for New Zealanders to experience the event as sporting participants, volunteers, supporters, spectators or enjoying the offerings at the Entertainment Hub.

Table 2 shows that 15,538 New Zealanders experienced the event in a formal sense as a registered participant of some sort – almost half (48 percent) of all registered participants.

Table 2: Participation by New Zealanders in WMG2017

Participant Type	Total	NZ	Share NZ
Athletes	24,905	11,029	44.3%
NPOs	1,094	291	26.6%
Registered supporters	2,579	451	17.5%
Volunteers	3,216	3,097	96.3%
VIPs	560	527	94.1%
Observers	38	23	65.5%
IMGA	24	0	0%
Media	200	120	60.0%
Total	32,616	15,538	47.6%

All sporting events were free for the public to attend and spectate. Although no official estimates of non-registered spectators was undertaken, anecdotally significant crowds (outside of registered participants) took the opportunity to watch a range of sports, in particular Softball, Football, Hockey, Rugby, Swimming and various Athletics, Cycling and Triathlon events staged along the Auckland waterfront.

An estimated 100,000 visitors enjoyed the offerings at the Entertainment Hub on Queens Wharf over the 10 days of the event. A survey of the crowd at the Entertainment Hub showed that during the day 67 percent of Aucklanders (approximately one third of all attendees) were not registered participants, but simply members of the public enjoying the entertainment, and hospitality on offer.

Community and regional showcasing

One of the key pillars of a World Masters Games for participants is the opportunity to experience the destination. The aspects of WMG2017 activity that showcased the communities and regions of Auckland and New Zealand were: Destination Auckland, a partnership with four other Regional Tourism Organisations (RTOs), the city dressing programme, and the range and location of accommodation used by participants.

Auckland was promoted heavily as a destination in the lead-up to and during Games time, on the website and in the Games Guide. A key tool was a promotional video series created by ATEED that featured Auckland broadcaster and WMG2017 ambassador Jenny-May Clarkson.

Data from the post-event survey showed that participants travelled extensively around Auckland with most (86 percent) visiting Central Auckland for leisure or sightseeing purposes and high numbers visiting North Auckland (49 percent), the Hauraki Gulf Islands (36 percent) and the Waitakere Ranges / West Auckland areas (22 percent).

As well as promoting Auckland as a destination, WMG2017 partnered with four Regional Tourism Organisations (RTOs) around New Zealand, which were featured as Games destinations of choice – Northland, Rotorua, Hawke’s Bay, Queenstown. Each destination was featured on the WMG2017 website, in the Games Guide and had a stand at the Accreditation Centre in conjunction with commercial partner, campervan provider Mighway. As the host location of two sports Destination Waipa was also featured in the Games Guide and at the Accreditation Centre.

Figure 5: WMG2017 website destination Auckland promotion

To discover the best of the Auckland region, visit the [official visitor information site for Auckland](#). You’ll be inspired to make the most of your Auckland experience, including the [Auckland Masterclass videos](#) featuring WMG2017 Ambassador Jenny-May Clarkson.



The city dressing programme undertaken by WMG2017 in conjunction with partners created a strong visual presence in Auckland and Waipa, announcing that the Games had arrived, and complementing the rest of the Games story being told across Games channels, at competition venues and the Entertainment Hub.

Rather than trying to spread the coverage too far, key areas were targeted with a more intense programme of city dressing, resulting in pockets of strong Games presence. This was focussed around the Auckland airport (inside and outside both terminals), competition venues and town centres, the CBD and the Entertainment Hub, and the key transport corridors of Tamaki Drive and the Northern Busway.

ATEED’s commitment to the city dressing programme was critical in ensuring the level of coverage was commensurate with the Games’ status as a major event. This ensured coverage extended to almost all local board areas hosting Games competition venues.

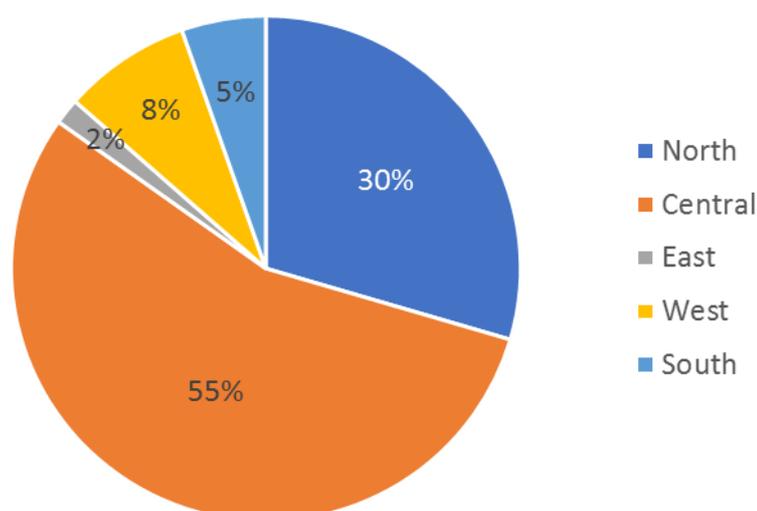
The communities and regions of Auckland and the Waikato were also showcased through the range of competition venues and the location of accommodation used by WMG2017 participants. The 48 venues used spanned the region providing participants with opportunities to experience all corners of Auckland and the Waikato (Table 3).

Table 3: Geographic Spread of Competition Venues across Auckland

Regional Cluster	No. Venues	Sports
North Auckland	18	Athletics, Badminton, Basketball, Canoe, Football, Hockey, Orienteering, Sailing, Softball, Squash, Surf Life Saving, Swimming, Tennis, Volleyball, Weightlifting
West Auckland	6	Archery, Athletics, Cycling, Golf, Orienteering, Shooting, Volleyball, Water Polo
Central Auckland (Auckland isthmus)	17	Archery, Athletics, Badminton, Cycling, Golf, Lawn Bowls, Netball, Orienteering, Table Tennis, Triathlon
East Auckland	2	Baseball, Golf, Rugby
South Auckland	3	Basketball, Canoe, Cycling, Touch
Waipa/Cambridge	2	Cycling, Rowing
Total	48	

Reflecting this spread, participants also chose to stay in accommodation across the region. It is estimated that the largest share of visitor nights (55 percent) were spent in central Auckland (comprising the Auckland isthmus area), but significant nights were also spent in northern areas of Auckland (30 percent) and the remaining 15 percent in south, west and eastern areas, as shown in Figure 6.

Figure 6: Estimated Geographic Spread of Visitor Nights across Auckland



Impact on sporting disciplines

The impact on sporting disciplines involved in WMG2017 was measured from the perspectives of the athletes, sport partners and venue partners.

From an athlete's perspective:

- 20 percent of all athletes agreed that WMG2017 prompted them to participate in a sport that they hadn't previously participated in competitively, and
- 68 percent of athletes agreed that their WMG2017 experience had increased their likelihood of participating in sport in the future.

From a sport partner perspective, 96 percent of sport partners believed that hosting the Games has or will result in a longer term/legacy benefit for their sport. These benefits broadly related to:

- Increased future participation in their sport either as athletes or volunteers / supporters / administrators through people taking up their sport for the first time or re-connecting with their sport after some time off,
- Improved facilities as a result of investments or upgrades undertaken to venues to host WMG2017 activity, and
- An improvement in skills and capabilities of staff involved in the delivery of WMG2017.

'Definitely will be a positive impact for participation. Furthermore, it has enhanced our skill & experience base in sport delivery.'

'Feedback from the players involved is that they want to continue playing and are eyeing up future tournaments already. I also believe our relationship with the local club has strengthened as a result of WMG2017.'

Further, 77 percent of venue partners believed that hosting the Games has or will result in a longer term/legacy benefit for their sporting venue. Benefits cited generally related to facility upgrades and improved profile for venues and facilities.

'Competitors will come back for more now they know where we are. We may increase membership from Auckland competitors.'

Impact on NZ's image as a world class destination

For almost half (47 percent) of all international participants, the Games was their first trip to New Zealand and 70 percent of all international participants rated their likelihood to recommend New Zealand as a holiday destination as a 9 or 10 out of 10.

Tourism New Zealand (Tourism NZ) worked with WMG2017 prior to and over the course of the Games to leverage PR stories with destination content. Key actions included:

- The generation of WMG2017 stories
- The inclusion of destination-related content in regular WMG2017 newsletters
- A dedicated WMG2017 hub on NZ.com and dedicated destination content on wmg2017.co.nz
- Pitching and delivering WMG2017 story angles into Australia through the Tourism NZ PR team
- In-market trade advice for WMG2017 travel packages

In total Tourism NZ report 176 stories were generated with an equivalent value of \$1.208 million, both pre and during the Games. In addition, Tourism NZ Opening Ceremony coverage generated 268 stories reaching a potential audience of 91.7 million.

MEDIA IMPACT

Overall Media Impact

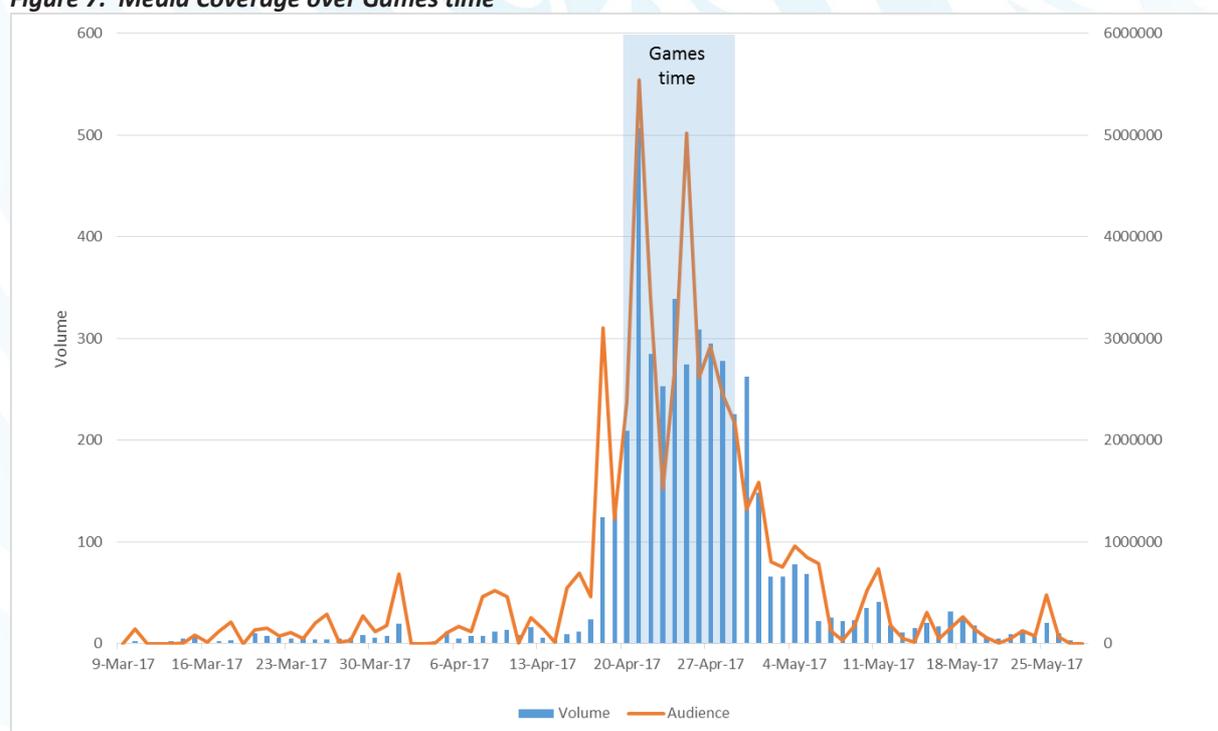
WMG2017 had a specific set of KPIs relating to media coverage. Results for the 10-month period from August 2016 (nine months pre-Games) to the end of May 2017 (one month post Games) are shown in Table 4, with all KPIs exceeded.

Table 4: WMG2017 media outcomes August 2016 to May 2017

Metric	Measurement period	KPI	Achieved
Tone of voice	Aug– Sept 2016	At least 80% positive or neutral	94.3%
	Oct – Dec 2016	At least 80% positive or neutral	99.5%
	Jan – March 2017	At least 80% positive or neutral	97.4%
	April – May 2017	At least 80% positive or neutral	100%
Public Relations Value (NZD)	Aug – Sept 2016	\$600,000	\$3,938,706
	Oct – Dec 2016	\$600,000	\$1,418,073
	Jan – March 2017	\$750,000	\$3,182,796
	April – May 2017	\$1,500,000	\$14,103,786
Cumulative Audience Reach	Aug – Sept 2016	3,500,000	3,692,642
	Oct – Dec 2016	3,500,000	5,049,760
	Jan – March 2017	5,350,000	7,146,672
	April – May 2017	7,700,000	50,306,926

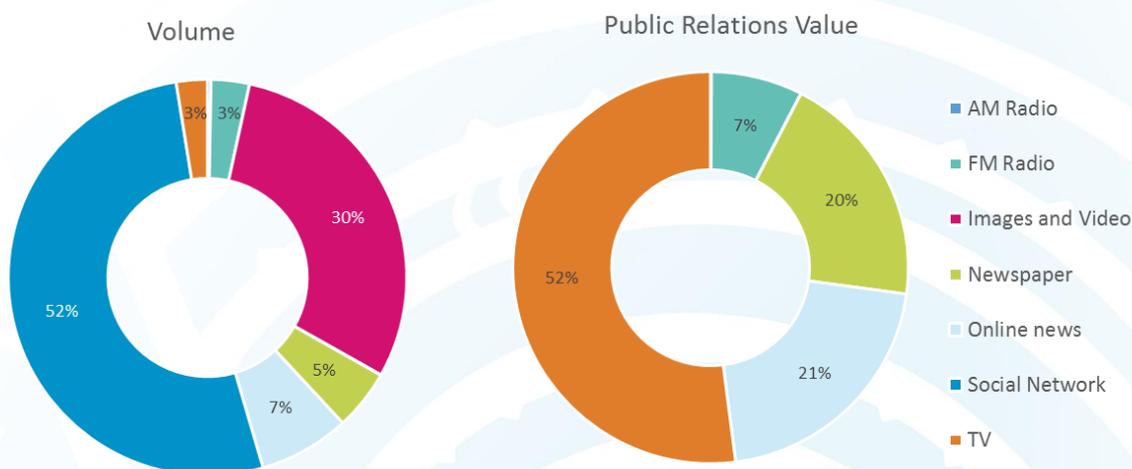
Figure 7 shows that the most significant levels of media coverage coincided with Games delivery when more than 3,000 items (volume) and a cumulative audience of 29.7 million was achieved, over the 10-day period of the event. This had a Public Relations Value (PRV) of \$6.4 million.

Figure 7. Media Coverage over Games time



A key point of difference for WMG2017 over previous Games was the extensive use of online and social media to generate interest pre, during and post Games time. Figure 8 shows that over the 10-day period of the Games, social networks (52 percent) and images and video (30 percent) dominated the volume of coverage while television (52 percent), online news (21 percent) and newspaper coverage (20 percent) dominated the PRV achieved.

Figure 8: Shares of Media Volume and PRV over Games time



Social Media

An independent evaluation of social media only, conducted by Repucom, found that WMG2017 generated 53,522 social media posts with 92 percent of these coming from Twitter. More than 99 percent of all posts were positive or neutral in tone. The official Games hashtag '#WMG2017' was the most popular with 2,200 mentions and the '@wmg2017' handle was the most mentioned (580). Fifty four percent of posts originated from users from the USA and 11 percent from New Zealand.

Outdoor media

Outdoor advertising and promotional collateral released by WMG2017 included bus back and billboard placements in Auckland (along with bus backs in Wellington and Christchurch) with a rate card value in excess of \$1 million.

PARTICIPANT FEEDBACK

Quality of Event

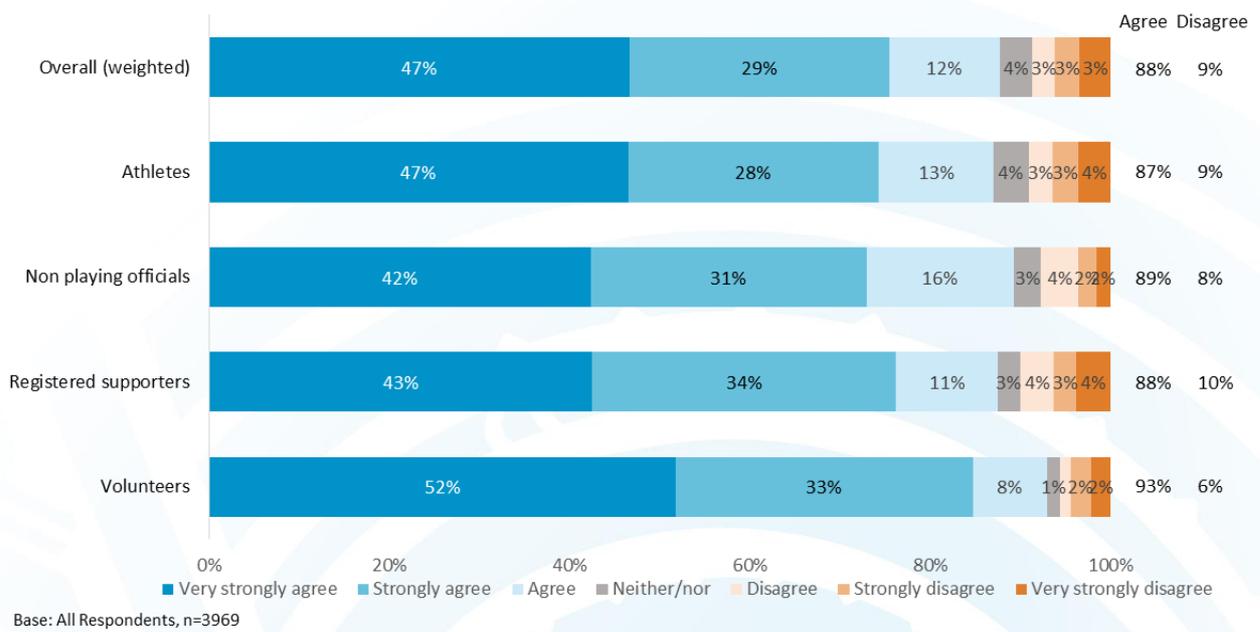
As a means of measuring the overall quality of the Games, two KPIs were specified in the TOR between WMG2017 and ATEED. These were:

- 85 percent of competitors/participants agree that the event was well organised.
- 85 percent of public attendees agree that the event was well delivered and enhanced their pride in the city (Aucklanders only).

These KPIs were measured via the post-event survey of participants, which was answered by 3,974 participants (including athletes, non-playing officials, registered supporters and volunteers).

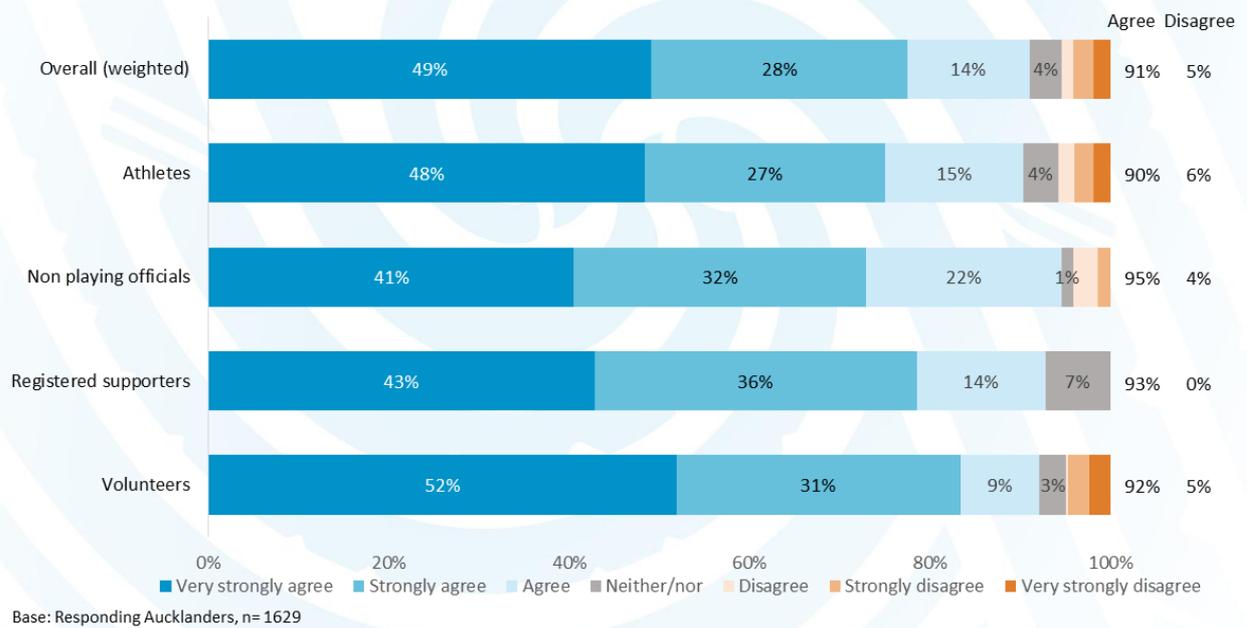
Eighty eight percent of all participants agreed that the Games was well organised, with almost half of all participants (47 percent) strongly agreeing (Figure 9).

Figure 9: Participant agreement that WMG2017 was well organised



Overall, 91 percent of participating Aucklanders agreed that the event was well delivered and enhanced their pride in the city, with 49 percent agreeing very strongly (Figure 10).

Figure 10: Agreement that WMG2017 was well delivered and enhanced my pride in Auckland

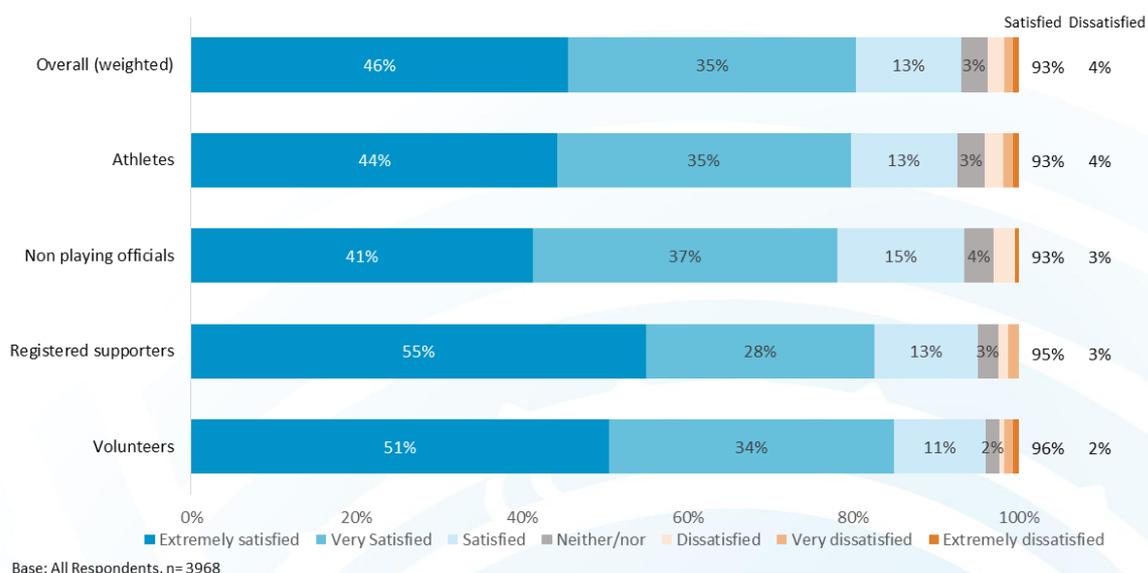


Based on the results in figures 9 and 10, both KPIs relating to the quality of the event were met.

Overall Satisfaction

In addition, all participants were asked how satisfied they were with their overall Games experience. 93 percent were either extremely satisfied (46 percent), very satisfied (35 percent) or satisfied (13 percent). Volunteers expressed the highest level of satisfaction (96 percent) (Figure 11).

Figure 11: Participant satisfaction with overall WMG2017 experience



These measures of quality rate favourably alongside results from the Sydney 2009 World Masters Games where 75 percent rated the overall level of service they received as excellent or good and 84 percent rated their experience overall as very enjoyable or enjoyable.

STAKEHOLDER FEEDBACK

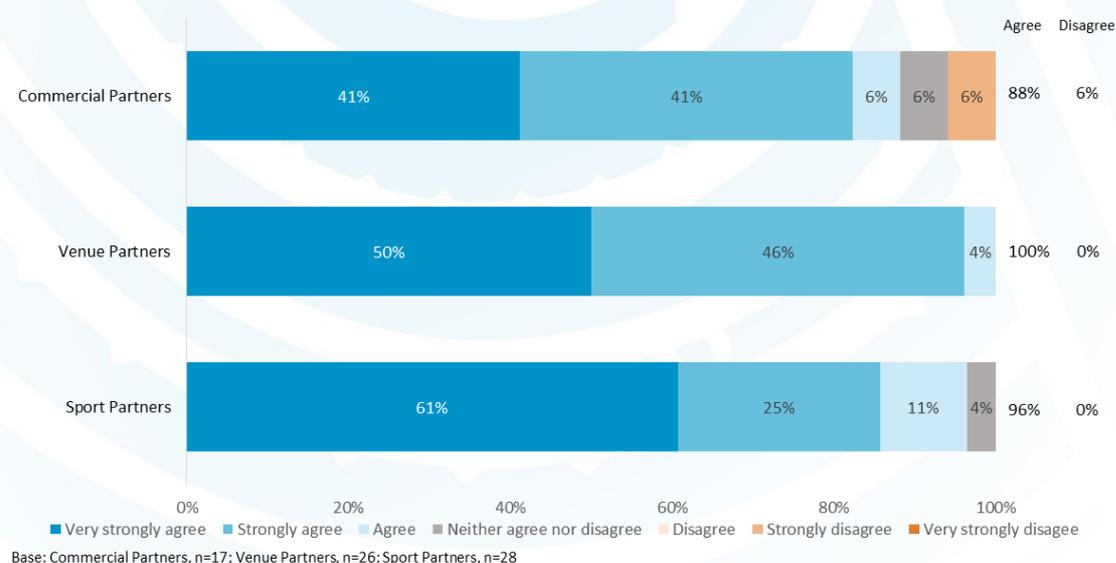
At the Closing Ceremony on 30 April 2017, Kai Holm, President of the IMGA declared WMG2017 ‘the best Games ever’.

Key stakeholders comprising ATEED, MBIE, Auckland Transport, Ngāti Whātua o Ōrākei, all sports partners and a sample of venue partners and all commercial partners were surveyed to gauge their view on the event.

Quality of the Event

Using the same metric as was used for participants, sports, venue and commercial partner stakeholders were asked the extent to which they agreed that the Games were well organised. Agreement was high among all stakeholder groups with all venue partners agreeing, 96 percent of sport partners and 88 percent of commercial partners agreeing (Figure 12).

Figure 12: Stakeholder agreement that WMG2017 was well organised

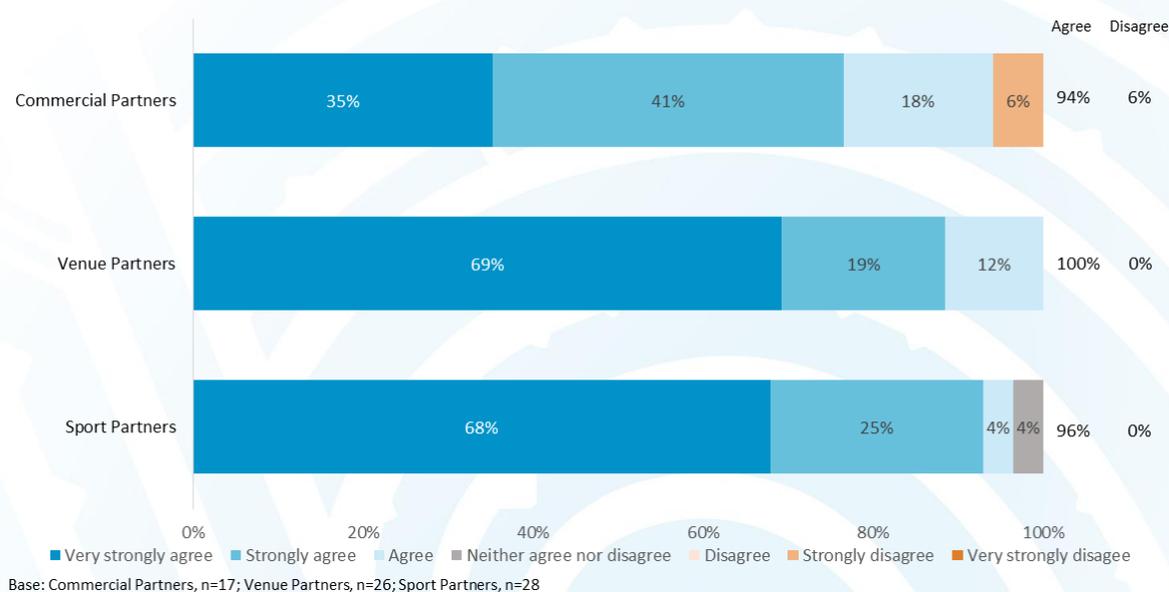


In addition, key stakeholders, ATEED, NZ Major Events, Auckland Transport and Ngāti Whātua o Ōrākei also all agreed that the Games were well organised.

Support for Future Events

Further, sports, venue and commercial partner stakeholders were asked about the extent to which they were supportive of attracting major events like WMG2017 to Auckland in the future. Again, support was very strong with a significant majority (94 percent to 100 percent) of all stakeholder groups agreeing that they would support the attraction of major events similar in nature to WMG2017 to Auckland in the future (Figure 13).

Figure 13: Agreement on supporting the attraction of major events like WMG2017 to Auckland in the future



COMMERCIAL PARTNERS

Unlike most major events, the majority of commercial rights for World Masters Games sit with the host city. This was critical for WMG2017 as the commercial revenue target to be achieved was one of the greatest ever set for a New Zealand LOC.

WMG2017’s Commercial Strategy was to work with Partners who:

- could help extend the reach of the Games;
- were willing to work collaboratively to deliver ‘the best Games ever’ (enhancing the athlete experience); and,
- were interested in the longer-term benefits for Auckland and New Zealand.

The Commercial Partner hierarchy incorporated five tiers - Presenting Partner, Strategic Partners, Experience Partners, Product Partners and Trust Funding Partners.

WMG2017 Presenting Partner Barfoot & Thompson was confirmed early, which gave other partners confidence in also getting involved in the Games. This, together with the objectives allowed Commercial Partners to be approached and secured, as illustrated in figure 14.

The Commercial Partners are discussed further in the Commercial section.

Figure 14 – WMG2017 Partner family



Media Partners were also included in the Commercial Partner family, and were critical to building awareness, supporting participant and volunteer acquisition and generating positive media coverage.

Additional partner categories that provided key opportunities for WMG2017 were:

- Supporting Partners – who provided cash / budget-relieving value in-kind and in-kind investments in specific areas. Partners were: Good George, Villa Maria, Coca-Cola Amatil, SKYBUS, Super Shuttle, Avis, Auckland Co-op Taxis, Vodafone, Auckland Airport, New Zealand Woman’s Weekly, Giant Bicycles, Dole NZ, and Drug Free Sport NZ.
- Regional Tourism Organisations (RTOs) – four RTOs around New Zealand were featured as Games destinations of choice – Northland, Rotorua, Hawke’s Bay, Queenstown. In addition, Waipa District was promoted, given their role in hosting two WMG2017 competition venues.
- Inclusion Partners – partners who formed part of the value-proposition for participants: Auckland Zoo, Auckland War Memorial Museum, Auckland Art Gallery, MOTAT, Auckland Stardome and Planetarium, SkyTower, New Zealand Maritime Museum and Auckland Council Pools and Leisure Centres.
- Event Partners – reciprocal expo and promotional space – Pan Pacific Masters Games, Huntsman Senior Games, Australian Masters Games, New Zealand Masters Games, Americas Masters Games, USA Masters Games.
- Accreditation site partners – product, service or event providers of interest and value to Games participants at accreditation. These were a mix of the partners noted above (eg: Barfoot & Thompson, reciprocal event partners) and others such as Kansai World Masters Games 2021, Plate Me Nutrition and Jaybird.

WMG2017’s Charity Partner was St John.

DELIVERY BUDGET

A key objective of WMG2017 was the achievement of a balanced budget. With funding from ATEED and NZME agreed early in the planning journey, approximately one third of the projected revenue was required to be generated from participants and commercial partners. This required a number of expenditure and revenue levers to be deployed to mitigate revenue uncertainty and risk, as discussed in further detail in the Finance and Corporate Services section.

The final budget performance is outlined in tables 5 and 6.

Table 5: WMG2017 whole of programme revenue by type (2013/14 – 2016/17)

Activity	Actual (\$000)
ATEED	11,757
MBIE	11,000
Commercial revenue	3,694
Grant funding	1,595
Registration revenue	8,181
Other revenue	49
Total revenue	36,276

Table 6: WMG2017 whole of programme expenditure by function / division (2013/14 – 2016/17)

Division / Function	Actual (\$000)
Chief Executive Office	12,146
Finance and Corporate Services	3,535
Commercial	440
Sports and Games Operations	10,092
Marketing and Communications	5,878
Ceremonies and Events	3,353
Total expenditure	35,445

Through an overwhelmingly successful marketing and commercial programme combined with an organisation-wide commitment to financial prudence, WMG2017 Limited generated a surplus of \$ 831,000. To further the LOCs work in fostering and developing amateur sport, a fund will be established for the purpose of benefitting amateur sports events and initiatives across the 28 sports involved in the Games. The fund, accessible by grant application, is to be administered by ATEED.

KEYS TO SUCCESS

For more than four years, the World Masters Games 2017 (WMG2017) Local Organising Committee had carried a goal to deliver the 'best Games ever' in the history of the event.

So when the President of the International Masters Games Association, Kai Holm, proclaimed at the Closing Ceremony that the Auckland Games had indeed set a new benchmark, it was nothing short of a dream come true.

Following the Games, post-event analysis added another exclamation point, showing that the event had exceeded all its Key Performance Indicators including GDP, visitor nights and customer satisfaction.

To all those watching from the outside, it was obvious that the success of the Games and the accolades handed down were not just due to sheer luck. The Local Organising Committee (LOC) had established a Foundation Plan back in 2014 which had created the blueprint for operational excellence.

In working together across a single programme of work, each division within the business was unified around one set of organisation-wide objectives and key performance indicators. Each year across the continuum of the Games, the plan was formally reviewed, adjusted and refocused to ensure the LOC was well poised to achieve

the end goal.

Success was not achieved without challenges. The most significant and time consuming of which was the matter of the extreme prices set by many hotel operators within Auckland, causing customer dis-satisfaction. There was also the issue of how to navigate iwi engagement, given the dispersed footprint of the Games across Tamaki Makaurau.

In regards to these challenges, significant thanks must go to SKYCITY as the Hotel and Fine Dining Partner of the Games, who priced their two properties reasonably from the outset. Thanks also to the Aktive Maori Advisory Group, who provided considered and constructive guidance regarding iwi engagement, which resulted in Maori culture being integrated into the overall programme of the Games in an authentic and exciting way.

It is fortunate that the challenges experienced throughout the four-year planning journey did not impact the achievement of the Games goals.

Broadly speaking, the resounding success of the Games was due in no small part to effective partnerships which had been established from day one. The LOC partnered with world class sport and venue partners, operations and logistics partners, iwi and commercial partners, to bring the bold Games vision to life.

In this respect, significant emphasis was placed on the notion of one team, one dream. All event objectives and targets were clearly communicated both internally and externally, ensuring both the core LOC and its partner organisations were working towards the same vision, mission and outcomes.

Similarly, wherever possible, effort was made to leverage resources available to WMG2017 by virtue of it being a Council Controlled Organisation. Support provided by Auckland Transport, Regional Facilities Auckland, Panuku Development, ATEED and Auckland Council itself must be acknowledged.

The customer - being the participants of the Games - were at the forefront of planning always. The LOC prided itself on remaining agile and responsive to their needs throughout the planning journey. This was an underlying enabler of success as it ensured the needs and wants of the athletes and supporters were prioritised from the beginning.

The process of customer centricity was started in taking learnings from previous World Masters Games events, along with other similar events held in Auckland. This insight was complemented by independent research conducted by WMG2017, the results of which were carefully considered in the creation of all facets of the Games experience. Innovation was one outcome of research and insight, in that WMG2017 did not just duplicate what had been done by previous WMG's, but created new propositions and methods of execution that were ultimately lauded by participants.

From day one, the LOC publicly maintained that these Games would be the best Games ever. Anything less would not have done justice to an event with such heart. In the process, the LOC set a new benchmark for how this event in particular, and major events more generally, could be delivered within New Zealand. On a more aspirational level, the Games offered up a masterclass on how the greatest of dreams could be achieved through genuine and effective partnership.

These are just a few of the legacies that have proudly left behind as a result of World Masters Games 2017, in Auckland, New Zealand.



GOVERNANCE



GOVERNANCE

GOVERNANCE OVERVIEW

The Governance function within WMG2017 provided support services to the Board, Chief Executive and Executive Team. The Governance function encompassed the design and development of the overall programme of work (whole of programme) and the coordination of planning and reporting across the whole of Games.

The Governance unit was also responsible for the delivery of activities that crossed divisions or entailed whole of programme elements, such as: risk management, evaluation and post event reporting, and the Observer programme, which was delivered by WMG2017 as part of the transfer of knowledge. The Governance function supported stakeholder management and in particular, Government relations. Wider stakeholder management is discussed under Marketing and Communications.

WMG2017 ESTABLISHMENT

Auckland Tourism Events and Economic Development Limited (ATEED) together with MBIE (formerly the Ministry of Economic Development), Sport New Zealand (Sport NZ) and the New Zealand Masters Games established a Bid Advisory Group to lead an application to IMGA for Host City Status in 2010. The bid was won and in 2012 Auckland was awarded the hosting rights to the 9th edition of the World Masters Games to be hosted in 2017. ATEED entered into the Host City Contract with IMGA in late 2012.

ATEED established a Local Organising Committee (LOC) to deliver the Games. A key consideration was the need to separate ATEED as event owner from ATEED's typical ancillary role supporting event owners, particularly given the revenue model of WMG2017 and inherent financial and operational risks⁴. An equally important consideration was the determination of whether the governance structure should be representation-based (eg to protect and/or promote specific stakeholder interests) or expertise-based (holding the necessary mix of skills and competencies to fulfil the organisation's purpose and objectives), and whether it should be internal or external to ATEED.

Having investigated and weighed up the relative merits of a number of options, ranging from various forms of an internal business unit of ATEED, through to a charitable trust and a fully independent company, the outcome was the decision to form a stand-alone company wholly owned by ATEED, with experienced and independent directors.

In September 2013, World Masters Games 2017 Limited was registered as a company under the Companies Act 1993, and, like ATEED itself, became a Council Controlled Organisation (CCO) subject to the Local Government Act.

ATEED undertook a global search to establish an independent, skills and expertise-based Board for WMG2017, and to recruit a Chief Executive. The initial Board members, appointed in July 2013, were Sir John Wells (Chair), Martin Snedden, Diana Puketapu, Barry Maister, Kevin Ross and Dianne McAteer. Jennah Wootten was appointed Chief Executive. In 2015 Barry Maister resigned due to increasing IOC commitments and was replaced by Graham Child.

The establishment of World Masters Games 2017 Limited (WMG2017) as the LOC is embedded in both the New Zealand Major Events (NZME) Funding Agreement and the Terms of Reference with ATEED. Under its Constitution, the principle purpose for the establishment and operation of WMG2017, and the application of its funds and other assets, is to promote amateur sport conducted for the recreation and/or entertainment of the general public, through the organisation and delivery of the Games, and through involvement in such other events and activities that relate directly to the Games.

The Constitution also made provision for the disposal of assets including any profits, prior to the company's dissolution.

⁴ O'Connor Sinclair - ATEED World Masters Games 2017, 17 July 2012

The Governance structure of WMG2017 comprised the Board and an Audit Subcommittee, made up of Diana Puketapu (Chair), Dianne McAteer, Graham Child and Kevin Ross. The Audit Subcommittee had delegated responsibility for risk management, policies and procedures, and financial statements and audit.

GOVERNANCE FRAMEWORK

WMG2017 operated under three principal contracts with the International Masters Games Association (IMGA), the Ministry of Business, Innovation and Employment (MBIE) and Auckland Tourism, Events and Economic Development (ATEED). Together the three contracts set out the purpose, key operating principles and key performance indicators (outputs) required of the Games.

- Host City Contract (HCC) for World Masters Games, between IMGA and ATEED – which conveyed the rights to host the Games in 2017 to ATEED on behalf of Auckland and outlined the hosting obligations including the rights fee payable to IMGA, and reporting requirements.
- New Zealand Major Events Funding Agreement (Funding Agreement), between MBIE and ATEED – which outlined Government’s funding for the organising, hosting and promotion of the Games and the associated obligations, including the establishment of a Board or Local Organising Committee (LOC) and reporting requirements.
- World Masters Games 2017 Limited Terms of Reference (TOR) between ATEED and WMG2017 – which established the WMG2017 Board and organisation, transferred ATEED’s delivery obligations under both the HCC and the Funding Agreement to WMG2017 Limited (except for the responsibility for leverage and legacy activities contained in the Funding Agreement), and identified WMG2017’s key KPIs and reporting requirements.

The TOR also identified the principal role of WMG2017 as being:

- To promote the sports being played at the Games through the organisation and delivery of the Games,
 - within the budget and manner that meets WMG2017’s and ATEED’s obligations under the Host City Contract and the Funding Agreement,
 - in a manner that maximises economic and social benefits from and enhances the reputation of Auckland and New Zealand, and
 - is viewed as a success by participants and supporters, IMGA, MBIE and the people of Auckland.

VISION, MISSION AND OBJECTIVES

An essential building block for the development of the WMG2017 delivery plan was the formation of its vision, mission and objectives.

The WMG2017 Vision was to:

Deliver the best World Masters Games ever, to ignite a passion for participation in masters sport, so that we inspire the world with our stories.

WMG2017 Mission was to:

Create an exceptional experience for all.

WMG2017 objectives were to:

- Deliver an exceptional and memorable Games experience for athletes, New Zealanders and stakeholders,
- Deliver a balanced budget, achieving revenue targets and demonstrating sound financial management,
- Ensure the economic benefit from the Games is realised, and
- Deliver a benchmark Games that strengthens the global masters movement.

KEY PERFORMANCE INDICATORS

WMG2017 operated under key performance indicators that were derived from the original bid and three underlying contracts, which encompassed the:

- Achievement of athlete targets,
- Achievement of economic benefit targets (GDP and visitor nights),
- Achievement of revenue targets / break-even budget,
- Achievement of satisfaction targets – customers, partners and public.

These KPIs were reflected in each ATEED Statement of Intent for the periods 2014-2017; 2015-2018, and 2016-2019, and in the WMG2017 TOR with ATEED.

The specific KPI targets that guided all WMG2017 activity were:

- 25,000 athletes and 3,334 supporters,
- \$13.1m non-Government revenue,
- \$30.8m incremental GDP and 224,000 visitor nights in Auckland⁵ and \$35m GDP and 266,000 visitor nights across New Zealand,
- 85 percent satisfaction across athletes, stakeholders and the public, and
- Balanced budget.

These targets were embedded in all subsequent planning for the delivery of the Games, and formed the basis of pre- and post-event performance reporting.

POLICY FRAMEWORK

As a Council Controlled Organisation, WMG2017 operated under local government public sector accountability principles. Under clause 11 of the TOR with ATEED, WMG2017 was required to adopt ATEED policies, including policies relating to human resources, travel and procurement, except where a WMG2017 exception was required on a case-by-case basis and with the prior written consent of ATEED. WMG2017 only established a small number of its own proprietary policies as follows:

- Delegated Financial Authority (which was further modified for Games time)
- Media, Social Media and Communications policies
- Leave Policy
- Mobile Phone Policy
- Risk Management Policy
- Fleet Guidelines (which was further modified for Games time)
- Health and Safety Policy

In a small number of other areas, a WMG2017 edit was made to an existing ATEED or Auckland Council policy to reflect the specific situation of WMG2017, such as the travel policy, to reflect the commercial relationship WMG2017 had with an airline partner. The WMG2017 Audit Subcommittee had oversight of the WMG2017 policy framework and received a policy update at each meeting.

WMG2017 also developed a number of operational policies specifically for Games time, such as the Competition Delay, Postponement, Rescheduling or Cancellation Policy; Accreditation Collection for Participants Policy and a Volunteer Redeployment Policy.

In addition to formal policies WMG2017 established a number of standalone principles and guidelines to guide operational delivery. This included a Sustainability Principle which was adopted in October 2016, and Crisis Management Plan for Games time.

⁵ Reflects the revised GDP and visitor night targets for Auckland after two sports venues were located in the Waikato.

GOVERNMENT RELATIONS

Maintaining a regular and close relationship with Central and Local Government is a key responsibility of an LOC.

In addition to its performance reporting to MBIE (discussed under planning and reporting below), the WMG2017 Chairman and Chief Executive provided a progress update to the Major Events Ministers Group approximately once a year, the Minister of Health, Sport and Recreation approximately twice a year and met with Major Events Investment Panel members on regular occasions.

In 2016, a 2017 Major Sporting Events unit was established at Sport New Zealand, focused on coordination of Government agencies involved in the three major events taking place in New Zealand in 2017 (being WMG2017, the British and Irish Lions Series and the Rugby League World Cup). Three sub-level steering groups were established:

- Risk Steering Group – responsible for risk management and contingency planning (with the Department of Prime Minister and Cabinet (DPMC) security unit, NZ Police, Immigration, and the Ministry of Health);
- Operations Group – responsible for operations coordination across events with DPMC, NZ Police, border agencies (Immigration and Customs), Health, the Ministry of Transport, NZ Transport Agency and MBIE;
- NZ Inc Group – responsible for leverage and legacy through a NZ Inc approach across the Government agencies of Sport NZ, NZ Trade and Enterprise, Tourism NZ, the Ministry of Foreign Affairs and Trade, and the Ministry for Cultural and Heritage.

WMG2017 was a participant in the Risk Steering Group and the Operations Group and attended 11 meetings across 2016 and 2017, while ATEED was the Auckland lead in the NZ Inc Group (for leverage and legacy agencies).

Local Government relations were maintained with Auckland Council through formal reporting and regular briefings to the relevant substantive Committee. Within ATEED, meetings of the WMG2017 ATEED Steering Group took place either fortnightly or monthly (in line with TOR requirements), and briefings were provided to the ATEED Major and Business Events Committee or the ATEED Board on a regular basis.

From July 2016, the WMG2017 ATEED Steering Group was expanded to include MBIE, bringing local and central government relationship closer together.

WMG2017 was committed to engaging with Tāmaki Makaurau iwi in a genuine and respectful manner. Auckland Council recognises 19 iwi across Tāmaki Makaurau. WMG2017 engaged with and provided a briefing to a number of iwi and representative entities, including the Independent Māori Statutory Board (IMSB), the internal Auckland Council unit, Te Waka Angamua (TWA), and ATEED's cultural advisor. Consultation also took place with the Active Māori Advisory Group.

WMG2017's iwi and cultural engagement programme had the following key components:

- The Takarangi as a core element of the master logo and more broadly across the WMG2017 visual identity in a range of forms, including the merchandise range, medal design and workforce uniforms.
- Te Reo and tikanga staff development programme ensured competence and confidence with language and protocol.
- Powhiri and karakia at Ōrākei Marae for all Directors and staff and at Lake Karapiro at the Games commencement.
- Ceremonies and events content, at the forefront of the Opening and Closing Ceremonies and through Toi Ora (the living gallery) at the Entertainment Hub on Queens Wharf.

Feedback from Ngāti Whātua o Ōrākei on the relationship was that WMG2017 not only set a benchmark for how Ngāti Whātua o Ōrākei could partner with events, but how partnership and working together more generally should work.

DELIVERY MODEL

The delivery model for WMG2017 was largely decentralised. This was, in part, the result of the inherent operating model of World Masters Games, which required direct involvement of regional and national sporting organisations, and use of existing venues rather than construction of any purpose-built facilities. It was also the result of the funding of WMG2017 and WMG2017's own approach to delivery, which was to establish effective partnerships across all elements of Games delivery (sports, social and destination) and to enhance the Games experience through leveraging partner resources and the desire to leave a legacy with partners.

The decentralisation encompassed:

- Multiple funders – across Government and Auckland, commercial partners and participants.
- Multiple delivery partners – across sports, venues, service providers (eg transport, medical, payroll), consultants and professional services, and contractors and suppliers.

The decentralised approach had a number of strengths such as:

- Allowing the LOC to be small and agile; WMG2017 at its height numbered 62 people.
- Engaging / deploying specialist resources without having to disrupt existing employment contracts/relationships (eg Auckland Festival Trust for the programming of the Entertainment Hub).
- Enhanced capability building - in partners, the major events sector and in Auckland and New Zealand, as part of the legacy from WMG2017.

However, it also created some challenges such as:

- The task of coordinating multiple partners, best evidenced when it came to identifying the number of PCBUs from a health and safety perspective involved in each delivery element.
- Challenges with realising consistency of service from providers and the experience of participants.

CULTURE, REWARD AND RECOGNITION

A key feature of WMG2017 was that it invested strongly in people and culture from the outset, a value that was led from the top. At WMG2017, delivery was as much about how things were done as what was done.

WMG2017's goal was to maintain a highly effective and highly supportive team who shared the same passion and commitment to create the 'best Games ever' through a game-changing culture. This type of 'one team' approach was seen as essential to maintaining employee engagement and satisfaction across divisions and operating areas, ultimately leading to other desirable outcomes such as staff retention. A key element of this strategic pillar was the clear articulation of, and buy-in to, the Games vision, mission, values, culture and priorities over time.

WMG2017 recognised that although a strong and positive culture can come to life in many different shapes and forms (and often organically), specific cultural 'traditions' could be used to reinforce the culture. The overall programme was led by the Chief Executive, who personally undertook an induction with all staff as they joined WMG2017. Positive behaviours were reinforced and encouraged and feedback used as a tool for constantly health-checking the way people worked together and interacted with one another.

The key traditions established and maintained across the four-year life of WMG2017 were:

- Timeout - a quarterly all-of-staff offsite day that included sharing information and reflection, team building and development, cross divisional interaction.
- Epic Plays Award – 'Epic (adjective) – heroic and impressive in quality'. At each Timeout, the Epic Plays award went to a WMG2017 team member who had gone above and beyond the call of duty in some aspect of work over the previous period.
- Journey Book - a weekly diary that each team member contributed to (via a roster), designed to capture the trials and tribulations of the WMG2017 journey. The journey book was presented to staff at the end of the Games.
- Staff and milestone recognition – a mix of formal milestones and informal opportunities were celebrated along the Games journey to recognise staff, team achievements and programme milestones.
- Team uniform – up until the end of 2016, all staff were awarded a WMG2017 polo shirt branded with their name and Games 'number' to celebrate becoming part of the WMG2017 family. In 2017, this uniform was

replaced by the Games time workforce uniform.

- Getting Games Ready - In the final year, culture projects focused on 'Getting Games Ready' – in particular, Wellness and Resilience programme activities which were incorporated into the delivery of culture traditions such as Timeout.
- Communication – internal team communication activities including a monthly 'State of the Nation' email from the Chief Executive between 2013 and 2015, which evolved into a monthly all-staff meeting from 2016-2017.
- Throughout its life, there were also several activities that arose on a spontaneous basis, which contributed to the culture of WMG2017.

The success of WMG2017's approach to organisational culture is evidenced by employee satisfaction and engagement scores across the life of the organisation, which are described in the Finance and Corporate Services section that follows.

PROJECTS AND PLANNING

WMG2017 took a projectised, whole-of-programme approach to planning and delivery of the Games. The work programme and project structure was derived from the core contracts and achievement of KPIs. The LOC was divided into six functional Divisions and Units: Chief Executive, Finance and Corporate Services, Commercial, Sports and Games Operations (comprising three Groups: Sports and Venues; Games Operations and Volunteers), Ceremonies and Events, and Marketing and Communications, each with clear accountability for defined deliverables and outcomes, along with the projects through which delivery was achieved.

The programme approach provided a way of ensuring ownership of all work packages and projects, defined clear roles and responsibilities, afforded visibility of interdependencies, and provided a foundation for budgets and reporting.

Business and project planning took different forms over the life of WMG2017. In its inaugural year, 2013/14, the programme and business plan took the form of a Foundation Plan. In 2014/15 a business plan was formed that outlined the deliverables of the then four operating divisions: Finance and Business Services; Commercial; Sports and Venues and Marketing and Communications. In 2015/16 and 2016/17, a formal Programme and Business Plan was developed and formed the basis of both budget planning and reporting and project and activity reporting through monthly project status reports.

A key component of all business plans was a direct and conscious link to the whole of Games key performance indicators (targets for participants, revenue, economic benefit, satisfaction and a balanced budget) both for the programme of work being undertaken within each Division/Group/Unit and each project within the Division/Group/Unit.

In addition to the use of a strong project focus and methodology, WMG2017 used a number of tactics to ensure a cross project/whole of Games approach was also maintained. This ranged from the incorporation of elements that needed to be embedded across all or multiple projects, (such as sustainability, the Sales and Operational Planning Group and health and safety), and approaches that were designed to be customer centric (such as defining the customer journey in a series of nine moments of truth).

Finally, in addition to budget and activity / delivery project plans, under its various contracts WMG2017 was required to prepare and obtain endorsement for various pieces of documentation and plans as identified in Table 6.

Table 6: Schedule of specific plans required under WMG2017's principal contracts

Title	Endorser / Approver	Date
Master Plan (aka Foundation Plan)	IMGA, MBIE and ATEED	May 2014
Communications & Marketing Strategy and Plan	IMGA, MBIE and ATEED	2013 - 2014
Sponsorship hierarchy and plan	MBIE and ATEED	December 2013 / January 2014
Sport Selection	IMGA	January 2014
Brand Visibility Plan (and sponsorship hierarchy)	MBIE and ATEED	November 2014
Daily Sport programme	IMGA	December 2016
Games report / Post-event report	IMGA / MBIE / ATEED	July 2017

REPORTING

The first WMG2017 Board meeting took place in September 2013. Between 2013 to mid-2016, WMG2017 Board meetings took place bi-monthly, and thereafter they took place monthly. Standing agenda items at formal Board meetings were: a Chief Executive activity report (including project status reports and risk reports), a Finance report, a Sales and Operational report (from June 2016), a Sports and Venues status report, and the proposed ATEED/MBIE/IMGA performance report.

The Audit Subcommittee met twice a year (as required under its Terms of Reference), generally in the months of February and November.

Owner and funding partner reporting was maintained as required in the TOR with ATEED, the NZME Funding Agreement with MBIE and the Host City Contract with IMGA. This included regular performance reporting (project, risk and financial) and specific deliverable reporting as outlined in the specific agreements. The content of the risk and financial reporting is discussed elsewhere (under the section on risk management in Governance and under Finance and Corporate Services respectively).

Project reporting was conducted via a monthly Project Status Report (PSR), which provided a narrative on activities and progress towards deliverables undertaken the previous month, together with a Red/Amber/Green status for scope, milestones, risks, resources (HR and budget) and an overall status. The Project Status Report, Risk Report (including full risk registers) and a Finance Report were provided to MBIE and ATEED, with IMGA also receiving all documents other than the full risk registers. All documents were considered by the WMG2017 Board before they were submitted to MBIE, ATEED and IMGA.

At Games time, reporting comprised of a daily Whole of Games report that was circulated to the Executive Team and the Board at the end of each day, on an exception basis. A separate end of day report was provided to ATEED, MBIE, IMGA and Sport NZ.

Post-Games, the focus of reporting was on the preparation of a Post Event Report that met the requirements specified in each of the core contracts and the achievement of KPIs.

RISK MANAGEMENT

From its establishment, WMG2017 was committed to providing the highest standard of risk management to enable informed decision making and to ensure appropriate safeguards were in place to protect WMG2017, its shareholder, ATEED, its funding partner, MBIE, and the IMGA, both commercially and reputationally.

WMG2017's key risk management objective was that the organisation successfully delivered on its vision and objectives for the Games, and met or exceeded all KPIs, with minimal disruption from the environment in which the organisation's actions were conducted during the planning for, and delivery of, the Games.

WMG2017's Risk Management Framework was developed in 2014 based on the Joint Australian New Zealand International Standard: Risk Management – Principles and Guidelines (AS/NZS ISO 31000:2009) - an integrated risk management approach that provides a systematic and consistent methodology to risk identification, assessment and treatment as reflected in the risk management process. Prior to its adoption, the Risk Management Plan was peer reviewed by KPMG.

Key features of the risk management programme were:

- A strong level of buy-in across the organisation, from Board level down, into risk management policies and procedures.
- The establishment and maintenance of a regular rhythm of monthly risk register reviewing and updating. This ensured risk management and mitigation was always to the fore in ongoing planning and delivery.
- A regular rhythm of risk reporting to the Board, ATEED and MBIE to ensure a high level of openness and transparency at the governance level.
- Regular in-depth consideration of all Critical, High and Medium risks across the whole programme by the Executive Team. This ensured true cross-organisational consideration of key issues and risks and a high level of input and transparency on mitigations.
- An intermediate (Quarter 4 of FY15/16) external review of the Risk Management Policy and the Risk Management Framework, to ensure relevance as the organisation matured. Although no changes were made to the Policy, the Framework was amended with changes including implications arising from the move into event delivery year, the establishment of a national approach to risk management for WMG2017 (along with the British and Irish Lions series and Rugby League World Cup), and a highlighted focus on cyber risk nationally and internationally.
- In Quarter 1 of FY16/17, a detailed review of WMG2017 information security (IS/IT/Cyber) risk was undertaken to ensure it accurately reflected areas of risk to the WMG2017 programme, to ensure correct preparation for Games-time, and for the protection of the information held by WMG2017 and its partners on participants and volunteers.

The content of the monthly risk report was included in the monthly Chief Executive report to the Board and also in the regular reporting provided to ATEED, MBIE and the IMGGA. In addition, ATEED and MBIE also received copies of the full risk registers every month.

OBSERVER PROGRAMME

Observer programmes are a recognised opportunity for the events sector and other stakeholders such as sports organisations to increase their knowledge and understanding of major events. For an event of the scale of WMG2017, the knowledge transfer opportunity was significant for the IMGGA family of events, other international multi-sports events and the New Zealand events industry.

The WMG2017 Observer Programme ran from the Opening Ceremony on April 21 to April 25 and provided two and a half days of programmed activity comprising presentations from the IMGGA, WMG2017 staff and management from key functional areas, event delivery partners, and tours of select competition venues during the Games covering 11 sports / disciplines. There was also a tour of the Games Operations Centre (GOC) for selected participants and a tour of the Entertainment Hub on Queens Wharf.

Feedback from participants was substantially positive, particularly on the opportunities to meet and network with fellow Observer Programme delegates, senior WMG2017, ATEED, IMGGA and Government representatives.

In addition to participation in the Observer Programme, representatives from Kansai 2021 attended the Games as both registered athletes and supporters, in order to develop a comprehensive understanding of Games delivery from a participant perspective. There were also a significant number of media accredited from Japan.

SUSTAINABILITY PRINCIPLES

Given the complex mix of functions, activities and deliverables and the decentralised delivery model, WMG2017 determined that establishing sustainability principles, which were embedded within Games activities and functions, would result in a more sustainable outcome than having a standalone project that sought to deliver sustainability initiatives.

WMG2017 worked to three sustainability principles for the Games, as outlined in Table 8, together with a summary of the activities and practices.

Table 8: WMG2017 sustainability principles and initiatives and practices

Principle	WMG2017 Initiatives and Practices
<p>1. Online and digital resources used instead of paper/physical resources wherever feasible and practical.</p>	<ul style="list-style-type: none"> • Online and social media were the primary communication channels for WMG2017, in both the lead-up to and at Games time. • Online registration for athletes, non-playing officials and supporters, including volunteer applications. • Online and barcode accreditation check-in. • Online documentation for each sport (eg: Sports Information Guides, schedules and results) and all information (eg, Travel Advisory). • Online participant 6 week countdown and daily communications and event schedules. • Online participation certificate.
<p>2. The use of public transport and non-private vehicles by participants and volunteers encouraged wherever feasible and practical.</p>	<ul style="list-style-type: none"> • Games transport planning was primarily designed around public transport options. • Online Transport Information Guides available to all those participating in the Games regarding public transport options. • Integrated transport ticketing for Opening Ceremony attendance for all Games participants. • Package options encouraged use of public transport for participants to gain access to and from their competition venues. • All volunteers received passes to use public transport during the Games to move around the region. • Bicycle racks provided for WMG2017 staff, and staff provided with transport cards at Games time.
<p>3. The adoption by WMG2017 of best practice exemplars among partners and suppliers and encouragement of their adoption by other partners and suppliers.</p>	<ul style="list-style-type: none"> • All competition, ceremony and entertainment venues were encouraged to engage in recycling (eg: glass and paper). • Use of local and/or New Zealand-based suppliers where financially and operationally viable. • WMG2017 deployed smart office management practices (eg: toner recycling, lights off overnight, double-sided printing, air conditioner off overnight). • WMG2017 fleet (Volvo V60) was fuel efficient and the brand has a strong focus on environmental values. • Use of second-hand furniture where possible, and all furniture, fixtures and equipment on-sold after the completion of the Games



FINANCE AND CORPORATE SERVICES



FINANCE AND CORPORATE SERVICES

FINANCE AND CORPORATE SERVICES OVERVIEW

The Finance and Corporate Services Division covered four key internal functions, which operated throughout the duration of WMG2017, and which adapted as the organisation grew in the lead-up to Games time, and which then reduced post-Games. This covered the areas of finance, audit and management of revenue uncertainty; organisation and Games time health and safety; human resources, and corporate services. The Division was also responsible for coordinating the dissolution of the organisation.

FINANCE

As a company, WMG2017 was a public benefit entity (PBE) and its financial statements were prepared in accordance with the requirements of the Local Government Act, which include the requirements to comply with generally accepted accounting practice in New Zealand ('NZ GAAP'). The financial statements were prepared in accordance with Tier 2 PBE Reduced Disclosure Regime.

The financial statements were subject to audit and the Auditor General New Zealand appointed Audit New Zealand to undertake the audit each year. The Company's balance date was 30 June.

The Company was established using the finance systems of Auckland Council under a shared services agreement. Through the lifecycle of the organisation, the finance function and processes evolved with the changing organisation requirements. Policies were established at inception including establishing delegated financial authority, procurement, expense and travel policies.

The finance reporting processes followed the local authority timeline, including cut-off on working day four and subsequent budget holder, Executive Team and Board reporting. In addition, the whole of programme budget was subject to annual review and ongoing reforecasting. The whole of programme budget was the key data analysis reference point.

A discretionary and contingency project was established in July 2015 to provide a method for managing risk around revenue certainty caused by the inability to forecast exactly how many participants would ultimately register for the Games. Discretionary and contingency budgets were reserved with the intention that they would not be redeployed until revenue outcomes were deemed sufficiently positive. As core funding representing 63 percent of revenue was contractually agreed upfront, revenue uncertainty only related to the participant registration fees and commercial sponsorship revenue.

Previous World Masters Games had experienced greater than 70 percent of the overall participants not registering until the period from six months to go to Games time and late-buyer behaviour was also anticipated for WMG2017, notwithstanding WMG2017's aspiration to smooth the 'hockey stick', and its ultimate success in achieving this.

Accurately forecasting registration revenue was always going to be challenging with many factors influencing product uptake such as accommodation availability, package mix and rate, number of sports offered and market seasonality. Although commercial revenue was anticipated to be substantially achieved by six months to go, there was limited certainty of registration revenue forecast at the Company inception, and Games time commission was likely to be receivable depending on the scope of the social offering, number of participants and other factors.

A discretionary budget was identified in FY15/16 through a process with budget holders to identify contractual and core amounts within budgets that by default, then highlighted what was technically the remaining discretionary component. By withholding budget to address contingency requirements, there was a noted conflict between the timing of a release of additional budget and the related project phases in respect of contracting/procurement. That said, given a balanced budget was critical for WMG2017, there was no option other than this approach, until the required revenue thresholds had been met.

The main objective of finance was to enable informed decision-making based on the right information at the right time, to ensure a balanced budget was achieved. The project ensured sound financial management and adherence to WMG2017's key financial policies.

HEALTH AND SAFETY

A central part of WMG2017's approach to health and safety was to ensure that it was fully integrated into the culture and activities of the whole organisation as opposed to being seen as one person's or team's responsibility. Health and safety policies and guidelines were established, health and safety briefings were included as part of the staff induction programme, and a health and safety update was included in all WMG2017 Board and funding partner reports, and as a standing agenda item at all Executive Team and divisional team meetings.

The core metric across both the WMG2017 entity and all WMG2017 activity and projects was zero harm. This goal was substantially delivered, with only one notifiable incident being recorded at Games time (as part of the pack out process for the Opening Ceremony). No notifiable incidents were recorded as part of the delivery of sports during the Games period.

The Health and Safety at Work Act (HSWA) came into force on 4 April 2016, at a time when WMG2017 was growing rapidly. A Health and Safety (H&S) Steering Group was established, which reviewed and where necessary established protocols and processes across the business, which continued through FY16/17 to the dissolution of the WMG2017 entity.

Health and safety was considered in two phases: corporate and organisation health and safety, which consisted of the period from inception to the period immediately prior to Games time and post-Games; and Games time health and safety, which covered the period from the commencement of venue pack-in until the conclusion of the Games.

A review of WMG2017's approach to corporate health and safety conducted by KPMG in August 2016 gave WMG2017 an 'Effective' rating. Highlights were strong leadership from the Board and Executive, which ensured health and safety was embedded in the way of working and in all project phases; integration of health and safety with the risk management framework and processes; good application of the 'so far as reasonably practicable' test, and an exemplary holistic approach to ensuring employees were 'Games ready'.

The multi-faceted nature of Games operations and delivery stakeholders meant that Games time health and safety had a number of challenges and complexities. Stakeholders were identified as Persons Conducting a Business or Undertaking (PCBUs) in line with HSWA.

Among the challenges were:

- The level of resource and commitment of sports and venues partners and their varying levels of experience for competition delivery, including of health and safety.
- The fact that one size would not fit all – with sports competitions varying from 30 people on-site at one time to potentially up to 1,000 people across a road circuit, and ceremonies and events having projected attendees ranging from 50 to 30,000 and different venue and delivery partners.
- The reliance on a volunteer workforce significantly larger than the paid WMG2017 workforce – all of whom had a role in delivering a safe event environment.
- Balancing what is reasonably practicable, in resource and cost, for a one-off event ranging from 1 to 16 days.

Balancing this was the fact that the majority of competition venues operated at the same or similar (in some cases reduced) level of competition activity on a daily basis, and organisational health and safety practices were

already in place. This also resulted in a limited requirement for temporary infrastructure, which would have required new additional health and safety provisions. The major exception to the adoption of existing health and safety processes and documents was for competition that took place in public open space (reserves and roads) where WMG2017 activity was deemed to require the creation of a bespoke health and safety plan for each event and site.

WMG2017's own practices (eg: Sport and Venue Operations Plans, contracted primary care first aid coverage and the Games Operations Centre) provided event-wide support and coordination for any emerging issues or incidents at Games time.

WMG2017 put in place a structured approach to:

- The identification of PCBUs and associated PCBUs for all competition and non-competition venue based activity with overlapping duty. This was undertaken in conjunction with the sport and venue partners for the provision of services for competition, and with major suppliers for non-competition activity (eg the Opening Ceremony, the Entertainment Hub on Queens Wharf and an event in Cambridge). This both identified the respective roles and responsibilities of all parties, and also met the HSWA test to as far as reasonably practical, consult, cooperate and coordinate activity.
- The documentation required from each PCBU and undertaking an assessment of the standard / quality of existing documents and processes and identified gaps.
- A tiered approach to the formal review of sports and venue health and safety plans based on an assessment of the risk.

WMG2017 trialled a site-specific health and safety plan for Queens Wharf for the Six Months to Go milestone celebration and in early 2017 undertook a pilot of its approach to health and safety across two sports (Rugby and Tennis). The pilot was peer reviewed by IMPAC who found that the process demonstrated that WMG2017 and stakeholders were undertaking reasonably practicable steps to implement health and safety for the Games, with minor recommended updates that were incorporated in the roll-out across all sports.

The WMG2017 Health and Safety Steering Group established a process for the review of all sports and venues' health and safety plans whereby sports that were considered by the Health and Safety Steering Group to be of high risk were externally reviewed by IMPAC. Sports considered to be of medium risk were reviewed by three representatives of the Health and Safety Steering Group, and those sports which were considered to be of low risk were reviewed by a minimum of two representatives.

WMG2017 was the first large-scale multi-agency major event to operate under the provisions of the HSWA, and as such created a number of tools that will benefit both sports and venues, and future major events.

These include:

- Processes for the identification of PCBUs and related parties.
- A consistent approach to Games time health and safety within all Sport and Venue Operations Plans, including a risk management plan, an event risk documentation checklist and a sport specific risk register.
- Public domain hazard identification template.

The work undertaken by WMG2017 in the area of health and safety aligned to event delivery has enhanced the understanding of some stakeholders and the model implemented should lead to improved health and safety planning for future events held in New Zealand.

PEOPLE AND HUMAN RESOURCES

WMG2017's overall goals were to:

- Recruit and retain World-class people to deliver a World-class event
- Maintain a high level of staff engagement and productivity
- Support the continued well-being of the workforce at Games time.

The initial organisational structure established in 2013 was modified a number of times over the course of the organisation's existence, in response to shifts in delivery approaches and resource requirements. The organisational structure was regularly reviewed and included in Board reporting, including ensuring all headcount was within the approved budgets.

Staff were a mixture of WMG2017 employees on a WMG2017 employment contract, secondees from another organisation or fixed-term contractors. The large majority however were WMG2017 employees. At its height in April 2017, the headcount numbered 62, structured around five key divisions.

From day one there was a focus on retaining all staff through to their contract end dates, and to maintain a high level of engagement and productivity. Policy and processes were established in respect of recruitment and induction, declaration of conflict of interests and gifts and hospitality. Payroll services were outsourced to Grant Thornton. Performance reviews were carried out quarterly with excellent results achieved almost without exception.

Following the recruitment of a dedicated Human Resources Manager in FY15/16, the Human Resources (HR) processes were strengthened through standardising the approach to recruitment and induction. Prior to this date, HR support was largely outsourced.

In the final year, a workforce operations project commenced to identify the Games time roles required and who would complete these roles. As part of the project, temporary redeployment of employees during Games time was considered, along with scoping and identifying the additional resource required, including through Partners and other stakeholders. Additional policies and processes to support the WMG2017 workforce during Games time including accommodation, food and beverage and transport were developed.

Effective planning in advance of Games time ensured WMG2017 had a prepared and adequately resourced workforce that could deliver WMG2017 to the highest standard. The planned approach to workforce operations at Games time also contributed to staff retention objectives, and to organisational Games time health and safety.

Highlights included highly satisfied employee engagement ratings (which increased from 87 percent in 2014/15, to 91 percent in 2015/16 and 95 percent in 2016/17), performance plans for all staff, 'wellness and wellbeing' resilience workshops and briefings, annual leave processes and an off boarding programme.

CORPORATE SERVICES

Corporate services covered the components of the organisation's corporate operations, including the work space and facilities, insurance and fleet.

A functional, safe and inspiring office environment was provided for staff and other internal and external stakeholders. The office environment embraced the purpose of the organisation with physical representation of each of the 28 sports. The open-plan layout (including the Chief Executive's work space) assisted staff to work closely together and promoted greater collaboration.

The WMG2017 office was initially located at a small Auckland central office space (48 High Street) from inception up to mid-2015, and thereafter it was located at a larger Auckland central office space (9 Nelson Street), which would meet requirements of the growing organisation through until Games time. For Games time, the organisation operated from three primary locations: 9 Nelson Street, which was the Logistics hub, the Ferry Building on Quay Street which was the Games Operations Centre and Games time headquarters at the SKYCITY Convention Centre. A significant proportion of staff were also based at competition venues.

The requirements at Games time increased from normal operational requirements and included a dedicated media centre, observer programme delivery, facilities required for volunteers, carparking for the VIP fleet and increased meeting room facilities.

All staff were provided with the appropriate hardware, software and IT infrastructure to ensure they could operate effectively. Most of the service provisions were outsourced, with IT support provided by a related council controlled organisation. Staff were provided with appropriate handsets commensurate with their responsibilities. A safe, secure, fast internet connection was provided with sufficient capacity to cover all foreseen use.

WMG2017 partnered with Volvo New Zealand who provided an operational fleet of vehicles pre-Games time and assisted with a VIP fleet at Games time, which was driven by volunteers. Operation of the fleet was governed by a Fleet Policy. A separate specialist fleet was hired via a commercial partnership with Avis for Sports and Games Operations staff requiring a vehicle during the Games period to perform their Games time role.

General insurance was covered by Auckland Council's Insurance Programme, with the related cover reviewed to ensure the cover provided through the Auckland Council policy would be sufficient for Games time, with specific consideration of event-specific circumstances such as the transport and storage of Athlete equipment offsite. WMG2017 procured Event Cancellation Insurance following a review of the related requirements, options and cover available.

The fostering of a close working relationship with the insurance broker (JLT) and establishing a clear process for communicating issues should they arise at Games time was essential. Detailed consideration was required regarding the level of indemnity, the cover for adverse weather and the potential challenges within the event schedule. This was completed during operational planning and delivery, through to immediately prior to Games time for weather-related risks.

DISSOLUTION

Initially the entity dissolution date was proposed to be 30 June 2017, but with the Games concluding on 30 April 2017, the date was extended to 31 July 2017 to enable WMG2017 to discharge its performance and financial reporting requirements.

The project had five components:

1. Reporting – covering post-event evaluation reporting, financial reporting (including a pro-forma annual report) and audit.
2. People – covering off-boarding, and the performance retention incentive.
3. Head office – covering exiting the lease, physical asset verification, asset disposal and fleet return.
4. Revenue – covering completeness of revenue (commercial partners and funding stakeholders), grant funding accountability reporting.
5. Expenditure / Suppliers – covering final payments and Games delivery contracts.

To maximise the asset values at dissolution, several office clearance / auction companies were approached to determine the market value of the office assets following a physical asset verification exercise being completed.

As a better financial result was considered achievable through disposing of the assets independently, prices were assigned to assets, acknowledging the challenges of disposing of second-hand office furniture and IT equipment, and the time pressure of needing to dispose of all assets by 30 June 2017. In addition to the Corporate assets, surplus equipment and assets from Games time were disposed of, including venue dressing assets.

The disposal process included the following:

- A significant portion of the office furniture and other assets was transferred to the shareholder (ATEED) free of charge.

- Offer and sale of assets to sport and venue partners, commercial partners, WMG2017 staff and directors, Event industry and delivery partners.
- Online auction.
- Low value items free of charge to low-decile schools across Auckland, Hospice, arts organisations and other not-for-profit organisations.
- Donation of surplus Athlete t-shirts and volunteer uniforms to the Solomon Islands in conjunction with the NZ Defence Force.
- Recycling of surplus event equipment through New Zealand recycling companies.

The formal disestablishment of the company is a shareholder responsibility and is expected to be completed within three months of completion of the 30 June 2017 Financial Statements.

COMMERCIAL



COMMERCIAL

COMMERCIAL OVERVIEW

The Commercial Division was accountable for generating commercial revenue of \$4.6 million, contributing to WMG2017's overall revenue target of \$13.1 million. This was considered a significant commercial revenue target, however was enabled in part due to all commercial rights for the Games sitting with the Local Organising Committee. Achieving and surpassing the commercial revenue target was crucial to the success of the organisation and achieving a balanced budget.

The critical success factors across all Commercial activities were identified as:

- Commercial Partnerships:
 - Help with the reach of the Games
 - Add to a positive athlete experience
 - Contribute to legacy outcomes for Auckland and New Zealand
- The Games deliver ROI (return on investment) and ROO (return on objectives) for partners
- Best practice partner servicing and ongoing management
- Commercial models that put the athlete first

Major activities for the Commercial division included:

- Commercial Partners – securing partners in line with the endorsed strategy and hierarchy developed by the Chief Executive in late 2013, as well as a number of additional partner categories to achieve further revenue.
- Partner Servicing – equally as important as securing partners, ensuring partners had a positive Games experience and achieved value from their association and involvement.
- Commission Streams – achieving rights fees and commission payments from travel and tourism, merchandise, food and beverage, accreditation booths and photography.
- VIP Programme – managing all aspects of the Games VIP experience.

COMMERCIAL PARTNERS

Commercial Partners were a core component of the WMG2017 Commercial Programme and the most significant contributor to achieving and exceeding the commercial revenue target.

The overarching objective of the Commercial Strategy was to work with partners who could help extend the reach of the Games and were willing to work collaboratively to enhance the athlete experience. The Commercial Partner hierarchy incorporated five tiers - Presenting Partner, Strategic Partners, Experience Partners, Product Partners and Trust Funding Partners - which were supplemented by partner categories that were identified as further key opportunities for WMG2017:

- Supporting Partners – did not feature as part of the hierarchy and core family of partners but provided cash / budget-relieving value in-kind and in-kind investments in specific areas.
- Regional Tourism Organisations – four RTO's around New Zealand who in return for a cash investment were featured as destinations of choice.
- Inclusion Partners – partners who offered free entry to their attractions, forming part of the value-proposition for participant packages.
- Event Partners – reciprocal relationships with other events where there was an exchange of promotional benefits.
- Accreditation Booth Partners – commercial vendor sites offered within the WMG2017 Accreditation Centre.
- Charity Partner – St John, who was also a provider of Games medical services.

Overall, the Commercial Partners project was extremely successful in that the commercial target was achieved and significantly surpassed, setting a new benchmark for what was achievable for a World Masters Games.

Although successful, there were key challenges and learnings, largely stemming from the nature of the event and its relatively unknown status in New Zealand. The size and scale of the Games were not widely understood, particularly in the earlier prospecting days, and many potential sponsors did not see longevity in the sponsorship given WMG2017 was a one-off event. The global/domestic audience split, as well as the number of sports/venues, meant other organisations struggled to align the Games to their business/marketing strategy. Many partners were interested only in a commercial arrangement, not a partnership with brand association and benefits, as was being sought. Finally, the lack of traditional broadcast coverage was a challenge. Many partners expected this, given the size, scale and international appeal of the Games.

It should also be noted that although this project was a significant success overall, one category was not as successful as hoped, being the charity partnership. This did not generate the fundraising anticipated, which could be due to the lack of recognition of St John by participants from outside of New Zealand.

COMMISSION STREAMS

Commission Streams combined five individual commercial partner revenue threads: travel and tourism, merchandise, food and beverage, accreditation sites and photography. In establishing the commercial models, importance was placed on securing revenue upfront rather than just at Games time. Each partnership was also chosen and established with a focus on adding value to the participant experience as opposed to a sole emphasis on revenue generation. Commission streams delivered were:

Travel and tourism

AOT Group was appointed as the official travel booking services partner and were tasked with providing an online and offline booking offering for participants. Accommodation presented WMG2017 with significant challenges with most hotels using the event as an opportunity to maximise revenue through pricing significantly above a normal premium rate combined with a reluctance to get involved in official travel offering. This was despite significant effort being invested in industry engagement to build support for a customer-centric approach for the benefit of Auckland and the Games.

The challenges were compounded by the duration of participants' stay (which averaged 8.9 nights) and the uniqueness of participant groups, particularly those competing in team sports.

Customer complaints regarding hotel/apartment pricing, and the risk this presented to WMG2017's ability to attract registrations and achieve visitor night and GDP KPIs, resulted in new commercial partnerships being forged with Airbnb and Mighway. An approach was also made to boarding schools asking that they open their facilities to teams and groups seeking low-cost rooms (as the Games took place during the school holiday period). Airbnb and school boarding houses in particular proved very successful and popular with participants.

WMG2017 also initiated a customer service channel for athletes needing help finding accommodation, with support from the ATEED i-SITE visitor information network.

Merchandise

Australian company PROJECT Clothing were the official merchandise provider for WMG2017. Items provided included the athlete backpack, and t-shirt for Gold and Silver participants, workforce apparel (staff and volunteers) and an official merchandise range of more than 40,000 items.

Pre-Games, the project required lengthy lead times to cater to design processes and fulfilment logistics. It was challenging to determine athlete demand for specific elements, and teamwear sales ended up being an insignificant component of merchandise sales. Feedback on the quality of the athlete volume and range was overwhelmingly positive, to the extent that sport-specific clothing across some codes, such as softball, were popular and sold out quickly.

Food and beverage

WMG2017 created a partnership with The Kitchen c/- SKYCITY as an addition to the existing SKYCITY commercial partnership. SKYCITY purchased the rights for food and beverage services on Queens Wharf and worked alongside other Games partners - Good George Brewing for beer, Villa Maria Estate for wine and Coca Cola Amatil for soft drinks. The range of offering and reasonable pricing became critically important to the success of this project for a number of reasons, including attracting participants to the Entertainment Hub, and sales and customer satisfaction.

It is a strong recommendation for future events that the food and beverage proposition represents value for money for customers, with visitation volume of sales being crucial for a successful commercial partnership and participant satisfaction.

Accreditation booths

WMG2017 did not create an official expo but instead sold a small number of vendor sites to commercial partners within the Accreditation Centre at the Entertainment Hub. There were 16 sites in total available with an emphasis on booths that could add value or were relevant to the Games experience. Some stands were offered to Commercial partners (eg: Barfoot & Thompson) and some were reciprocal offerings eg: WMG2017 promoted at offshore events in the early years in the lead-up to the Games and in return, the events promoted at WMG2017.

Photography

CMG Sport were appointed as the Games photography partner. Their model was based on having numerous photographers actively deployed across the Games venues, uploading to a web site, with all photographs delivered digitally upon purchase by participants. WMG2017 received commission on all images sold to participants.

The services scope was expanded from a purely commercial objective to incorporate additional requirements for Marketing and Communications (such as images that could be used on the web site and social media and by media outlets) and general corporate needs (such as images for post event reporting).

While it was a logistical challenge to cater to 28,578 participants across 48 venues, the commitment to have a photographer present at all venues was achieved.

With times changing and mobile phones now used extensively as cameras, an official photography offering needs to add convincing value. Generally speaking, participants are more likely to want a picture of themselves 'in action' as these shots are harder to capture by amateurs, and final sales figures from the photography partner reflect the demand for this.

PARTNER SERVICING

Servicing Commercial Partners in a 'best practice' manner was important to ensure commitments were met both pre-Games and at Games time. Proactive management and servicing ensured that Games partners received return on their objectives and return on investment from their involvement with the Games. Successful partner servicing also meant that partners became ambassadors for the Games. Post-event commercial partner surveys indicated that 88 percent agreed that WMG2017 was well organised, and 94 percent agreed that it was a successful event. De-briefs with commercial partners indicated high levels of satisfaction and benefit with their involvement in the Games.

Commercial partner forums were held every quarter and were well attended by the Games commercial partners. Regular face-to-face engagement and communication was undertaken with individual commercial partners to ensure a high level of satisfaction and address any issues in a swift and professional manner. Additional opportunities that arose organically during the development of the Games were offered to official partners first.

Milestone hosting events increased the feel-good factor and excitement levels for commercial partners. It was also a valuable opportunity for WMG2017 to thank commercial partners for the work that had been done to

that point, while reinforcing the work that was still required to achieve the Games objectives.

Many partners have indicated they received significant value from the networking and cross-leverage opportunities provided by WMG2017.

VIP PROGRAMME

VIPs required care and attention throughout the Games period to ensure their experience of the Games was in keeping with their status and contribution to the event. For WMG2017, a VIP included: Ministers and political representatives (of a defined level), Commercial Partners, Games Ambassadors, the IMG family, Presidents and Chairpersons of the sport delivery partners, and other Games stakeholders.

The VIP programme included management of VIP accreditation requirements, VIP Fleet access and attendance at events and occasions such as the Opening and Closing Ceremonies.

The VIP programme was divided into tiers (Bronze, Silver and Gold) as a way of differentiating the range of benefits received, which ranged from an invitation to the Opening Ceremony VIP function to such enhanced offerings as access to the VIP Lounge at the Entertainment Hub, Auckland and Waikato sightseeing experiences, and a Games gift.

The VIP programme consisted of a total of 790 invited VIPs - 468 Bronze, 240 Silver and 82 Gold. The Opening Ceremony VIP Function was attended by approximately 550 VIPs and 170 attended the Closing Ceremony VIP occasion.

MARKETING AND COMMUNICATIONS



MARKETING AND COMMUNICATIONS

MARKETING AND COMMUNICATIONS OVERVIEW

Marketing and Communications was comprised of three primary functions – Marketing, External Communications and Customer Operations. Its over-riding purpose was to attract the projected 28,334 Games participants, half of them internationals, to generate revenue and drive economic benefit for Auckland and New Zealand.

Marketing and Communications contributed many essential ingredients from the time of its inception in 2013, roughly three and a half years out from Games time. The Games brand, ambassador programme and value proposition were early deliverables that supported the overall marketing effort. Best practice use of digital channels was also seen as a gamechanger and significant effort was invested in the project covering data strategy, CRM tools, the website and social media from an early time.

Customer Operations, including the accreditation function was a late addition to the division, being a natural extension to the work already taking place within the digital channels project. Customer centricity was an important guiding principle of the LOC, ensuring a two-way flow of information between the Games and participants. Customer Operations helped to unify the customer experience from inquiry, through registration, to the first physical customer interaction with WMG2017 at the time of accreditation.

The WMG2017 marketing strategy and plan was founded on actual customer insights with research conducted into the motivations of participants, past and new, international and domestic, to understand drivers and barriers and size of the overall market. This heavily influenced the direction of the marketing effort including segmentation and campaign messaging.

RESEARCH AND INSIGHT

WMG2017 was tasked with generating 28,334 participant registrations, with half of those coming from international markets. To achieve this, the Games brand and proposition needed to appeal to a wide range of target audience segments. Prospective customers varied significantly in their demographic and psychographic profiling. Research and testing was an important tool in ensuring the brand and identity, proposition and product, market messaging and campaign promotions were appealing and engaging to all segments.

Research conducted by TNS Global was a precursor to creation of the WMG2017 value proposition. Research was conducted across two audiences – international past participants and domestic prospects – and covered a number of territories including athlete motivations, likely interest in the Auckland Games, pricing and packages, and overall proposition attractiveness. The TNS Research was used extensively in the creation of the Games product with WMG2017 finalising a unique pricing structure consisting of three packages – Gold, Silver and Bronze – each with different inclusions covering merchandise, transport, service options and destination attractions. The three packages were designed to cater to the different needs of locals versus internationals. Importantly the entry price package for the Games was kept below \$300, which was seen as critical for more price-sensitive participants.

Later in the Games lifecycle, research was used to track awareness of the Games as a key component of the domestic sales effort. Achieving awareness was considered the first step in a successful marketing programme, leading to consideration and ultimately, conversion. Research was also used to understand customer satisfaction across the online registration process, for continuous improvement purposes. This research was conducted via an online tool, and tracked audience satisfaction with components such as the web site, sport programme,

registration process and Auckland accommodation options.

BRAND

WMG2017's marketing agency, Ogilvy and Mather, were engaged in late 2013 to create the event brand and visual identity. The purpose of the project was to understand the unique personality of WMG2017 (how the Auckland Games differed and were unique to other editions of World Masters Games) to inform organisational culture, all forms of company expression including tone of voice, and the visual identity, which extended to many forms and channels. The project went through a number of stages:

- Stage 1 visual identity including logo, slogan, Māori motif, co-colour palette, typeface and photographic style
- Stage 2 addition of logo devices such as the 28 sports icons, official sport and official venue logos
- Stage 3 creation of the WMG2017 'story', which defined the brand model and associated positioning, personality and one-word essence - Gamechanger

One area of importance was the inclusion of a Māori element to add cultural significance to the logo, hence the engagement of Native Council to create a tohu (symbol) for use within the visual identity. Ngāti Whātua o Ōrākei artist Graham Tipene designed the Takarangi (spiral design) which has since been used extensively as a core element of the master logo and broader across the visual identity in a range of forms. The design represents the movement of water and the connection between the Northern and Southern Hemispheres, alluding to the joining together of athletes from around the world. Most recently the Takarangi was incorporated in the design of the Games medals, the ultimate physical memory of the Games for athletes.

Trademarking of the brand in New Zealand and Australia was a two-year endeavour that continued into 2017. Trademarking processes were not assisted by an objection from MasterCard who claimed confusion with their identity. The objection went to hearing and was eventually overcome in favour of WMG2017. Trademarks went through un-challenged in Australia and were abandoned in Canada after indications were that significant investment would be required to protect the slogan and master logo for minimal return on investment. Within New Zealand, the Brand and word marks were also afforded protection as part of the Major Events Management Act declaration for the Games.

VALUE PROPOSITION AND PARTICIPANT INCLUSIONS

The Value Proposition project defined the price point that participants would pay for the Games and what they would receive by way of value exchange. Once the market proposition had been defined, the inclusions were procured and delivered with responsibility for this divided between the Marketing and Communications, Commercial, Ceremonies and Events and Sports and Games Operations divisions.

Value Proposition definition involved the following phrases:

- Appointment of a research company (TNS Global) and creation of a research brief.
- Qualitative/quantitative research conducted across international past participants and domestic prospects.
- Results considered by WMG2017 and the final proposition defined (product bundles and associated pricing).
- Financial analysis completed to determine product mix and associated sales targets.
- Product and pricing endorsed by WMG2017 Board of Directors and IMGA.

The following bundles (Table 7) were created and launched to market in February 2016. The provision of variable packages was a first for a World Masters Games.

Supporters received the same inclusions with the exception of sport participation. Supporter pricing was \$145, \$245 and \$625 for Bronze, Silver and Gold respectively.

Table 7: Gold, Silver and Bronze packages (all prices in NZD)

Package	Price	Sport inclusions	Wider inclusions
Bronze	\$295	1 sport, unlimited disciplines	Backpack Games guide Social programme Opening and closing ceremonies
Silver	\$395	1 sport, unlimited disciplines	As above plus: Backpack plus tee-shirt All inclusive public transport card Auckland attractions pass
Gold	\$825	1 sport, unlimited disciplines	As above plus: Fast-track accreditation VIP lounge at the Cloud Cocktail function at SKY TOWER Ferries and Waiheke trip Commemorative wine

MARKETING

The Marketing project had the overall goal of engaging target audience segments and converting them into paid registrations to meet the participant KPI and contribute to the revenue KPIs. The origin of participants (international versus domestic) was an important feature of the strategy and plan, given the need to deliver to GDP and visitor night targets.

The Marketing project had strong connections to other divisional projects including Brand, Digital and Lead-Up Events. Critical success factors for Marketing were seen as:

- A compelling brand that would appeal to both past participants and newcomers, offering a sense of familiarity but also modernisation.
- A proposition that represented value for money to very different audiences and segments across the varied demographics and psychographics within the 28 sports.
- A campaign cycle that would maintain registration momentum to smooth the sales ‘hockey stick’ and deliver earlier revenue certainty.
- Maximum utilisation of zero or low cost channels (digital, PR) including strong use of database marketing featuring best practice CRM.
- Network leveraging across the 28 sports partners in New Zealand and broader global sport community – International Federations, National Sport Organisations and Regional Sport Organisations.
- Buy-in from the Auckland public to the event to build a positive brand and organisational reputation.

Marketing the Games started from the time the Games was handed over to New Zealand at the 2013 World Masters Games in Torino, Italy, with WMG2017 taking a promotional stand and starting to build a database of interested participants.

The size and complexity of the overall marketing challenge necessitated a wide-ranging programme of activity over the ensuing four years to ensure that all possible avenues for athlete recruitment were explored. The official sales window was February 2016 to end March 2017, however, a significant amount of activity took place prior to sales go-live to create awareness and interest among international and local masters markets.

From a messaging perspective, the three pillars of Sport, Social and Destination were prominent throughout all marketing collateral to reflect the festival-like nature of the Games, with adjustments in emphasis according to the audience. Destination New Zealand was up-weighted as a key message to international audiences. Social participation became a key message domestically. With a quarter of participants targeted to come from Australia, attendance at established masters events like the Pan Pacific Masters Games and Australian Masters Games was an obvious tactic.

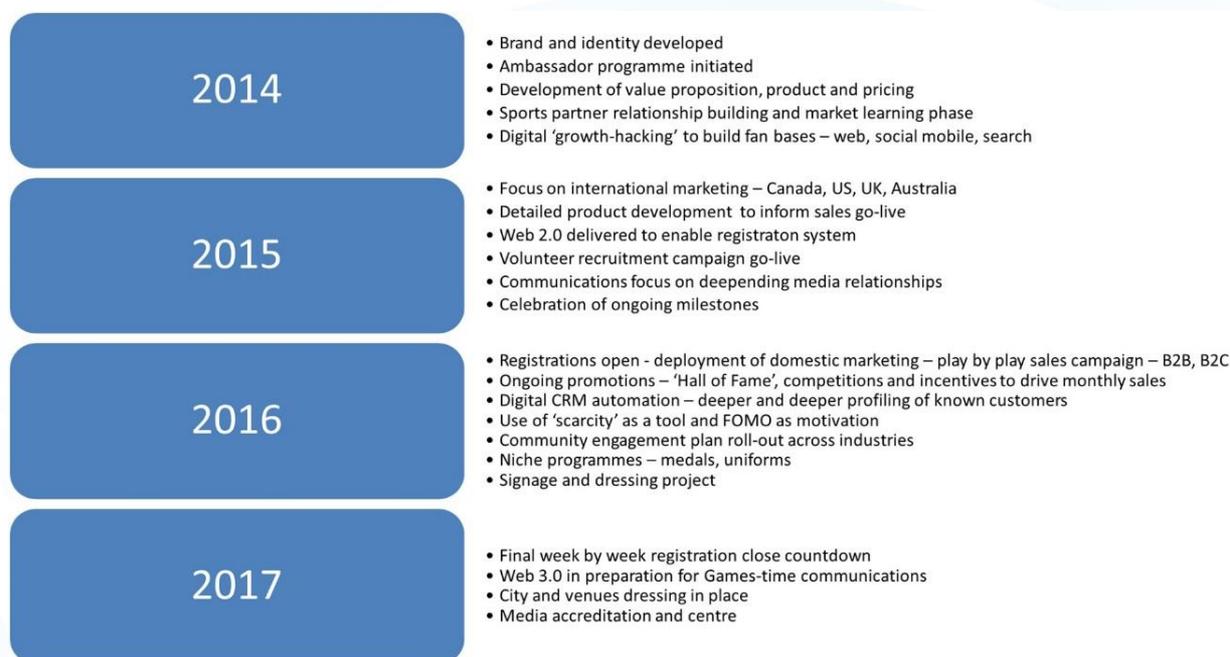
Other key elements of the marketing plan and programme were:

- **Sports Verticals:** Bespoke marketing plans were developed in partnership with each of the 28 sport delivery partners to understand channels and tactics available to each sport. Sports partners represented a clear opportunity to communicate with athletes already involved in the code, at national, regional and sometimes local club level. There was significant variability across sports partners in terms of operational sophistication, but all were able to support the marketing effort in some form. Toolkits were provided to sports and venues partners across the 3-year marketing continuum to help them communicate to member bases.
- **Consumer Campaigns:** Two primary public-facing campaigns were developed to stimulate registration within New Zealand. The campaigns drew heavily on media partnerships with QMS (outdoor media) and Mediaworks (radio) and were backed with significant digital spend across Google, Facebook and other online ad networks. Ambassadors played a key role in many advertising campaigns lending their celebrity profiles to the event. Key milestones were also supported by newspaper wraps, inserts and advertising.
- **Sales Promotions and the 'Scarcity Effect':** Sports events typically experience low sales until the final deadline when a surge of registrations are received, creating operational and revenue uncertainty. To ameliorate this, WMG2017 ran a series of promotions throughout the sales period as a means of stimulating registrations month on month. A combination of promotions were used from simple package upgrades to travel prizes to a car giveaway in conjunction with vehicle partner Volvo. WMG2017 did not run an early-bird special but instead offered an early registration incentive in the form of a 'club' for those who registered before a certain date. This was called the 'Hall of Fame' with benefits including a pin badge, social media shout-out, merchandise discount, accreditation acknowledgement and chance to be a flag bearer at the Opening Ceremony. A late registration penalty fee was built into the overall marketing plan, but was waived and never charged. Another device used extensively to stimulate sales was 'scarcity' messaging. Once a sport had reached 70 percent of its capacity, prospects in that sport were notified that spaces were limited, with increasing urgency once capacity reached 80 percent and 90 percent. This proved effective in ensuring athletes registered before the final deadline, and were not caught out once the sport had reached its cap and closed.
- **International Marketing:** The strategy for engaging international audiences largely comprised three main activities – direct marketing, event attendance and NSO engagement. The past participant database provided by the IMGA was one source of leads, which was supplemented by WMG2017's own outreach programme to countries most engaged in masters sport. Specialist sport marketing agency Red Torch (based in London) were employed to assist in marketing the Games to the Northern Hemisphere, focussing on selected sports and 10 key countries of interest. Red Torch undertook three primary strands of activity, being content marketing, attendance at sports events in Europe and stakeholder engagement with targeted NSOs and RSOs in target sports and countries.
- **Australia Marketing:** Australia was given special priority due to the size of its masters sporting audience and proximity to New Zealand. An Australian strategy was created incorporating vertical sport leveraging, database marketing, masters event attendance and leveraging of commercial partners such as Air New Zealand. Several roadshows took place to Canberra, Sydney, Melbourne and Brisbane where WMG2017 met with national and regional sporting organisations and other important stakeholders. Games staff also attended large multi-sport events including the Pan Pacific Masters Games (2014 and 2016), Australian Masters Games (2015) and the Australasian Police and Emergency Services Games (2016). Tourism NZ and ATEED also assisted in creating profile in Australia, through PR and radio promotions.
- **Sales & Operational Planning (S&OP) Process:** A key element of success from a Marketing Operations perspective was the formation of an internal S&OP Group comprising members of Marketing, Customer Operations, Sports and Venues and Finance. This group met weekly to track sales and service performance with the dual aim of 1) constantly refining the marketing programme to keep sales on target and 2) listening and responding to customer feedback to remove participation barriers. The group deployed a number of initiatives that helped lift sales when it was needed. One of these actions was to create additional capacity in sports that 'sold out' quickly. Not all sports reached their initial participation targets but other sports over-performed to compensate. Another area of focus was in ensuring that teams met their minimum numbers by set deadlines, which also assisted the overall sales effort. Significant dialogue was established

with team captains and organisers to ensure team members registered in good time. Team captains were contacted via email and outbound calling as deadlines loomed.

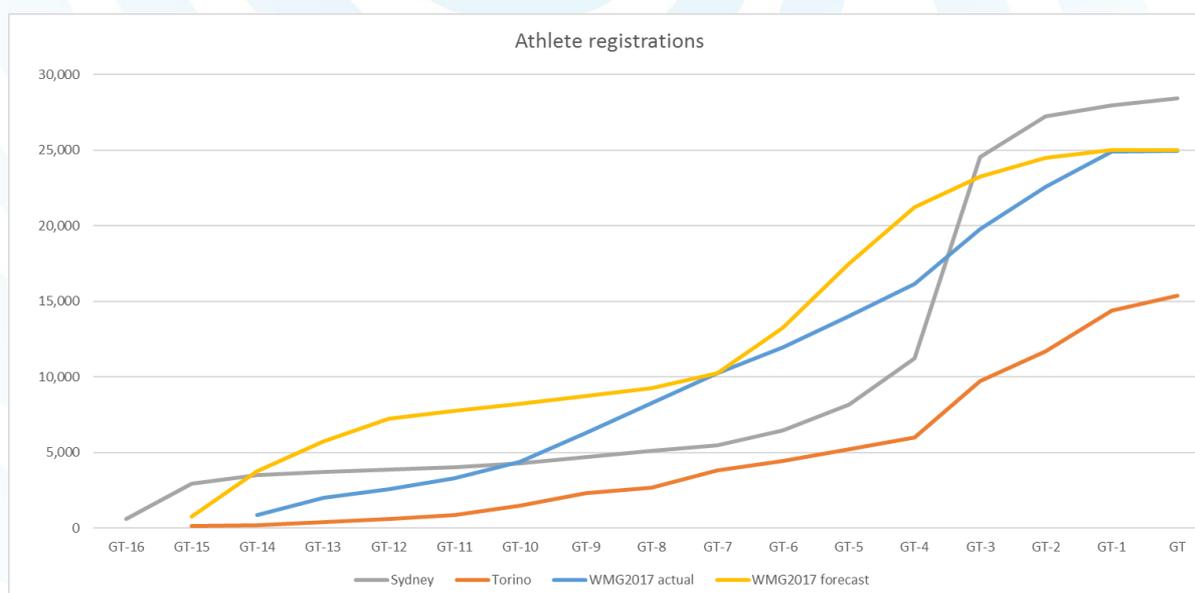
The marketing activities undertaken in each calendar year are summarised in Figure 15.

Figure 15: Summary of marketing activities by year



As noted earlier, a key objective of the marketing plan was to smooth the 'hockey stick' – being a sales cycle that is flat and experiences a large upswing at the end of the sales period. Hockey sticks had been experienced by both the Sydney 2009 and Torino 2013 Games and are unhelpful in that they lead to revenue and associated operational uncertainty. WMG2017 sought to smooth the Games hockey stick by creating a continuous cycle of marketing activity to drive participants to convert month on month rather than wait until the last minute. Figure 16 shows the target and actual WMG2017 athlete registrations tracked against Sydney 2009 and Torino 2013 at the same period of the sales cycle.

Figure 16: Cumulative Athlete registrations over time (the hockey stick)



Target versus actual sales month on month from registration launch to close were as follows (Figure 17). The outcome represented a significant improvement on previous Games with almost 80 percent of sales achieved three months out from the Games.

Figure 17: Target and actual sales by month

2016	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Target	3%	12%	8%	6%	2%	2%	2%	2%	4%	12%	17%	15%
Actual	-	2.9%	4.7%	2.3%	2.9%	4.5%	7.7%	7.9%	7.8%	6.9%	8.3%	8.4%

2017	JAN	FEB	MAR	APR
Target	8%	5%	2%	0%
Actual	14.5%	11.2%	9.3%	0.2%

DIGITAL

Digital channels encompassing web, social media and email were the primary customer interaction, engagement and fulfilment point for WMG2017. Acknowledging the importance of digital channels to the overall marketing effort, attention was directed early on to establishing a web site and social media presence, and creation of a direct marketing programme to connect with past World Masters Games participants. Social media was identified as a Gamechanger for WMG2017 having been either under-developed or under-utilised by past World Masters Games organising committees. Facebook, Instagram and Twitter channels were created for the Games and rapidly achieved traction, supported by search engine optimisation, search engine advertising and content marketing.

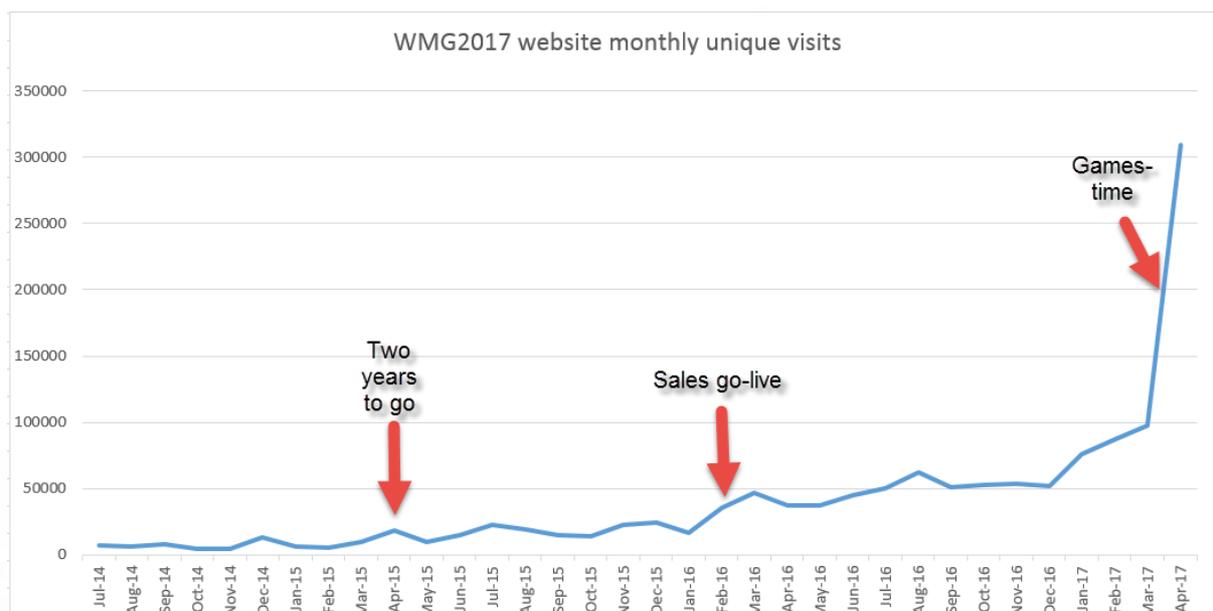
The WMG2017 web site was launched in 2014 with two primary goals - information sharing and data gathering. Early emphasis was on getting web visitors to sign up for the Games newsletter, to grow the data asset, and establish ongoing two-way dialogue. Over the ensuing years, a sophisticated customer relationship management (CRM) programme was developed by WMG2017 in which rich data was collected and used to create segmented communications. A second major re-launch of the web site in 2016 supported the launch of registrations. The web site was expanded to include information guides on each of the 28 sports so potential athletes could understand the competition format. Information on pricing and associated packages was also included. Participants were 'handshaked' over to the Fusesport platform to complete registration and make payment. In 2017, the web site evolved again at Games-time to become the primary tool for registered participants to find information on the sport and social programme, including results and draws, and a daily 'what's on' calendar.

Table 9 shows acquisition numbers year on year by channel type, while Figure 18 shows the unique website visits over time.

Table 9: acquisition by channel type over time

KPI	2014/15	2015/16	2016/17
Annual unique web visits	100,000	200,000	400,000
Social media followers	10,000	30,000	35,000
Database members	42,000	55,000	68,000

Figure 18: Unique website visits over time



Facebook was a particularly powerful channel for WMG2017 both from the perspective of sales generation and consumer engagement with posts. Figure 19 shows Facebook acquisition over time.

Figure 19: Facebook acquisition over time



REGISTRATION PLATFORM DEVELOPMENT

The development and implementation of an efficient and reliable registration system for all WMG2017 participants (athletes, non-playing officials, supporters, volunteers, VIPs and media) was a critically important project for WMG2017. The project commenced in the second half of 2015 and was completed in early 2016.

After a procurement process involving three shortlisted technology providers, WMG2017 selected a registration solution by Fusesport Inc which had proven capability in catering to complex multi-sport events. Across the following year, WMG2017 worked in conjunction with Fusesport to customise its existing platform in line with Games requirements. This involved separately architecting each journey across the 28 sports and 45 disciplines and ensuring the end-to-end customer experience was fit for purpose. Had the system not been reasonably simple, it could have proven a major barrier in onboarding the required 28,334 participants.

A goal of WMG2017 was to ensure the experience between the website and registration system was seamless, as the two technology systems were separate and distinct. It was top of mind that the system would be used by many different customer groups, not all of them necessarily technologically literate, along with dozens of

different ethnic groups and language challenges. To this end, Google Translate was used across the website and registration system as a ubiquitous though imperfect solution.

Another of the more significant areas of customisation was the development of a separate payment gateway (DPS instead of PayPal) along with additional payment functionality (account to account and payment by instalments) to help break down sales barriers. The registration system was launched in February 2016 after a three-phase go-live process designed to minimise any risks in a 'big bang' launch:

- 4 February 2016 – First 10 participants registered as a media story
- 9-11 February 2016 - Registration opened to 5,000 highly engaged customers
- From 16 February 2016 – Registration opened to all

Post launch, responsibility for managing the registration system was passed to the Customer Operations team, who managed the performance of the platform, continuous improvement and associated participant support. It was clear that some of the registration system journeys were more complex and difficult for participants to understand than others, with team sports generally causing more issues. The Customer Service team, assisted by Sports and Venues assisted participants through registration journeys. Without this function in place, many participants may have pulled out.

Note the volunteer registration system solution is documented under the Volunteer project. The Accreditation technology solution is likewise documented under the Accreditation project.

EXTERNAL COMMUNICATIONS

External Communications was a key project dedicated to driving awareness, engagement and excitement around the Games. The External Communications project covered proactive communications and issues management, stakeholder and media management, and supported content planning across all channels.

External Communications initially focused on leveraging key milestones and announcements domestically to build Games awareness. It was initially difficult to find media appetite, as the Games seemed so far in the future. Media interest became heightened the closer the Games came, and peaked in March / April 2017. Ambassadors were a major hook for media interest and this was one of the primary contributions of the adjacent Ambassadors project.

In 2016 a more continuous communications and media programme was developed and implemented to keep the Games at the forefront of the media and public's awareness. A media relations plan was developed and implemented to build on existing relationships and develop new ones. A content programme was developed, capitalising on the many inspiring stories associated with the event. The stories were collected during the registration process, with athletes asked to share the reason why they were taking part in the Games. Another source of media interest was former elite athletes who had signed up to compete in the Games – ranging from Olympic and Commonwealth Games greats to world and national champions.

A comprehensive Communications Plan was developed for Games time itself with two goals – maximisation of positive coverage of the Games and management of any potential issues. For WMG2017, pleasingly issues management became the lesser theme and the 10 days were largely concerned with providing story leads to media via a daily Media Advisory, along with assisting media in covering the sports they were most interested in.

WMG2017 procured an official photographer to provide images to media, and also a broadcast video provider to package up daily highlights for television outlets to use.

LEAD-UP EVENTS

Lead-up events coincided with key milestones and announcements and contributed to both the Marketing and Communications programme and stakeholder management objectives. WMG2017 used milestones effectively to build public awareness, engage key stakeholder audiences and as a hook for media engagement. In addition to providing a reason for WMG2017 to talk publicly, milestones helped build momentum internally, giving partners and stakeholders a sense of being on a journey, and motivating them to consider upcoming

deliverables.

The following milestone events were held by WMG2017 between 2014 and 2017. The list does not include commercial partner announcements or bespoke media occasions:

- 3 years to go including ambassador announcement – April 2014
- 28 sports officially announced – June 2014
- 45 venues officially announced – December 2014 (a further three venues were added prior to Games time)
- 2 years to go including ambassador announcement – April 2015
- 500 days to go featuring Opening Ceremony vision – December 2015
- One year to go featuring promotions across Auckland – April 2016
- Six months to go featuring Entertainment Hub announcement – October 2016
- 100 days to go – January 2017

COMMUNITY ENGAGEMENT

The Community Engagement project was focussed on ensuring Auckland as host city of the 9th World Masters Games was prepared to welcome the 28,578 Games participants both from the perspective of realising the planned economic benefits and the desire to ensure participants experienced the 'best Games ever'.

The project involved a planned process of communicating with target consumer and business audiences who had a key role to play in the overall Games experience. Briefings took place with Government Ministers and Members of Parliament, Council Advisory Boards and Local Boards, and other important central and local Government agencies. In 2016 and 2017, community and industry groups were briefed on what to expect and how to get involved – covering such organisations as Les Clefs d'Or, Auckland Airport, Hospitality NZ, the Restaurant Association and Taxi Federation.

STAKEHOLDER MANAGEMENT

A comprehensive stakeholder management plan and programme was established to ensure key relationships were proactively rather than reactively managed. Stakeholder lists were developed and kept updated, with responsibility for relationship management assigned to each Division. Meetings were held quarterly to discuss the health of stakeholder relationships and escalate any issues of concern.

AMBASSADOR PROGRAMME

WMG2017 implemented an ambassadors programme as part of the Marketing and Communications strategy and plan. The programme was launched in 2014 and the inaugural five ambassadors announced as part of the '3 Years To Go' milestone. From the outset, the aim was to recruit appropriate and relevant ambassadors to connect with diverse audiences both in New Zealand and internationally. The ambassadors generally had the goal of establishing and building the Games brand, but they were also an important asset for other business units within WMG2017 such as commercial, sports and venues, and games operations. An example was the use of All Blacks legend Bryan Williams as the key face of the volunteers programme.

Key announcement milestones:

- April 2014 – announcement of the inaugural five ambassadors at the '3YTG' milestone event
- June 2014 – announcement of four ambassadors to support the release of the 28 sports selected
- December 2014 – announcement of three ambassadors to support the release of the initial 45 venues
- July 2015 – announcement of US-based ambassador to coincide with activation at US National Seniors event
- November 2015 – announcement of Australian-based squash ambassador at World Squash Conference
- February 2016 – announcement of three ambassadors as part of the 'First 10 registrations' initiative to support the 'go live' milestone
- June 2016 – announcement of a Japanese baseball player, domiciled in New Zealand, as an ambassador
- July 2016 – announcement of an ambassador in support of the Mediaworks partnership

- December 2016 – announcement of Sir John Walker as the Auckland Council-designated Auckland Goodwill Ambassador

These 20 ambassadors joined Lord Sebastian Coe, the IMGA International Goodwill Ambassador.

For each ambassador, there were three life stages – recruitment and on-boarding, in-life leveraging, and Games-time. Each ambassador contributed to their own communications plan with roles and responsibilities varying, depending on how much time an ambassador could devote to the cause, and their own channels and networks. The ambassadors programme was hugely successful across its three-year lifecycle. Particular areas of contribution were:

- As a PR device when WMG2017 needed to generate media interest
- In the penetration of key markets both sport-specific and international
- As marketing channels given each ambassador had access to different sport audiences
- As ‘celebrities’ at Games time used for stage appearances, presenting medals and media interviews

The ambassadors group ultimately reflected the diversity of masters sport – from former elite to amateur athletes, ranging in age, local to international, men and women, representing team and individual sports.

CITY DRESSING

City Dressing as a project focused on ensuring participants and the public were aware that the Games had come to town. It involved placing flags on street poles across the Auckland region promoting the Games during April 2017. Delivery of City Dressing involved two primary activities – establishing a footprint for the flags and volume of coverage across the city, and working with key funding and commercial partners who were able to add their flags to the mix.

ATEED’s commitment to the city dressing programme was critical in ensuring the level of coverage was commensurate with the Games’ status as a major event. This ensured coverage extended to almost all Local Board areas with Games venues. Flags were also installed in Cambridge, courtesy of the Waipa District Council.

The Auckland airport, as a key gateway for domestic and international arrivals, was branded in conjunction with commercial partners SkyBus, Auckland Airport, Super Shuttle and Auckland Co-Op / Blue Bubble Taxis, which extended the reach of Games look and feel for arriving visitors.

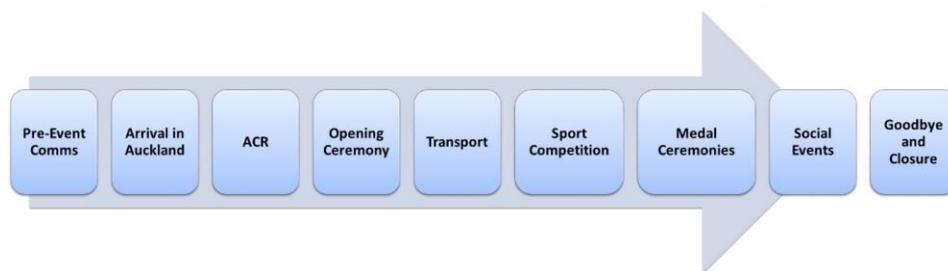
CUSTOMER OPERATIONS

The Customer Operations team was established in 2016 in sync with registration go-live. During 2014 and 2015, customer queries were managed by the Marketing team, however once sales had opened, inbound contacts lifted considerably and dedicated resource was needed to manage the volume. The Customer Operations team had oversight of the end-to-end customer experience, customer service across all channels, the registration system and Games accreditation. Accreditation was considered a logical fit with the department, being the first physical experience participants had of the Games. This turned out to be true. Many athletes came to know the customer service staff by name, and were delighted to meet them in person at the Accreditation Centre.

The Customer Operations team responded to all inbound inquiries received by phone, email, physical mail, the web community and social media (predominantly Facebook). Over time, customer questions became more detailed, and queries had to be handed over for ‘second tier’ handling to sports subject matter experts. Customer Service queries were recorded (volume and type) with trends reported to the S&OP Group. Insight into customer issues and concerns helped the organisation adapt and change elements of the overall Games programme, benefitting sales and satisfaction metrics.

As well as managing customer service, the Customer Operations team maintained oversight of the end-to-end customer experience. The project identified nine Games time ‘moments of truth’ that were collectively critical to the cycle of service and key enablers of customer satisfaction (Figure 20). The projects were evaluated to ensure they were delivering core pre-requisite services, along with moments of ‘surprise and delight’.

Figure 20: The Games time Moments of Truth



ACCREDITATION

Accreditation was an integral operation and one of the most important Games-time projects. The purpose of the project was to supply all Games stakeholders with an identification pass to signal their involvement with the Games. It was estimated that between 30,000-35,000 passes would be produced to account for all participants, volunteers, media, commercial partners and the LOC. Bearing a pass was intended to identify Games participants and provide them with a sense of belonging in the Games. The Accreditation project was also tasked with logistical management of all inclusions within the Bronze, Silver and Gold packages – storage, packaging, transportation and fulfilment. This included the Games backpack, t-shirt and Official Games Guide.

The Accreditation method was designed with input from all areas of the WMG2017 organisation. Top of mind was the participant experience, ensuring ease and enjoyment to set a good first impression for the Games. The main Accreditation Centre was at the Games Entertainment Hub in the heart of Auckland's CBD on Queens Wharf, with additional collection points in the Waikato region to service rowers and track cyclists. WMG2017 wanted its accreditation experience to be simple, complete and enjoyable.

Key to a streamlined process was minimising the time athletes needed to spend queueing, and at the accreditation desks. The project was technology led, ensuring best practice IT solutions were deployed to solve problems experienced by previous Games. The ultimate solution ensured both the registration and accreditation journeys were engineered with speed in mind, for example:

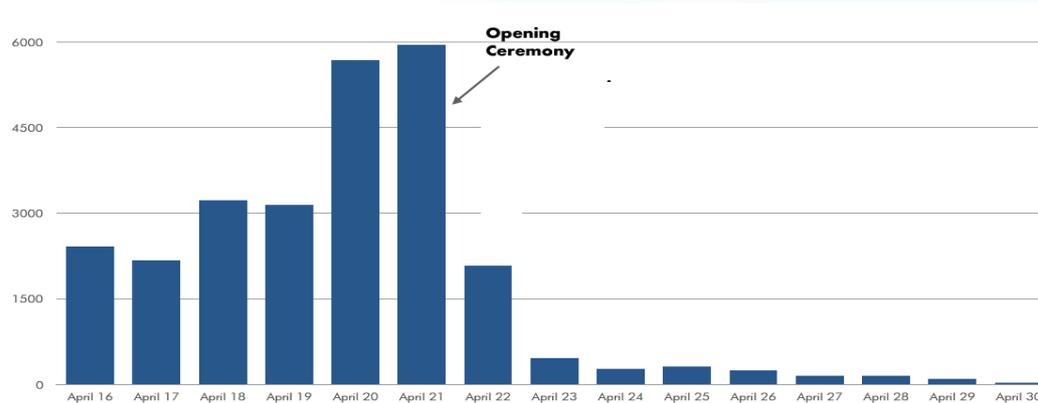
- Photographs were supplied by participants at the time of registration rather than taken at Accreditation.
- Barcodes were emailed to every participant to bring to the centre to speed up check-in, embedded in a mobile application containing essential information about accreditation.
- Once scanned, barcodes brought up the participant's information in seconds, ensuring volunteers could see exactly what package inclusions needed to be fulfilled.
- Accreditation passes were manufactured without participant information, which was overlaid with a sticker that could be printed in seconds and affixed to the pass.
- Participants were directed after receiving their accreditation pass to a desk to collect their backpack and t-shirt, further speeding up the process.
- A separate check-in line was provided to fast-track participants who had purchased a Gold package and service Para-Sport athletes as required.

The Accreditation system was designed and built to meet the bespoke requirements of WMG2017 by Satellite Media, using their own live experience platform, Satellite Tag. Satellite Tag was designed to securely manage large amounts of data and create a streamlined and elegant customer experience. The technology provided a real time, offline solution which proved to be reliable and efficient. Having an offline system also eliminated any risks inherent in an online system that relies on internet connectivity. The system had the additional benefit of being simple to use for the 150 volunteers who made up the Accreditation workforce across three locations.

The Accreditation Centre was the first Games operation to open on 16 April 2017, and it remained open until the final day of play. WMG2017 strongly encouraged local participants to visit accreditation early to avoid likely queues and this resulted in steady numbers from day one. Competitions and giveaways were also held in the pre-Games period to encourage athletes to check-in early. As expected, the centre experienced a surge in the two days before the Opening Ceremony after which numbers dropped significantly and the centre reduced in size. The centre processed almost 6,000 on its busiest day, with an overall average wait time across the Games

of 2 minutes with an average processing time of 60 seconds. The maximum wait time, experienced over one hour on one day was 45 minutes. The graph in Figure 21 shows accreditation numbers per day.

Figure 21: Accreditation numbers per day



ACCOMMODATION

With half of all Games participants projected to come from overseas, accommodation was considered a key enabler of a successful Games. WMG2017 initiated the travel and tourism project in 2015 to ensure participants could seamlessly travel to Auckland, New Zealand, find places to stay at the right price point, and make the most of their free time by sightseeing in the host city and country. As well as being critical to the athlete experience, the project offered commercial potential through commission revenue, thereby contributing to the commercial target and supporting KPIs related to visitor nights and GDP.

Following an open procurement process, AOT Group were appointed as WMG2017's Official Travel Booking Services Partner. AOT were tasked with providing an online and offline offering for WMG2017 participants, comprising travel, accommodation and tourism activity. SKYCITY Auckland were also appointed Official Hotel and Fine Dining Partner. Airbnb were appointed a partner for private home rental in early 2016 and Mighway as a partner in the campervan space. All three services were promoted extensively to international prospects in particular.

In late 2016, a groundswell of customer feedback relating to hotel pricing and availability prompted WMG2017 to escalate accommodation as a major organisational risk. Indications were that athletes were pulling out due to inability to find hotels and apartments at reasonable prices. WMG2017 briefed the accommodation industry on the risks of its position and took a hard line by taking its concerns to the media.

To mitigate the inherent risks, WMG2017 sought solutions. An Accommodation Steering Group was established comprising the Chief Executive, the GMs of Commercial and Marketing and Communications and the Customer Operations Manager. WMG2017's Customer Services team began tracking volume of inbound queries and complaints around accommodation. In addition to the options available through Airbnb and Mighway, numerous school boarding facilities were contacted and opened their dormitories to groups and teams who could not afford hotel prices. The WMG2017 Customer Services team in conjunction with ATEED's i-SITE resource helped to match participants with accommodation to ensure participants did not drop out because they could not find a place to stay.

Stakeholder engagement with the accommodation industry extended over a long period, featuring a hotel industry briefing, attendance at the annual tourism industry trade show TRENZ, presentation to the Auckland Hotels meeting, many meetings with industry groups, one-on-one meetings with individual hotel chains, and briefings to adjacent groups such as Les Clefs d'Or.

Accommodation was elevated to the position of number one organisational risk for many months up to Games-time.

SPORTS AND VENUES



SPORTS AND VENUES

SPORTS AND VENUES OVERVIEW

Sports and Venues was one of three Groups within the Sports and Games Operations Division and was responsible for planning and operational delivery of all elements of sport competition across the 28 Games sports and 48 competition venues. Specific focus was on the management of key external stakeholders – Sport Partners and Venue Partners – as well as leading on sport specific communication and delivery of medal ceremonies.

SPORTS AND VENUES CONTRACT MANAGEMENT

Sports and Venues Contract Management commenced in October 2013 with the purpose of defining the sport programme. A Sport Selection Guide titled 'Go for Gold' was published as a foundation for core and potential optional sports to bid for inclusion in the Games. The principle of partnership was highlighted from day one ensuring all sports ultimately involved in the Games were committed to the event and aware of the benefit to their sport from the partnering approach.

In each bid submission, Sports Partners were asked to detail how they would go about delivering their sport, what they considered was an achievable athlete target and a proposed delivery budget. The deadline for bid submissions was December 2013. Thirty two bids were received and 28 sports (16 core and 12 optional) were selected and announced at a function in April 2014.

The final schedule of sports and venues was identified in Figure 3.

In June 2014, 28 Sports Partners were contracted using a standardised Sport Partnership Agreement, which included an operational budget agreed by both parties. This agreement set out the terms and conditions of the partnership and outlined the reporting obligations of the Sports Partner.

Between June and December 2014, following Sport Partner consultation and consideration of a range of operational elements, WMG2017 used a standardised Venue Agreement to contract 45 primary competition venues, to host Games sports. Between January 2015 and mid-2016, a further three competition venues were secured, taking the total number of competition venues to 48. The decision by WMG2017 to contract venues directly was beneficial in eliminating any potential disputes between Sports Partners who wanted to use the same venues. This applied particularly to indoor courts for which there are a finite number in Auckland.

Having agreements in place with all sports and primary competition venues more than two years prior to the Games was unprecedented for an event of this scale and a significant achievement for WMG2017 as it provided an effective platform for establishing productive relationships with delivery partners. Although a small number of variations and changes to venues occurred prior to Games time, the foundation of the initial agreements ensured focus remained largely on operational planning and delivery.

Once agreements were executed, the project focused on contract management and ensuring Sports Partners were delivering on their reporting and financial obligations, initially required quarterly until June 2016 and thereafter monthly up until Games time. Each report included an update on activities undertaken and planned, as well as capture of issues and risks for delivery. The level of detail captured in reports varied and was an area requiring regular communication and follow-up by management.

A balance needed to be achieved between not overloading Sports Partners with Games planning too early, while maintaining sufficient engagement and motivation, particularly when many partners had numerous other obligations and events to deliver prior to the Games. It was acknowledged that where Sports Partners had allocated dedicated resources to plan for the Games, this provided for the greatest efficiency and effectiveness for communication with WMG2017.

Figure 22: WMG2017 Sports

SPORT NAME		MINIMUM AGE	PARA SPORT	WORLD CHAMPIONSHIP
ARCHERY		30	P	
ATHLETICS		30	P	
BADMINTON		35		
BASEBALL		35		
BASKETBALL		30		
CANOE		30-40	P	
CYCLING		30		
FOOTBALL		30		
GOLF		35		
HOCKEY		35		
LAWN BOWLS		30	P	
NETBALL		30		
ORIENTEERING		35	W	
ROWING		27	P	
RUGBY		35		
SAILING		35		
SHOOTING		30		
SOFTBALL		35		
SQUASH		35		
SURF LIFE SAVING		30		
SWIMMING		25	P	
TABLE TENNIS		30	P	
TENNIS		30	P	
TOUCH		27-30		
TRIATHLON		30		
VOLLEYBALL		30		
WATER POLO		30		
WEIGHTLIFTING		35	W	

Effective budget forecasting also supported payment of agreed operational expenditure incurred during pre-Games planning, although the structure and value of Sport Partner budgets did vary considerably by sport. In line with the Sport Partnership Agreement some budget variations arose where athlete registrations were materially different from originally identified. In these cases, the amount of final funding provided was revised formally via contract variations in numerous instances both when sports were over and under subscribed.

For the sports that also included the World Masters Championships (Orienteering and Weightlifting), some difficulties were encountered when clarifying sport specific obligations and expectations (including financial) of the International Federation that needed to be delivered, as this information did not form part of either the Host City Agreement (with IMGGA) or Sport Partnership Agreements.

A post-event survey was used to gather feedback from Sports Partners and Venue Partners as to how they felt the WMG2017 sports programme was delivered; with responses rating above 90 percent across all questions, exceeding the identified KPI of 85 percent.

SPORTS AND VENUES PARTNER ENGAGEMENT

Regular, structured and coordinated engagement with Sports Partners and Venue Partners by WMG2017 was a key component to successful planning and delivery of the Games, and contributed to the more than 90 percent satisfaction rating received from stakeholders.

The key mechanisms for engaging with sports and venues stakeholders included:

- Formal reporting requirements;
- Scheduled electronic 'Sports Bulletin' outlining relevant sport, venue and whole of Games information on a biannual basis, alternating with
- Scheduled forums and operational workshops to communicate information and progress operational planning on a biannual basis;
- Involvement of stakeholders in key milestone events and activities; and
- In conjunction with the Marketing and Communications Division, alignment with any identified and agreed media and promotional events and activities.

In addition, Sport and Venue Operations Managers communicated with Sports Partners and Venue Partners on a regular basis, typically weekly or more frequently as required, aligned to planning timelines and outcomes. Having a dedicated Sports and Venues liaison ensured consistency of communication and information from WMG2017.

Aside from direct and specific contact with stakeholders, the scheduled forums and operational workshops were the most effective form of engagement, providing an opportunity for a large amount of content to be presented in an interactive setting. As such, the forums were generally well received and attended (typically at 90 percent), enabling positive interaction between stakeholders.

A plan for engagement with International Federations was also developed, primarily focused on the identification and appointment of a Technical Delegate for each sport and to leverage opportunities to promote the Games through wider channels. The level of interest and support in the Games varied by sport. The majority of federations were responsive, but it is acknowledged that a small number of federations did not prioritise endorsement of officials or promote communication relating to the Games.

Engagement with each appointed Technical Delegate varied for each sport depending on the existing direct operational relationship with the Sports Partner and/or the extent to which WMG2017 was required to communicate.

SPORTS AND VENUES DELIVERY

The WMG2017 Sports Programme involved the delivery of 28 sports with 45 disciplines across 48 competition venues. A decentralised delivery model with the appointment of external Sports Partners and Venue Partners was implemented to deliver each competition on behalf of WMG2017.

Initial consultation with Sports Partners focused on defining the product and agreeing which sport-specific

disciplines, events, age groups and divisions would be offered, which was subsequently discussed and agreed by the IMGA, with advice from previous Games provided to help shape the offering for the Games in Auckland.

Agreement was also reached to offer the largest WMG2017 Para-Sport programme to date across 11 sports offering a Para-discipline at the Games. At World Masters Games Para-Sport athletes are integrated to compete alongside or on the same field of play as able-bodied athletes.

Collectively this information enabled the development of the first version of the competition schedule. One of the key considerations for the schedule was single day events that required road closures (eg: Athletics Half Marathon and 10km; Cycling Road Race, Triathlon) as well as maximising the opportunity for athletes to participate across multiple disciplines and/or different sports.

All information formed the basis of development for the registration system for opening of registration and populating the first version of the Sports Information Guides, both in February 2016.

Each sport was assigned to a Sport and Venue Operations Manager. Sports were clustered based on a combination of factors including type of sport, specific requirements (eg: boat hire), location of venue, number of athletes and complexity of sport, with sports clustered as shown in Figure 23.

The phasing of employing the different tiers of staff at the various times worked well and the clustering of the sports proved effective. In all clusters, there were one or two sports that required a lot more attention and assistance with developing and executing the plans.

One key goal was to ensure that the sport specific technical requirements of each sport were consistently planned to provide all athletes with a field of play that enabled them to perform at their best. A Sport and Venue Operations Plan was developed, using a consistent template provided by WMG2017. Each Plan contained all the identified information required to deliver a successful competition and event.

Figure 23: Pre-Games sports clusters

Canoe	Archery	Baseball	Athletics (Track & Field)	Rugby
Squash	Golf	Basketball	Athletics (Road)	Badminton
Sailing	Lawn Bowls	Cycling (Road Race)	Athletics (Cross Country)	Table Tennis
Cycling (Track)	Shooting	Football	Cycling (Criterium)	
Rowing	Swimming	Hockey	Cycling (Time Trial)	
Surf Life Saving	Volleyball	Softball	Cycling (Mountain Bike)	
Triathlon	Water Polo	Tennis	Orienteering	
	Weightlifting	Touch		
	Netball			

One of the challenges of a decentralised delivery model and a diverse array of Sports Partners and Venue Partners was the varying degrees of experience, resources (both personnel and financial) and time to allocate to the project to ensure that all sports were delivered to the same standard. The Sport and Venue Operations Plan played a key role in ensuring the consistently high standard of delivery of sport competition was applied across all venues.

WMG2017 thoroughly reviewed each plan at different stages with an aim to ensure compliance across key operational elements, making recommendations or requests for updates or changes as required to ensure the success of the event. A final review took place in March 2017 ahead of Games time with version 4.0 of the Plan the final Games time version.

A Model Venue planning session was held for all Games competition venues and involved operational stakeholders. All space requirements were overlaid on base layer venue drawings that were prepared by the Venue Overlay and Design Intern. All aspects of the athlete journey were discussed from arriving at venue and parking, through to competition and display of results, and departure from the venue. Daily Run sheets were also prepared as part of this process and key timings documented within the Operations Plan.

Games time health and safety compliance and delivery was also a core component arising from compilation of the Plan. Aware that each sport and venue operated in vastly different environments, WMG2017 developed a checklist, risk management plan and risk register as minimum requirements in consultation, cooperation and coordination with sports and venues stakeholders. This information was completed with relevant documentation for each sport and venue. Pleasingly, no notifiable incidents were recorded as part of the delivery of sports and venues during the Games period.

For Games time the sport clustering approach identified in Figure 23 was modified and a purely geographic approach was adopted to enable Managers and Coordinators to be able to support venues more easily. This model was effective and the staff responsible for each venue relied heavily on the Sport and Venue Operations Plans to become familiar with the specifics of their sports.

For an event of the scope and scale of the Games, the operational delivery of the sports programme was relatively seamless, supported by largely good weather. Once the sports were set up, the contracted Sports Partners without exception delivered fantastic sporting competition. The decentralised delivery model, although not without its challenges in pre-Games planning, largely worked well during the Games period.

A number of considerations for planning of future Games should be included when shaping the sports programme, including the competition capacity for each sport, competition format (and age categories), venue hire periods and the role of the Technical Delegate.

However, overall Sport and Venue Delivery was a cornerstone of the success of the Games and the post-event survey clearly demonstrated that Sports Partners have greater experience in delivering major events and have a greater knowledge base following their involvement in the Games.

SPORTS INFORMATION

The initial focus of sports information was solely on development and publication of Sport Information Guides on the WMG2017 website, aligned to opening of athlete registration in February 2016. The project was further developed in March 2016 to consider how and when the organisation would directly communicate sport information to Games participants in the lead-up to and during the Games.

The primary forms of sports information and the main outputs can be summarised into five main groups:

- **Sports Information Guides (and a Para-Sport Guide):** Including core sport specific information, with updated versions progressing to a final competition version in April 2017. The latest guide for each sport was available on the WMG2017 website. Guides were a valuable source of information for participants and internal/external stakeholders alike.
- **Pre-event athlete communications:** A minimum of two key sport specific emails were sent to athletes, the first in mid-February 2017 and the second in early April 2017 following the close of registration. Each email was sent from a sport specific email (eg: rugby@wmg2017.co.nz) and contained key competition information and contact details for the Sport Partner. Additional information for selected sports was sought via on-line surveying (eg: travel requirements to Cambridge). Once finalised, course maps were also available on the WMG2017 website.
- **Athlete communication during Games time:** From April 2017, following the second sport specific email, all communication transitioned to Sports Partners, which continued through until the end of the Games period. WMG2017 Customer Operations (covered in the Marketing and Communications section) continued to respond to general non-sport enquiries (eg: transport, ceremonies).
- **Sport specific information at the Accreditation Centre:** A dedicated sports information area was established within the Accreditation Centre at Queens Wharf, comprising of free-standing information boards/pillars containing key sport specific details. In addition, volunteers were available with iPads and access to the WMG2017 website. A dedicated sports desk and a help desk were also established for equipment distribution and wider enquiries.
- **Results/schedules during competition:** All schedules and results were accessible on the WMG2017 website with dedicated sport specific links, updating daily or more frequently where possible.

The project involved internal collaboration across numerous Divisions within WMG2017 and a working group

was set up with members from Sports and Venues, Customer Operations, Accreditation and Digital.

In terms of customer service, the volume of enquiries received from Games participants consistently increased as Games time drew closer, at times proving difficult to respond in a timely manner. The requirement to provide general and sport specific information to athletes cannot be underestimated. Customer service is a key factor in converting interest to registration, therefore sufficient resource should be aligned to the function.

MEDAL CEREMONIES

As an identified moment of truth for Games participants, the focus of this project was to ensure that every medal-winning athlete had a memory to share as a result of medal ceremonies being delivered across all venues at a high standard including consistency across each sport.

In line with requirements of the IMGA and WMG2017-endorsed medal ceremony principles, medals were awarded to athletes (and teams) placing first, second and third in each event, age category and division for each sport. Where an age category or division was combined for operational or competition purposes, medals were awarded based on results from the original category entered.

A total of 3,124 medal ceremonies were conducted across all 28 sports and at 38 of the Games competition venues (noting some of the 48 competition venues hosted qualification stages only), with 22,316 medals won/presented to athletes – a significant logistical and operational task.

Medals for the Games were designed by Cash's Awards and Promotions Solutions who also produced medals for the Sydney 2009 World Masters Games. Each medal was 70mm in diameter and 6mm thick, weighing approximately 135 grams and featured a unique concealed ribbon attachment. The medal and ribbon design showcased the Takarangi⁶, with the blue ribbon incorporating the colour of the water central to the Takarangi.

A medal scope identified prior to the close of athlete registration led to 25,000 medals (9,300 Gold, 8,300 Silver and 7,400 Bronze) being ordered in December 2016; with timing in place to ensure production and shipping by sea freight would not be impacted by the Chinese New Year. Following arrival in Auckland, all prize medals were sorted into sport-specific deliveries based on final athlete registration; with deliveries occurring in the days prior to competition commencing.

Medal trays used in each medal ceremony were made from recycled kauri and produced in Auckland by Woodzone, with each tray able to comfortably hold up to 15 medals.

Figure 24: WMG2017 medals (on the left) and on a medal tray (on the right)



Three different sized presentation areas were designed and delivered, which allowed for an individual medal ceremony, a small team and a large team, all using the same delivery model with slightly different equipment. The model allowed for a ceremony involving up to 90 athletes (three Rugby teams) as well as an individual sport like Weightlifting where there were just three medalists in one ceremony.

Each presentation area included a set of branded A-frame boards or signs, with a WMG2017 branded flag, a sport icon flag and two Barfoot & Thompson flags. All presentation areas were delivered at ground level ensuring

⁶ The Takarangi is described on the inside front cover and in the Marketing and Communications section.

accessibility for athletes and presenters.

The large team branded concept adopted a method used effectively in a number of international sport event presentations (eg: Rugby Sevens World Series), provided for immediate photo opportunities. Multiple photos were taken during and after a medal ceremony due to the success of this design.

Figure 25: A small presentation area (on the left) and large presentation area (on the right)



A more traditional raised podium structure was installed at the Entertainment Hub at Queens Wharf, with the aim for it to be used by medalists, other Games participants and the public alike – providing a primary photo opportunity for all visitors to the Wharf. The design included an iconic Auckland scenery backdrop, with additional Games-branded flags consistent with other medal ceremony presentation areas. The podium was fully accessible with a ramp structure in place.

Celebrating athlete participation and promotion of the event through social media channels, athletes were encouraged to take a photo with their medal (and other medalists) using the branded Social Media Frame, and post to WMG2017 social media sites. A frame was provided at all competition venues hosting medal ceremonies and also available at Queens Wharf. It was widely used and photos shared.

Figure 26: The Queens Wharf podium (on the left) and social media photo frame (on the right)



A medal engraving service was offered by appointed contractor Mister Minit at the Entertainment Hub at Queens Wharf. Cost for engraving was \$10 (including GST). A total of 1,152 medals were engraved on-site, across a nine-day period.

The majority of medal ceremonies were delivered by Sports Partners. WMG2017 developed a medal ceremony manual with supporting video examples to maximise consistency across all sports. Each ceremony also included a consistent script, announcing the presenter of medals and caps; and incorporating a Te Reo (Māori language) welcome, providing a unique New Zealand experience.

Medal presenters were sourced from WMG2017 Ambassadors, Barfoot & Thompson employees, WMG2017 Directors, Sport Partners, WMG2017 staff and other identified Games stakeholders.

Collective feedback from athletes participating in medal ceremonies was overwhelmingly positive throughout

the Games. All medal-winning athletes also received a branded medalist cap, provided by presenting partner Barfoot & Thompson, which were a unique memento and well received by Games participants.

COMPETITION VENUE CLEANING AND WASTE

In the majority of Venue Agreements, provision of cleaning and waste was the responsibility of the venue and was included in the total venue hire fee. For a number of competition venues, particularly green field sites (eg: Auckland Council sports parks), WMG2017 provided additional infrastructure to service the venues at Games time.

Initial scoping of supplementary requirements commenced in September 2016, with discussions with Sports Partners and/or venues to consider venue-specific information such as number of participants, food vendor involvement, sport type, and waste expectations. This information formed the basis for the scope of services implemented at Games time, which were managed by each Sports Partner, supported by an issue escalation process.

Cleaning and waste services were operational from 16 April to 1 May 2017, providing on-site waste and recycle bins, litter picking and street sweeping across 20 venues (and 28 sports):

- 144 waste collections were scheduled.
- 580+ bins were deployed.
- 300+ total man hours for litter picking (across 17 competition venues).
- 38 hours of street sweeping (across 5 competition venues) for road-based events.
- 2 skips emptied daily at Rosedale Park (Softball) competition venue.

The Queens Wharf contractor Eco Maintenance was appointed to support waste management at competition venues, providing a fleet of vehicles and resources dedicated to service provision at competition venues.

The outcome ensured that competition venues were maintained at a level expected for an international standard event, contributing to a positive experience for Games participants.

COMPETITION VENUE SECURITY

Security services for competition venues were either scoped and included as part of business as usual provision aligned to Venue Agreements, or supplemented by WMG2017 during the Games period. Additional security was primarily provided for overnight asset protection (roaming patrols), with limited service also provided for access control.

The Security project began in August 2016 with an initial evaluation of each competition venue, considering the size of venue, proposed event timings, likely assets and any existing security in place (including preferred supplier of security services). Subsequent scope development occurred in December 2016 and again in March 2017 prior to confirming all requirements for Games time.

Security coverage provided by WMG2017 at competition venues was in place from 16 April 2017 to 1 May 2017. Venues saw varying levels of security from one day to a maximum of 16 days of coverage. Of the 48 sport competition venues, 26 venues required some element of additional security; collectively totalling more than 4,000 hours of security across the Games period, including competition and required set up / pack down days. Services were provided by a preferred supplier at designated venues with WMG2017 contracting Red Badge to cover all remaining requirements. This extended an agreement already in place for security provision at Queens Wharf.

Security providers were given a Security Operations Plan for each sport competition venue, which included specific details for security staff and Sport Partners, so that all parties had the same documentation. This plan also listed start/end times of competition, handover processes, venue maps, and key contact details.

Consideration of wider Games time safety and security, including any intelligence relating to Auckland or New Zealand, was the responsibility of New Zealand Police, as is the standard practice in New Zealand.

GAMES OPERATIONS



GAMES OPERATIONS

GAMES OPERATION OVERVIEW

Games Operations was one of three groups within the Sports and Games Operations Division and was responsible for planning and delivery of a number of support functions across the Games environment, many of which contributed directly to the experience of Games participants.

TRANSPORT

The goal of Transport was to deliver an operationally seamless, efficient and effective transport service that would contribute to a successful event and a positive and memorable experience for Games participants. WMG2017's overall objectives for transport were achieved during the Games with reliable, clearly communicated, and responsive transport services provided.

Recognising the geographic spread and distance between Games venues and accommodation options, WMG2017 sought to maximise the utilisation of existing public transport infrastructure. Thanks to generous support from Auckland Transport, access to public transport services was provided as an inclusion within Gold and Silver participation packages. These package holders received an AT HOP (transport) card, which provided them with unlimited access to the bus and train networks between 16 to 31 April. Gold package holders could also use unlimited local ferry services and received one return trip to Waiheke Island.

Public transport was the predominant mode of transport for reaching the Opening Ceremony at Eden Park, with more than 70 percent of attending participants using trains and special event buses. This was the highest percentage of public transport use for an Auckland Transport-managed event at Eden Park to date. The service ran smoothly and participants were able to get to and from the Opening Ceremony in a timely manner. All participants, regardless of registration package type, were able to access Opening Ceremony transport services for free.

In addition to provision of existing public transport services, Auckland Transport delivered tailored 'loop' services for a series of venues, further supplementing frequency and capacity and reducing overall travel time for Games participants. Each loop service was free for Gold and Silver participants, and Bronze participants could pay to use the service. Nine loop services were implemented and a total of 71,564 passenger trips were recorded on the loop services across the 10 days of competition, providing a strong indication of the value and success of the initiative. The most frequented service was the Constellation / Rosedale loop (servicing AUT Millennium, Rangitoto College, Rosedale Park and North Harbour Hockey) which recorded 30,930 passenger trips across 10 days of operation. Collectively, more than 30 venues were easily accessible via the existing public transport network with journey times of 45 minutes or less.

With a number of competition venues either inaccessible by public transport or with low capacity and frequency, WMG2017 provided a dedicated service for Gold and Silver participants, in partnership with Ritchies Transport. Ten services, including a service to and from the Waikato, were delivered. Use of the shuttle services was much lower than the loop services. This was possibly due to the lower number of Gold and Silver participants at the selected sports and venues and likelihood that many participants organised their own transport for the Games based on the location of their competition venue. The most frequented shuttle service was for Orienteering in Woodhill Forest with more than 500 participants accessing the venue via this method.

Additional services between Hamilton and Cambridge were also provided in the Waikato to access the Track Cycling and Rowing competition venues. Planning for all public transport and loop services worked on an assumption of 50 percent of Games participants accessing services. Planning for shuttle services aligned more closely to the maximum number of Gold and Silver registered participants for each sport and venue.

Information provided to Games participants was captured in a series of Transport Information Guides with a version created for each competition venue, the Opening Ceremony at Eden Park and Auckland Airport. The first guides were available on the WMG2017 website from February 2017 with the final guides uploaded in April

2017. A Transport Information Desk, with a combination of WMG2017 staff, WMG2017 volunteers and Auckland Transport Customer Service Centre staff, was located on Queens Wharf and busy throughout the Games period. Some Games participants found use of the AT HOP card challenging at first, due mainly to a language barrier, with the majority of issues resolved with assistance from the Transport Information Desk.

A strong partnership with Auckland Transport was central to the success of transport service provision for the Games. Not only was access to public transport services provided for Games participants, a close working relationship was also established with the Auckland Transport Special Events Team, which led to the secondment of a Public Transport Manager to focus on Games specific planning. This enabled a contribution of knowledge and experience in moving large numbers of people around the city for other events and provided direct benefit to successful planning for the Games.

Transport also coordinated Games-wide logistics requirements. A service for movement of sport equipment of Gold and Silver participants for selected sports (Cycling, Golf, Shooting, Triathlon) was offered, as these items were unable to be transported on existing bus and train services. Although successful, a low take-up of services was experienced, with the exception of Golf, where more than 50 percent of participants utilised the service.

Logistics also coordinated delivery and installation of the majority of competition venue presentation and city way-finding signage, within the tight venue bump-in timelines immediately prior to competition commencing.

MEDICAL SERVICES

Medical services were developed and implemented to give consideration to and deliver the sport specific medical requirements across all 28 Games sports, ceremonies and social activities, at all Games venues. The focus of the project was to provide a multi-disciplinary approach to address medical services coverage at a first aid and emergency level, while also being able to consider a range of additional user-pays referral services (eg: massage, physiotherapy) that support an athlete's participation and recovery from competition, including treatment of any arising or recurring sports injuries.

Working within recognised operational, financial and resource constraints to provide medical coverage to the extent required for an event of this size and scope had never previously been undertaken in Auckland or New Zealand.

As such, the delivery model implemented involved a partnership and collaboration with a range of government, tertiary, private and volunteer organisations with each contributing to the successful planning and implementation of medical services at Games time. The required resources identified were a combination of paid, trained and experienced medical services professionals. This group was supported by volunteers with the necessary basic training or who were progressing towards a relevant formal qualification. As a minimum, a paid and qualified first aid professional was deployed at every Games venue and sport, providing consistency throughout delivery of medical services.

A preliminary scope of base line services was completed along with the development of a medical services matrix, which provided an initial estimate for Games time service requirements. Each sport provided comment on their normal level of service parameters and this was used to refine the final scope of the project prior to the external engagement with service providers. The final coverage model implemented also considered total registration by sport and any other sport specific risk factors.

WMG2017 engaged three primary care providers – St John, TransitCare and Jam Medics / Event Medical Services – and coverage was in place from the opening of the Accreditation Centre on 16 April 2017 until the completion of activity on Queens Wharf at the Entertainment Hub on 30 April 2017, with all sport activity at competition venues in between.

St John largely provided coverage at identified high-risk and large volume events; whereas TransitCare and Jam Medics / Event Medical Services provided primary care for the medium- to low-risk events. St John also implemented a 'hub' support model with five additional vehicles and resources stationed in high-capacity areas to react and respond as required in the case of emergency. Medical volunteers were also utilised to assist St John at selected venues and this provided an extra layer of support and assistance. An extension to the agreement with St John also included the appointment of Dr Tony Smith (Medical Director for St John) to act in

the role of Chief Medical Officer, providing additional assessment of the coverage plan and assurance at Games time.

Liaison with the respective District Health Boards occurred via an Auckland Inter-Agency Working Group, the Ministry of Health via the 2017 Major Events Operations Group and directly with the Accident Compensation Corporation. A number of other industry bodies (eg: Physiotherapy New Zealand) and key accident and emergency clinics were consulted throughout Games planning.

A consistent visual presence was developed and implemented across all the venues, which was easily identifiable by participants (eg: first aid flags, service provision signs). During competition, massage and/or physiotherapy services were available on a user-pays basis at 31 competition venues, involving a combination of existing and temporary facilities. Final service provision prioritised available resources based on the duration of competition and number of participants at each venue.

Physiotherapy or sports trainer resources were in great demand, particularly at the high-risk and high-volume events, as there was a greater need for strapping rather than massage. A referral network to nearby clinics was also established and available to all Games participants; and up to 100 AUT University physiotherapy students were engaged to provide some support during the Games.

Although service providers experienced high volumes of medical incidents during the Games period, with 1,623 encounters recorded at venues and 41 Games participants requiring transportation to hospital, pleasingly there were no deaths recorded during the event.

ANTI-DOPING

The anti-doping programme for the Games was successfully developed in conjunction with the IMGA (aligning to the approved Anti-Doping Rules) and Drug Free Sport New Zealand, the World Anti-Doping Agency (WADA) recognised national anti-doping organisation, who were appointed to conduct sample collection and coordinate analysis.

The key objective of the programme was to provide an environment during the Games that created an opportunity for all participants to prepare and compete on a level playing field. Accordingly, all Games participants acknowledged participation in line with the IMGA Anti-Doping Rules as part of accepting terms and conditions for the Games.

Pre-Games education information for participants was jointly developed and included on a dedicated page on the WMG2017 website, and Drug Free Sport New Zealand had an active presence at the Accreditation Centre and selected Games competition venues to promote the drug free message and principles.

Collectively, the highest number of tests ever undertaken at a World Masters Games was achieved.

CONSENTS, SPECIAL LICENSES AND MEMA

Facilitation of regulatory processes including consents and special licenses was coordinated directly in conjunction with the Facilitators in the Event Operations Team at ATEED. Although consistent with the approach for other events in the city, early in the project it was clear that a different arrangement with ATEED was required to navigate the Event Permit process as the scope and scale of the Games was unlike anything facilitated by ATEED before.

The WMG2017 ATEED Operational Project Structure was developed outlining the key stages to ensure all necessary consents and special licences required across all venues and ceremonies were in place, and all regulatory processes were finalised so that each sport and venue could be delivered consistently.

After a preliminary scope of requirements was identified and timelines developed, fortnightly meetings (or more frequently as required) were held with ATEED. The following key regulatory processes were implemented for the Games (recognising that many Games venues were not public venues and thus not included in these requirements) – all leading to the Auckland Council Event Permit for the Games being issued on 20 April 2017:

- Liquor Licenses: 18 venues required a Special Licence, lodged in November 2016 with final licenses issued in days leading into Games time in April 2017.
- Resource Consents: 3 venues – Queens Wharf (noise limits, duration and finishing hours), Lake Pupuke and Torbay (duration) – required a Resource Consent, lodged in December 2016 with final consent granted March 2017.
- Letters of Approval / Owners' Consent Letters: Required from Auckland Council for use of public spaces and included in applications for other regulatory processes.
- Building Consents: Several applications for exemption were lodged including for the Entertainment Hub on Queens Wharf. All structures were granted an exemption.
- Public Notices: Two were produced – 27 January 2017 and 31 March 2017; an initial notice outlining the proposed road closures and then a final notice to confirm approved closures.
- Traffic Management Plans: Ten plans were developed, including for the Opening Ceremony, with final approval granted in the weeks leading into Games time.
- Letter Drops: Five separate letters were prepared for distribution to identified areas within the Auckland region – Albany, Torbay, Takapuna, Auckland CBD/Waterfront and Clevedon, to inform residents of pending Games activity in their area.
- On Water Plans: Lodged in February 2017, but following discussion it was agreed that no specific water space closures would be implemented for Games time.
- Initial Event Proposal / Event Advice: First and final formal documentation produced by ATEED to inform key stakeholders of pending Games activity.

Plans were also compiled extracting information from the Sport and Venues Operations Plan to facilitate requirements for public spaces security, waste management, health and safety, and food vendors, with further liaison occurring in relation to noise management and parking resolutions.

The Games was declared a major event in line with the Major Events Management Act (MEMA) legislation, effective from 31 December 2016. In addition, two clean zones were declared for Eden Park (Opening Ceremony) and Queens Wharf (Accreditation Centre and Entertainment Hub) at designated times during the Games period. Declaration was evidence that the scope, scale and significance of the Games aligned to the intent of the Act and as such the Games was afforded the necessary recognition and protection.

Implementation of MEMA declaration was also a simple process. Working in conjunction with MBIE and Auckland Council By-laws, an enforcement plan was developed and put in place. A number of alleged breaches occurred during the lead-up to and during Games time, which were captured on an issue log. In all but one instance, when requested to cease activity the organisation committing the alleged breach were responsive and apologetic. Overall, the implementation of MEMA declaration and the clean zones was a success for WMG2017 and stakeholders.

BORDER CONTROL

With half of the Games participants expected to arrive from outside of New Zealand, WMG2017 was invited to be part of the New Zealand Government's Major Event Border Steering Group, to work with key agencies to ensure all border control requirements for the Games were met and that participants visiting New Zealand could follow a clear process creating a seamless entry experience.

It was acknowledged by delivery stakeholders that international participants for the Games were classed as 'free and independent travellers'. This made it somewhat challenging for border agencies to plan anything specific at the border. As such, communication of key information was determined as a priority and a WMG2017 specific Travel Advisory was developed in conjunction with border agencies and released in February 2016 to coincide with the opening of Games registration. The advisory was available on the WMG2017 website and referenced in participant-focused emails. An updated version was released in November 2016 to reflect some changes to entry requirements.

Entry to New Zealand for all participants was in line with existing requirements and no special allowances were

put in place for the Games. Immigration New Zealand did, however, create a Games specific code to be able to track participants' applications. WMG2017 provided participant registration data to border agencies to assist with verification.

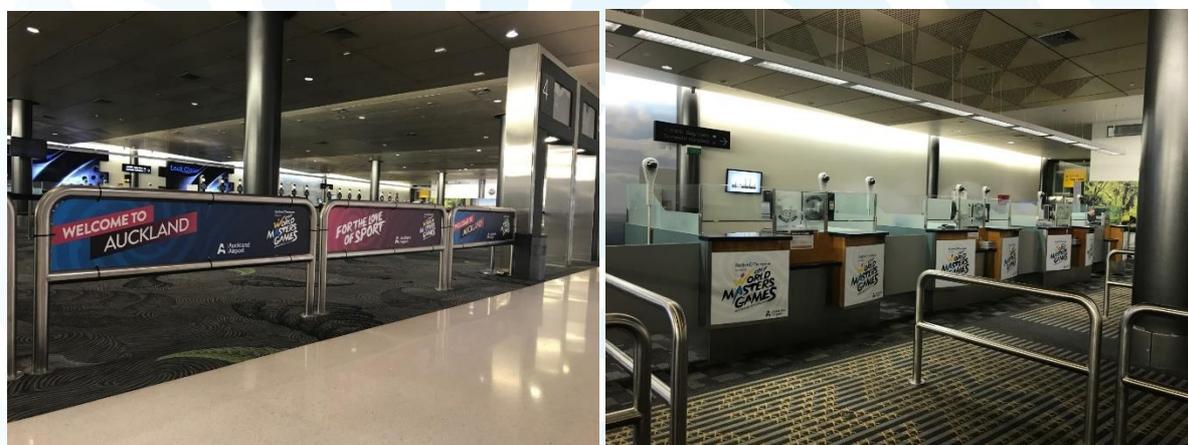
Figure 27: Airside at the Auckland International Airport



A partnership with Auckland Airport enabled the installation of Games branding elements, providing a strong visual first impression for international Games participants and those arriving from the rest of New Zealand. Alignment with the Games' creative thread created a path from aircraft to baggage collection in the international terminal, including a strong presence at immigration counters.

The dressing of the airports further complemented city dressing elements and competition venue presentation.

Figure 28: Branding at Immigration, Auckland International Airport



COMPETITION VENUE PRESENTATION

The Competition Venue Presentation project included implementation of identified brand elements at the 48 competition venues. These elements aimed to deliver a consistent and cohesive look and feel at all WMG2017 venues that were used during the Games. The project also produced presentation items for a number of other projects within the organisation, further enabling consistency and cost efficiencies.

Planning for venue presentation at Games competition venues was based on the following key principles identified by WMG2017:

- Design and Sustainability: Elements that provided a consistent look and feel across all Games venues, with some elements designed in a way that maximised items potentially being re-used post event, limiting

elements that end up in landfill.

- Competition venue wayfinding and operational signage: WMG2017 installed wayfinding signs at a competition venue only where existing venue signs were insufficient or different.
- Kit of parts: A kit of parts developed identifying consistent items for application across all venues, as well as options for sport and venue specific items to enhance venue presentation.
- Logistics: Ensuring identified elements could be installed within the short bump-in timelines included in each Venue Agreement and with available staff and volunteer resources.
- Commercial: Consideration/agreement with Commercial Division for covering any existing commercial signs and exploring opportunities for partner leveraging and branding at venues in line with relevant agreements, including use of existing partner inventory.
- Budget: Ensuring that venues had an appropriate level of branding to reflect the size and number of participants at the competition venue leading to sound budget management.

An important objective was to create a clear and consistent visual brand when arriving at any Games competition venue. This was achieved by placement of flags at the entrance to all venues – one pink WMG2017 flag, one blue sports icon flag and one Barfoot & Thompson flag.

Figure 29: Venue entrance branding at Golf (on the left) and Football (on the right)



Once inside the venue, a Games Information Desk consisting of table cover, pull-up banners or flags and an information pillar (including acknowledgement of commercial partners) was visible to all Games participants. Each desk was staffed by scheduled Games Crew volunteers.

Figure 30: Games information desk (on the left) and WMG2017 Partner recognition (on the right)



An order of 8km of various dimensions of fence scrim / wrap (from Sweden based Faber Flags) – prominently featuring the Takarangi, Games brand and slogan (For the Love of Sport) also greatly improved the visual branding at the majority of competition venues. WMG2017 scrim was further supplemented with branded Barfoot & Thompson scrim and access to other assets including Start/Finish Line inflatables, particularly for road-based events.

Figure 31: WMG2017 fence scrim at Tennis (on the left) and Hockey (on the right)



Figure 32: WMG2017 fence scrim and Barfoot & Thompson dressing at the finish chute for Athletics 10km and Half Marathon



Bespoke and sport specific elements were also explored and delivered successfully across a number of sports and venues where an opportunity and budget existed. This included table tennis court and swimming pool surrounds, golf pin flags, and corner flags for Hockey, Football and Touch, among others. Triangular 'Toblerone' corflute signage was also developed for a range of indoor and outdoor sports.

Figure 33: Toblerones used at Badminton and Basketball



Large scale backdrops were also included at selected venues including AUT Millennium for Pool Swimming and for the Weightlifting World Masters Championships, and Table Tennis.

Figure 34: Field of Play branding at Table Tennis



Figure 35: Field of Play branding at Weightlifting (on the left) and Swimming (on the right)



Operational signs were produced to support the functional aspect of sport or venue delivery. Use of existing signs was maximised but where additional signs were required, a simple consistent template featuring the Takarangi was used. As for other presentation elements, the WMG2017 logo was not included on most signs to enable their re-use at future sports or events.

WMG2017 produced more than 1,000 operational signs with more than 150 unique designs that were used in addition to existing signs at venues.

The majority of competition venue presentation items were produced by OmniGraphics (a subsidiary of commercial partner QMS). The volume, variation and timelines were complex, leading to adjustment of production timeframes leading into Games time.

The quality of products was of a high standard, maintaining a strong visual presence throughout the Games period and able to withstand internal and external conditions (including weather), in some cases up to three weeks in duration. All bespoke items were also produced locally, with fence scrim the only item produced off-shore due to greater volume and cost efficiencies.

Assistance was provided by selected Sports Partners and Venues for the installation and removal of competition venue presentation items. Additional support was provided by logistics volunteers, WMG2017 Sports and

Games Operations staff and a temporary labour force. All worked within tight timeframes for venue bump-in and reinstatement.

A high number of Sport Partners and Venue Partners requested that they retain the presentation elements. This was positive recognition of the design and quality and aligned to one of the project sustainability principles. Any remaining presentation elements were gifted to selected organisations for re-purposing (eg: scrim converted into shopping bags for charity), thus reducing items going to landfill. Competition venue presentation items were also in high demand from Games participants, with many trying to ‘acquire’ the flags and scrim from competition venues during the Games period.

Overall, the visual presence of the various competition venue presentation items achieved the primary objective and contributed to providing a unique and memorable experience for Games participants.

GAMES DELIVERY

Communication, command and control (C3) is one of the most critical aspects to any major event, particularly when multiple venues are concerned and the integration of multiple agencies is required to ensure successful delivery. Similarly, ensuring that agreed protocols, communication and structures were effectively tested prior to Games time was important to assess the state of readiness and make adjustments to operational plans for effective implementation at Games time.

WMG2017 identified a Games Delivery model that included the appointment of an external project team from The Event Planning Group (Australia) and Platform 4 Group (New Zealand) to provide international multi-sport event experience and quality assurance on planning.

Five key phases with specific outcomes were identified for the Games Delivery project, as shown in Figure 36.

Figure 36: Games delivery phases



During the Concept Planning phase the Games Delivery Strategic Plan was developed identifying eight strategic objectives that aligned with the WMG2017 vision to deliver the best ever World Masters Games. An Inter-Agency Working Group was also formed, comprising of key stakeholders and delivery agencies (including Council, transport, health, police and emergency services representatives) from Auckland and Waikato, meeting for the first time in July 2016. Adopting an early Games Delivery focus ensured that all identified agencies involved in the delivery of the event were operating in an integrated and collaborative manner, both during standard operations and when a crisis or operational issue could arise at Game time.

An Operational Planning phase focused on internal cross-divisional discussions to ensure identification of clear roles and responsibilities and how they would translate to Games time, particularly where challenges/issues arose – and key outputs from this phase would be tested throughout the Readiness and Testing phase and refined as required.

Three scheduled readiness exercises were conducted in November 2016, February 2017 and March 2017. Exercises evolved from an initial internal focus (Readiness #1) to integration with external delivery partners (Readiness #2 and #3), and included an education component followed by a combination of desktop or virtual

scenarios and a series of injects to test response and integration between Divisions and stakeholders.

Outcomes from each exercise were documented in a debrief report and adjustments made to operational planning or the approach to communication as required. Readiness #3 also included an integrated session with the New Zealand Government's World Cups Office and involved all representatives from the Inter-Agency Working Group, to review planning and response from a national perspective. Collectively, the readiness exercises provided a high level of confidence and assurance of the operational preparedness of WMG2017 and its stakeholders.

During this phase, the process for identification and development of Games time policies and procedures commenced in late January 2017. Final drafts of the Games Operations Centre Operations Plan, including key attachments (Incident Management Plan, Crisis Management Plan) were also shared with the Inter-Agency Working Group for feedback and endorsement as part of the February 2017 meeting.

The basis for all planning in the project focused on the Games Delivery phase aligned with the Games Operations Centre (GOC), which commenced operation on Sunday 16 April 2017, aligned to the opening of the Accreditation Centre at Queens Wharf and concluded on Monday 1 May 2017, following completion of all competition, staging of the Closing Ceremony and commencement of bump-out from competition venues and Queens Wharf. Daily hours aligned to relevant operational activity across the Games and staffing comprised of a minimum of two senior representatives.

A significant benefit to WMG2017 was the opportunity for the GOC to be located within the Auckland Transport Operations Centre (ATOC) at Queens Wharf, providing direct operational synergies. The GOC, with a dedicated telephone number, provided support across the Games period to all WMG2017 Divisions and delivery partners with a focus on issue and incident identification and resolution.

Communication during the competition period occurred between the GOC and Sports Partners via the online platform Whispir, which was developed for the Games with the support of Civil Defence Emergency Management Auckland. The platform provided for capture of Start of Day and End of Day reports via a mobile phone app, as well as ability to notify the GOC of any emerging issues or incidents. Where technology issues were experienced, communication by phone and email occurred. The Whispir platform was an effective communication tool during the Games period.

Approximately 500 items were logged in the Issue and Incident Tracking system. Of these entries, the most common activity related to first aid and/or injuries to participants, competition progress or delays, weather, traffic or transport operations, potential MEMA breaches and other minor operational issues from competition venues.

A daily Games Operations Centre Debrief occurred each evening during the Games period (16-30 April 2017); attended by the GOC Director, Chief Executive, General Manager Marketing and Communications, General Manager Ceremonies and Events and Manager Governance, or their alternates. The debrief provided an overview of activity across the Games for the day, including verbal divisional updates; with the primary focus on the review and approval of the Daily Activity Update and Forward Look for approval to release to WMG2017 Board, Funding Partners and selected stakeholders. No Incident or Crisis Management Team was required to be formed during the Games.

The Post-Games phase concluded the project in May 2017 with development of a post-Games report from the project team.

The key objectives identified in the Games Delivery Coordination Services Strategic Plan were successfully achieved through the successful delivery of the Games, notably with contributions and support from all WMG2017 Divisions and the key external agencies and stakeholders. In doing so, the project established new benchmark processes and documentation for potential use at future World Masters Games events or for major events in Auckland and New Zealand.

VOLUNTEERS



VOLUNTEERS

VOLUNTEER PROGRAMME OVERVIEW

The **volunteer programme** was one of three Groups within the Sports and Games Operations Division, responsible for attracting, appointing and supporting the more than 3,000 volunteers – The Pit Crew – required to support the successful delivery of the Games.

The programme was managed across three distinct projects:

- Recruitment: Including application, interview, role offers and schedules.
- Training: Including orientation, role specific / sport briefing, venue specific and leadership.
- Operations: Including uniform and accreditation collection, Games time shifts and support, catering, reward and recognition.

Aligned to each project, the volunteer journey commenced in February 2016 with the opening of volunteer applications and concluded following Games time, with a Thank You function hosted by His Worship the Mayor of Auckland in May 2017.

Figure 37: The WMG2017 Volunteer Journey



The key objective of the volunteer programme was to ensure that there was a sufficient number of volunteers for Games time and any pre-Games activity. Attracting, training and retaining a motivated, experienced and passionate workforce was paramount to support operational delivery. A significant opportunity also existed to involve volunteers in a world-class international event, also introducing new volunteers to sports and events in New Zealand.

WMG2017 sought to create the feeling of 'one team' to deliver the Games – including volunteers, sport officials, paid staff and all related workforce groups. To achieve this, WMG2017 developed a detailed, inclusive and collaborative programme involving all key stakeholders and supported by consistent timelines and processes for the recruitment, training and support of The Pit Crew.

VOLUNTEER RECRUITMENT

Volunteer recruitment involved the first four steps of the Volunteer Journey – application, interview and information sessions, role appointments and scheduling. Recruiting the more than 3,000 volunteers required to support the delivery of the Games was the largest single volunteer recruitment programme undertaken in Auckland.

Four volunteer categories were established as part of the volunteer recruitment process:

- Games: Assisting with all non-sport aspects of the delivery of the Games – such as transport, ceremonies, workforce, marketing, commercial, accreditation and registration.
- Medical: With a first aid qualification to support coverage at selected sport competition venues to assist professional medical services.
- Sport: All sport-specific technical officials (such as referees, umpires) as well as positions to assist with the delivery of each sport (such as marshals, assisting at aid stations, equipment).
- Technical: Technical Delegates with extensive experience in, and responsibility for, delivering their chosen sport.

The recruitment plan was tailored to the target audience for three of the four volunteer categories, with all Technical Delegates identified and appointed directly by their sport (endorsed by each International Federation and the IMGA). Therefore this category was not open to the general public for volunteer applications.

Online volunteer applications opened in late February 2016 via the fusesport system on the WMG2017 website. A toolkit was developed comprising a 'call to action' video featuring WMG2017 Ambassador Bryan Williams, press releases for various media sources, 'Volunteer Now' button on the WMG2017 website, plus a range of printed and digital marketing collateral. Throughout the recruitment period a range of media articles were generated focusing on local volunteers and the opportunity to be part of the Games. The primary channels used for marketing were digital. The opportunity to volunteer at the Games was also promoted by Games stakeholders and delivery partners, including on VolunteerNet⁷.

Recruitment of Technical Volunteers and Sport Volunteers was largely managed directly by WMG2017's Sports Partners utilising existing networks and databases. An endorsement code was created that enabled each sport to fast-track volunteers based on their skills, experience and existing volunteer roles at a regional or national level. There was some interest from general volunteers to get involved with specific sports and WMG2017 worked to match any interest with sports that had a lower than required number of existing volunteers.

The recruitment process for each volunteer category differed slightly, but all volunteers received / had access to training, uniform and catering at Games time. This ensured consistency across the programme recognising that volunteers were the public face of the Games regardless of which volunteer category they fit into.

Following initial screening conducted by WMG2017 to ensure all required steps and information had been completed and that applicants met minimum requirements (such as minimum age requirement, could fulfil the minimum number of shifts, consent to police vetting), applicants were invited to attend a scheduled interview and information session. These sessions were conducted in June 2016, November 2016 and January 2017 in Auckland and the Waikato.

Each session included a general Games overview, information specific to identified volunteer roles, completion of New Zealand Police vetting consent form and capture of a photo for use on the Games accreditation pass. A face-to-face interview was also conducted for volunteers that were not endorsed by a Sports Partner; being all Games Crew, Medical volunteers and volunteers new to a sport or events. The purpose of the interview was to assess the volunteer's passion for making the Games a success and align the volunteer's skillset to a suitable role.

Recognising that a number of volunteers (particularly Sports Crew) were outside of Auckland, phone interviews were also conducted between June 2016 and February 2017. Each phone interview also included a general

⁷ VolunteerNet is a volunteer recruitment database managed by the New Zealand Event Association. Approximately 100 WMG2017 volunteers were recruited through VolunteerNet.

Games overview and applicants were required to submit vetting consent forms and a photo electronically.

At the conclusion of each application and interview stage, successful volunteers were allocated into a role that aligned with their skill set and where possible, role preference. Role offers were distributed to volunteers via the online scheduling system from October 2016 until March 2017.

Upon acceptance of a role offer, schedules for volunteer shifts were distributed from December 2016 through until Games time outlining the location, role, dates and times for each shift. Scheduling also included key dates for volunteer training sessions. Schedules for each volunteer role were developed by the WMG2017 Division or Sports Partner in line with the agreed principles for all roles.

A total of 3,216 volunteers were recruited to The Pit Crew to fill 19,000 Games time shifts:

- Average age of volunteers was 49 years.
- 54 percent of volunteers were female, 46 percent male.
- 74 percent of volunteers were able to undertake more than the minimum four shifts.
- 194 volunteers fulfilled dual roles (thus reducing the total number of volunteers originally scoped to be required).

The final allocation of volunteers by category was:

Games	Medical	Sport	Technical
30 percent	2 percent	66 percent	2 percent

Volunteers were from:

Auckland	Rest of New Zealand	Australia	Rest of World
79 percent	18 percent	2 percent	1 percent

Initial estimates identified more than 5,000 volunteers may have been required, but this number was revised following more detailed review of roles and the headcount with internal WMG2017 Divisions and Sports Partners. It was also acknowledged early in the process that many potential volunteers were also likely to participate in the Games.

VOLUNTEER TRAINING

Volunteer training ensured that all Games volunteers had the information, ability and motivation to deliver their role to the highest standard throughout the Games while aligning to the culture and values of WMG2017 and fulfilling any sport or role specific requirements.

Training was delivered in specific modules – Orientation, Role Specific (including Sport Briefings and Venue Specific) and Leadership – delivered in the lead-up to Games time between March and April 2017.

The approach involved modules that started with a generic Games focus and moved to more specific content; consistent with benchmark volunteer training processes from other major international events. This approach proved successful as it ensured volunteers had all the relevant information available to them for their role, as well as engaging them as a member of the collective WMG2017 Team.

All training content and templates were developed from within WMG2017. A wide variety of training materials from past major events were used as a basis for content development and internal divisions were consulted ahead of finalisation.

Orientation training provided all volunteers with the necessary general information to be able to act as a Games ambassador and champion the Games in Auckland and the Waikato, regardless of the role undertaken. Each Orientation training session was also scheduled to coincide with uniform and accreditation collection to maximise volunteers availability prior to Games time.

Figure 38: The WMG2017 volunteer training journey



Ten 90-minute sessions were conducted in March 2017 at the Avantidrome (Cambridge) and Eden Park (Auckland). Each session included an overview of the key activity at the Games (sports, venues, ceremonies and Entertainment Hub), and the key message for the sessions related to being a member of The Pit Crew including what to expect at Games time (accreditation, catering, health and safety). All volunteers received a copy of the Volunteer Pocket Guide as a useful reference tool; with content developed in conjunction with all WMG2017 Divisions and key external delivery stakeholders including Sport Partners, Venue Partners, ATEED and Waipa District Council.

A highlight of the sessions conducted at Eden Park included a series of interactive activities in the Hall of Legends, together with question and answer sessions with Volunteer Ambassador Bryan Williams and other Games Ambassadors.

A further seven condensed sessions were held in April 2017 at the Volunteer Hub on Queens Wharf to primarily accommodate out of Auckland volunteers who were unable to make earlier sessions.

Role specific training for Games Crew (30 sessions) and Sport Briefings for Sports Crew (31 sessions) commenced in late March 2017 and continued through until Games time. Each session varied in duration from 60-90 minutes providing volunteers with detailed training and guidance on their allocated role, supported by a printed role specific or sport briefing workbook. Role specific content was developed and delivered by each lead WMG2017 Division or the Sports Partner. Many sessions took place at the associated Games competition venue to provide further familiarisation to the Games time environment. All volunteers also received a venue briefing for their first allocated shift.

Leadership training was provided for volunteers identified in key leadership roles, in particular for Games Crew Team Leaders and WMG2017 staff. Four 60-minute sessions were conducted in Auckland, supported by a leadership workbook. The sessions outlined key leadership principles and included an overview of roles and responsibilities, communication and tips on how to respond to any arising issues at Games time.

The majority of volunteers attended two training sessions, with team leaders attending three sessions. Strong positive feedback was received from volunteers indicating that they enjoyed the training modules, finding them engaging and informative. This consistent, positive feedback reinforced that the training content was concise,

operational and practical, ensuring volunteers had the necessary information and tools to fulfil their roles to a high level.

VOLUNTEER OPERATIONS

Volunteer operations delivered the core elements of the volunteer experience at Games time. Prior to Games time, all volunteers were outfitted and uniformed. During Games time, volunteers received fresh and healthy catering at every shift, and had appropriate facilities available at each venue. Throughout Games time, and at its conclusion, volunteers received gifts and were involved in initiatives that ensured they were recognised for their involvement and rewarded for their contribution to the successful delivery of the Games.

Volunteer uniforms were designed to incorporate the key design elements of the WMG2017 brand and ensure that volunteers were easily identifiable. Working with PROJECT Clothing, a functional, practical uniform was designed and produced, which catered for all volunteers across 28 different sports and various volunteer roles.

Figure 39: The WMG2017 Pit Crew uniforms



Uniform distribution centres were established in Cambridge and Auckland aligned to scheduled Orientation training sessions in March 2017. Remaining uniforms were available for collection at the Volunteers Hub at Queens Wharf during the Games period.

Each volunteer and paid staff member received two polo shirts, a jacket, a hat, a backpack and a water bottle to use throughout the Games period, and retain post Games. Volunteers supplied their own trousers and shoes, in line with the principles outlined by WMG2017. Sport Partners with specific uniform requirements (such as for water sports) provided these items for volunteers.

Feedback received from volunteers regarding the uniform design and quality was positive. The distinctive green colour was also very popular with Games participants.

Volunteer catering was an important component of volunteer operations and a significant logistical exercise. Working with commercial partner Pita Pit, approximately 25,000 meals were distributed to volunteers in the lead-up to and during Games time across 48 competition venues and the Entertainment Hub at Queens Wharf.

Volunteers received a meal when completing a minimum four-hour shift or two meals when on shift for more than 10 hours. Meal packs for lunch included a choice of pitas, with salads provided for dinner, and a bottle of water and a snack. Bananas were also provided across the majority of venues in partnership with Dole.

Additional catering was provided for volunteers commencing early morning shifts (such as those assisting with the delivery of road-based events) and where volunteers were unable to collect meals during a shift (such as those on boats for the Sailing competition).

Volunteer management was the responsibility of WMG2017 and Sports Partners during the Games period in line with the agreed guidelines, with additional coordination and support provided by the Volunteer programme. Any changes to schedules during Games time were managed directly by WMG2017 or Sports Partners including volunteer communication.

A Volunteers Hub was established at Queens Wharf to manage volunteers based there, as well as to coordinate all Games time volunteer operations and act as the central communications centre for volunteers management. A Games Information Desk, staffed by Games Crew volunteers, was available at each competition venue to provide general information and assistance to Games participants. The Desk was also the location for volunteer check-in, meal distribution, volunteer welfare, and distribution of reward and recognition items to volunteers.

A reward and recognition programme was implemented during the Games period, with the aim of ensuring that volunteers felt valued for their contribution, while also being able to motivate volunteers and recognise strong performance or extra efforts. Effective reward and recognition also contributed towards minimising any volunteer attrition, with positive experiences important in establishing an on-going legacy of volunteerism for future major events in New Zealand.

Volunteers had the opportunity to enter a ballot to receive a limited number of Opening Ceremony tickets with 750 volunteers joining participants on 21 April 2017 at Eden Park. All volunteers received a first-shift gift (limited edition Pit Crew volunteer pin) and a thank you gift (consisting of a personalised certificate and a commemorative baton). All volunteers were also invited to attend a Mayoral reception thank you event on 5 May 2017 at Auckland Town Hall.

Unique chocolate eggs were distributed to volunteers working across the Easter weekend with the opening of the Accreditation Centre, an ANZAC Day biscuit distributed for shifts on 25 April 2017 and chocolate freckle provided to volunteers catching buses into Woodhill Forest for Orienteering competition. Other WMG2017 merchandise items (including key rings, wrist bands, towels and stubbie holders) together with SkyCity vouchers, coffee vouchers, sport-themed lollipops and chocolates were also distributed at various times during the Games period as rewards or prizes.

Evidence that the operational aspects of the volunteer programme were delivered successfully are largely anecdotal but include:

- Strong volunteer attendance rates throughout Games time (averaged 91 percent attendance at Queens Wharf).
- Consistent and positive feedback when gifts were distributed to volunteers, or initiatives were rolled out at specific venues.
- Consistent and positive feedback from Games participants in regards to their interactions with volunteers, including associated media and digital coverage.
- Very little 'wear and tear' of uniforms, no replacement stock requested and a well-presented and easily recognisable workforce though to the final day of Games time.

As with all elements of the Volunteer Programme, key internal stakeholders were consulted and provided valuable input throughout planning and delivery for volunteer operations. A significant contribution was made by the Commercial Division, who owned and managed the relationship with key stakeholders Pita Pit (workforce catering), Dole NZ (workforce catering) and PROJECT Clothing (uniforms). The contribution of other WMG2017 Divisions and Sports Partners in creating a positive environment for volunteers at Games time was also important.

In general terms, the outcome was a volunteer programme delivered to a high standard, with operational efficiency and contributing to a memorable volunteer experience for members of The Pit Crew.

CEREMONIES AND EVENTS



CEREMONIES AND EVENTS

CEREMONIES AND EVENTS OVERVIEW

The Ceremonies and Events Division was accountable for the creation, design and delivery of an integrated series of key participant experience events during the Games.

There were five main elements of the social programme for WMG2017:

- The Opening and Closing Ceremonies
- Entertainment Hub
- Functions specifically for the Gold package participants
- A function specifically for the participants competing in the Waikato
- A business event hosted in conjunction with commercial partner KPMG

Key to the success of the social programme was the development of a unifying and cohesive theme to unite all elements and reflect the WMG2017 brand and voice, and create recognisable links between these events during the Games.

Once a core theme was established, the delivery model was addressed. The specialist skills required to deliver key components of the programme were not always readily available. This was particularly true of the skills in event production and delivery where performance is an integral component. Given the relatively short-term nature of the projects it was not always possible to attract appropriately skilled and experienced specialist employees onto short, fixed terms contracts. These challenges quickly led to the decision that, in the main, a decentralised external supplier delivery model would be adopted and that service providers would be procured on a competitive tender basis.

This approach was complemented by internal contract and relationship managers (WMG2017 employees) to ensure close management of service provider contracts to agreed outcomes. Several contracted service providers in turn sub-contracted other specialist suppliers, which added complexity in managing relationships and challenges in ensuring good communication and commitment to Health and Safety management.

The close relationship management of external suppliers and contractors was critical in developing a WMG2017 team ethos within the external contractors and promoting understanding and engagement with WMG2017 values and goals.

OPENING CEREMONY

World Masters Games are required to commence with an Opening Ceremony and to conclude with a Closing Ceremony. These events have similarities with ceremonies associated with large-scale sporting occasions (such as the Commonwealth or Olympic Games) but differ markedly in some respects.

The key differences with a World Masters Games Opening Ceremony are that:

- Participants are both the audience and part of the event,
- Athletes march grouped by sport (as opposed to by country),
- There is no torch or flame involved, and
- Typically, the event is not broadcast.

The Opening Ceremony was staged at Eden Park on the evening on 21 April 2017. It allowed for attendance of up to 28,578 registered participants and registered supporters. Limited seating capacity precluded the opportunity for ticket sales to the public. In addition the ceremonies were considered a key selling point of the registration packages, meaning that to attend, you needed to be a paid participant.

Entry to Eden Park was via a valid participant accreditation, with a designated entry gate and seating zone printed on the accreditation pass, based on the participant's sport.

Given the date (a Friday night), the venue and its location presented some significant logistical challenges. The provision of public transport to and from Eden Park was critical to ensuring a positive experience. The logistics of crowd management and movement at the venue were also critical for a successful outcome.

On arrival at Eden Park, participants were guided to the concourse where they could purchase food and beverages before moving to their seats to wait for the Ceremony to commence. Volunteers assisted with wayfinding and organising individuals into their sporting code. Final attendance numbers (although indicated during the registration process) were only known on the night as people started arriving, which presented planning challenges. Safe movement and management of such a large crowd, the formation of a parade and the time required to move attendees were all planning challenges that were worked through with the producers and venue management. The large video screens at Eden Park carried information to assist wayfinding and disseminate programme timing information.

The contracted event producers, Inside Out Productions Limited, delivered a memorable Opening Ceremony that set the tone for the following nine days. Featuring the largest laser show ever presented in New Zealand, the audience was treated to a high-quality live show that included several contractual set-pieces such as formal speeches and was followed by a dramatic parade of participants out of Eden Park.

The audience / participants were immersed in sound and washes of multi-coloured laser light. Each member of the audience wore a programmable LED wrist bracelet, which further enhanced the immersive experience for the participants. The LED device meant each person became an individual pixel in a large image, transforming the crowd into a canvas and creating an immersive experience that connected individuals to the whole group.

Music and performance were an integral part of proceedings. A powerful rendition of the New Zealand National Anthem was performed by the award-winning Modern Māori Quarter. Performances included karanga, kapa haka, Samoan fire dancers and an 18-piece showband who delivered songs drawn from the best of popular New Zealand music.

Flags of the nations of attendees were shown on the screens, which were also used to present sign language translation of speeches.

Māori culture was at the forefront – the occasion will be remembered as unique and of this part of the world – and provided an opportunity to showcase the WMG2017 values, Auckland and its myriad talents.

The official flag raising ceremony was followed by speeches from the Rt Hon Bill English, Prime Minister of New Zealand; Phil Goff, Mayor of Auckland; Kai Holm, President of IMG; Sir John Wells, Chairman of WMG2017 and Peter Thompson, Managing Director of Barfoot & Thompson, with the Games declared open by the Prime Minister. The seated participants were then guided to move (gathered by sport as per seating) down to the Eden Park pitch where they paraded around the circumference of the ground and out of the stadium to conclude the proceedings.

Attendees left Eden Park feeling welcomed, energised, excited and ready for their sporting (and social) activities that lay ahead.

A total of 18,600 participants attended the Opening Ceremony (83 percent of all registrants who had collected accreditation to that date). A further 550 VIPs and dignitaries were hosted in the South Stand function room, and approximately 1,000 guests from WMG2017 (including volunteers), Barfoot & Thompson and Kansai 2021 were hosted in the North Stand function room. The overall attendance at the Opening Ceremony was approximately 20,150.

Also on 21 April 2017, IMGA Governors, WMG2017 Directors, Ambassadors and the Executive Team were privileged to attend a morning tea in honour of the Games hosted by Their Excellencies, the Rt Hon Dame Patsy Reddy and Sir David Gascoigne at Government House, Auckland.

ENTERTAINMENT HUB

Previous World Masters Games have not always featured a central location for participants to congregate and socialise during the Games period. WMG2017 provided an Entertainment Hub for all participants and extended the invitation to the wider public.

Several specialist service providers were contracted to deliver the Entertainment Hub. This included:

- The Kitchen c/- SKYCITY – all food and beverage hospitality services including hospitality staff. Liquor licence holder.
- The Show Business – all infrastructure, technical services and setup.
- Auckland Festival Trust – programming services, Games time delivery staffing assistance.
- Red Badge Security – all safety and security services.
- Eco Maintenance – cleaning and waste management services.
- Panuku Development – venue management.

Queens Wharf was partially activated with a food and beverages offering during the accreditation collection period (which commenced on 16 April) so that participants picking up their accreditation would have an idea of what would be on offer for the duration of the Games.

On the evening of Friday 21 April, Queens Wharf was closed to visitors while the Entertainment Hub pack-in was completed so that it could re-open to participants and the public with a full offering (including a VIP Lounge and Gold Lounge in The Cloud) and the main bar area in Shed 10 on Saturday 22 April.

Close liaison and interface with sports partners was required as the Athletics Half Marathon and 10km road race started and finished on Queens Wharf on Saturday 22 April and the Road Cycling (Time Trial) started and finished on Queens Wharf on Sunday 23 April. Medal ceremonies for these events were also presented on site.

The site featured a range of food and beverage opportunities including specific opportunities for Commercial Partners (The Kitchen c/-SKYCITY and Pita Pit). The site was dressed to achieve a quality of presentation and spaces were enhanced through introduced lighting and sound rigs.

Programming was activated every day with something fresh to keep audiences coming back to the site. During the day, the programme featured events and activities catering to families (given the school holiday period) with a range of performance and “hands on” activities available. This included a very popular Family Fun Zone provided by WMG2017 presenting partner Barfoot & Thompson.

Evening programming included a daily sports round-up, comedy and a range of concerts/performance by leading New Zealand artists, including The Warratahs and Tami Nielson. Two participant-only events were also provided on the nights of Saturday 22 April and 29 April 2017. These were very popular.

A central pillar of the programmed activity was Toi Ora, a living gallery where audiences could experience and engage with Māori arts and culture. This was in residence at The Cloud from Sunday 23 April 2017 through to Saturday 29 April 2017. Toi Ora presented contemporary and traditional Māori art in a manner that was accessible and interactive. Performances featured prominent Māori artists and performers from Tāmaki Makaurau and around Aotearoa. The Toi Ora concept was developed in conjunction with Ngāti Whātua o Ōrākei.

Toi Ora artists included:

- Master carvers Ngā Whaotapu o Tāmaki Makaurau
- Ngāti Whātua o Ōrākei with kapa haka performances and workshops led by Te Pou Whakairo
- Tā moko with artists collective Te Whē
- Interactive weaving workshops and displays from Te Puawai Raranga
- Ngā Kōrero o Uki - Māori Stories of An Ancient Landscape walking tours across Queens Wharf
- Te Roopu Raranga Whatu o Aotearoa (The National Weavers Collective) who collaborated with Whaotapu carvers

- The Te Ātinga collective with an exhibition of acclaimed Māori visual artists.
- It also included contributions from Auckland War Memorial Museum – Tamaki Paenga Hira, Te Wānanga o Aotearoa and Māori Tourism Development.

On Anzac Day, Tuesday 25 April, the Entertainment Hub did not open until 1.00pm (in line with competition venues that day). The occasion was recognised with a specific programmed ceremony, given the participation in the Games by defence personnel from New Zealand and overseas. The ANZAC event was a highlight of the programming on the wharf. Defence personnel marched on to Queens Wharf and attended a ceremony that included laying of wreaths and a warbirds aircraft flyover.

Overall, the average daily attendance at the Entertainment Hub was 10,000 (throughput), with a maximum attendance at one time of 5,500. There were a total of 133 performances from 760 performers. A survey of the crowd at the Entertainment Hub conducted over four days found that 67 percent were not registered participants but members of the public enjoying the entertainment and hospitality on offer. The Entertainment Hub achieved its objective of appealing to the wider Auckland community as well as to participants.

CLOSING CEREMONY

The primary goals of the Closing Ceremony were to acknowledge the achievements of those involved, celebrate the spirit of the Games and to thank all involved while saying farewell to visitors and to hand the baton to the host of the next World Masters Games in 2021, the Kansai region of Japan.

Specific elements required for the Closing Ceremony included:

- Official speeches, including the next host,
- Lowering of the IMGA flag, and its passing to the next host, and
- A farewell to participants and the official closure of the Games.

The Closing Ceremony was held in The Cloud on Queens Wharf on Sunday 30 April within the established Entertainment Hub. Attendance at the Closing Ceremony was an inclusion in all registration packages, and volunteers were invited to attend with a guest. In addition, 200 invited dignitaries and VIPs were hosted at a VIP function both pre- and post-Ceremony. Because of venue capacity constraints, the Closing Ceremony required accreditation to gain access, and was not open to the public. However, the ceremony was live streamed, and shown on screens in Shed 10 and outside on Queens Wharf but not broadcast in any other format.

Māori culture was again at the forefront, and Japanese culture was also showcased. New Zealand's three official languages (English, Māori, and New Zealand sign language) were integrated into the ceremony. There was an official flag-lowering ceremony, as well as speeches from key dignitaries, and a ceremonial farewell by tangata whenua.

Contracted specialist service providers to deliver the Closing Ceremony included those engaged for delivery of the Opening Ceremony and the Entertainment Hub. Inside Out Productions Limited were contracted as the producers, responsible for the delivery of all performance and production elements including confetti and streamer cannons to mark the final moment of the Ceremony. As the primary Entertainment Hub infrastructure service provider, The Show Business Limited had managed the delivery and installation of (pre-rigged) staging, lighting and sound in The Cloud, which was used for the Closing Ceremony. They also managed the installation of additional external video screens in outdoor areas on Queens Wharf to allow sight and sound for attendees who were not inside The Cloud for the proceedings.

After the official ceremony, both The Cloud and Shed 10 transitioned into party environments as part of the programmed activity delivered for the Entertainment Hub.

ANCILLARY EVENTS

GOLD PARTICIPANT EVENTS

The participant Gold package included access to an exclusive cocktail function in the SKYTOWER showcasing the best views of Auckland. Access to the event required a Gold accreditation pass.

The key objectives were to deliver a unique and memorable experience for the Gold participants, consistent with overall brand and theming across the Games.

Gold participants were offered a choice of three dates when they undertook online registration: Wednesday 26, Thursday 27, Friday 28 April 2017. Three separate evenings were offered to spread numbers and provide flexibility to attendees as to which evening would work best for them around their other Games commitments.

Guests were greeted, accompanied up the tower and welcomed as they arrived. Service staff delivered a range of canapés, wine, beer and non-alcoholic beverages. Light entertainment and speeches from chosen dignitaries formed part of the evening. A professional MC managed the flow of the evening and kept proceedings to time. Games Ambassadors and WMG2017 Directors and select staff attended to mingle and act as hosts.

A total of 187 Gold participants attended over the three nights. Anecdotally, attendees had a fabulous time, enjoyed the view, and appreciated the opportunity to meet other athletes from New Zealand and around the world. However, overall attendance was significantly lower than had been indicated by the participants who chose and confirmed their attendance night, with only 56 percent of Gold participants attending.

WAIPA REGISTRANTS PARTY

The Waipa District hosted the sport of Rowing and the discipline of Track Cycling with more than 1,400 athletes registered.

As most rowers and track cyclists stayed in the Cambridge area these athletes were largely precluded from attending and enjoying the offerings presented as part of the Entertainment Hub in Auckland. To provide a consistent experience and value for these participants, a special party event was held at the Cambridge Town Hall on the evening of Friday 28 April 2017 – after the last day of competition in the Waikato.

WMG2017 worked with the Waipa District Council who enlivened the heart of Cambridge on the evening of the party.

It was recognised there would be some attrition during the period and that not all participants would attend given the nature of the competition, knock out rounds and individual holiday plans. A total of 850 participants attended over the course of the evening.

The Cambridge Town Hall was identified early as the preferred venue and negotiations with the Waipa District Council resulted in the venue being hired to WMG2017 at nil charge. The ambience of the Edwardian Town Hall was enhanced with lighting. Dressing and decoration of the venue was designed to minimise set up time/cost. Entertainment included a troupe of steel pan players on entry, a Master of Ceremonies and a local covers band.

Food and beverage services, including provision of the special liquor license for the event were contracted to The Kitchen c/o SKYCITY with the offer being provided via a cash bar inside the venue. Entry management and security of the venue was contracted to the Entertainment Hub supplier, Red Badge. Access to the event was via Games accreditation.

KPMG SPORTS SUMMIT

The commercial partnership agreement with KPMG included the co-hosting of a business event during Games time. WMG2017 presented this event in Shed 10 on Friday 28 April at 3pm in partnership with KPMG as part of programmed activity of Queens Wharf.

The event comprised a panel discussion hosted by renowned BBC journalist David Eades featuring New Zealand

sporting legends Rod Dixon, Anthony Mosse, Dame Valerie Adams, Allison Roe and Duane Kale. Eades led a panel discussion on the topic *Sport for Life, Through the Eyes of the Greats*. The audience included 100 invited KPMG guests, 30 invited WMG2017 guests and 20 invited ATEED guests, and was also open for participants and the public to attend. The event was live streamed.

As well as the invited guests, it is estimated that a further 200 participants and members of the public attended. Anecdotal comments were that attendees enjoyed seeing and hearing the high-profile panel and enjoyed the discussion.

VOLUNTEERS MAYORAL RECEPTION

All Pit Crew volunteers were invited to a function to acknowledge their contribution to the success of WMG2017. The function was held on Friday 5 May in the Great Hall of the Auckland Town Hall from 2.30pm until 4.00pm.

The guests were welcomed and thanked by WMG2017 Chief Executive Jennah Wootten before speeches from His Worship the Mayor Phil Goff and Pit Crew Ambassador Bryan Williams.

Approximately 450 volunteers attended, as did several Sports and Venue Partners. Also in attendance were WMG2017 Directors and members of the Executive and staff.

APPENDICES



1.GLOSSARY

BRVIK	Budget Relieving Value In Kind
ATEED	Auckland Tourism, Events and Economic Development Limited
GOC	Games Operations Centre
CRM	Customer relationship management
GDP	Gross Domestic Product
GST	Goods and services tax
H&S	Health and safety
HCC	Host City Contract (between IMGA and ATEED)
HR	Human resources
IF	International Federation
IMGA	International Masters Games Association
KPI	Key performance indicators
LOC	Local Organising Committee
MEMA	Major Event Management Act
MBIE	Ministry of Business, Innovation and Employment
NSO	National Sporting Organisation
NZ	New Zealand
NZD	New Zealand dollars
PCBU	Person Conducting a Business or Undertaking
PR	Public relations
PRV	Public relations value
RSO	Regional Sporting Organisation
RTO	Regional Tourism Organisation
TOR	Terms of Reference (between ATEED and WMG2017)
WMG2017	World Masters Games 2017 Limited (the Company) or World Masters Games 2017 (the Event)
YTG	Years to Go – as in 3YTG, 2YTG, 1YTG

2. PARTICIPANT COUNTRIES

Afghanistan	7	Lithuania	125
Argentina	68	Luxembourg	6
Armenia	1	Macao	1
Australia	7,240	Malawi	1
Austria	45	Malaysia	51
Azerbaijan	4	Mauritius	1
Bahamas	1	Mexico	12
Bangladesh	19	Moldova	1
Barbados	1	Mongolia	33
Belarus	10	Namibia	9
Belgium	39	Nepal	1
Brazil	233	Netherlands	16
Brunei	4	New Caledonia	97
Bulgaria	54	New Zealand	11,775
Cameroon	6	Nigeria	1
Canada	2,093	Niue	7
Cayman Islands	2	Norway	176
Chile	17	Oman	1
China	45	Pakistan	3
Colombia	2	Palestine	15
Cook Islands	21	Panama	1
Costa Rica	1	Papua New Guinea	85
Croatia	6	Peru	7
Cyprus	1	Philippines	5
Czech Republic	90	Poland	33
Denmark	43	Portugal	10
Egypt	6	Puerto Rico	5
Estonia	79	Romania	3
Fiji	41	Russia	487
Finland	328	SAR China (Hong Kong)	61
France	105	Samoa	8
French Polynesia	120	Saudi Arabia	1
Germany	274	Serbia	2

Ghana	1	Singapore	66
Greece	6	Slovakia	28
Greenland	1	Slovenia	4
Guam	72	South Africa	242
Guernsey and Alderney	2	Spain	26
Guyana	4	Sri Lanka	47
Hungary	59	Sweden	435
Iceland	2	Switzerland	173
India	180	Tajikistan	1
Indonesia	71	Thailand	4
Ireland	31	Trinidad & Tobago	1
Islamic Republic of Iran	18	Turkey	2
Israel	6	Ukraine	66
Italy	109	United Arab Emirates	34
Japan	792	United Kingdom	451
Kazakhstan	16	United States of America	1,506
Kenya	1	Uruguay	6
Korea	2	US Minor Outlying Isl.	3
Latvia	47	Uzbekistan	5
Lebanon	3	Vanuatu	2

3. WMG2017 DIRECTORS



Sir John Wells, KCNZ: Chairman of the Board

Sir John Wells has extensive governance experience in business and sport. He was appointed the inaugural Chairman of SPARC, a position he held for nine years until 2009. He was a member of the Rugby World Cup Bid Committee that was successful in gaining the hosting rights for RWC 2011 and subsequently became a Government appointee to the Board of Rugby NZ 2011 Limited. In 1999, Sir John chaired the National Coordinating Committee responsible for the delivery of New Zealand high-performance sport across the globe, which resulted in the establishment of the New Zealand Academy of Sport. He has chaired a number of other major sporting events including the 2012 ITU Triathlon World Championships and the Local Organising Committee for the 2012 Volvo Ocean Race Auckland Stopover. More recently he chaired the Auckland Sport Establishment Board.

Sir John also holds a number of chair and director roles in the commercial sector, and recently stepped down from the role of non-executive Chair of Bancorp, a merchant and investment banking group of companies he co-founded in 1987.

In 2009, Sir John was awarded a Distinguished Companion of The New Zealand Order of Merit, and subsequently granted a Knighthood for services to business and sport. At the Halberg Awards in 2013, Sir John was presented with the Sport New Zealand Leadership Award.



Diana Puketapu, Chair Audit Subcommittee

Diana was formerly a Chief Financial Officer for more than 10 years, both in the commercial sector and in the sporting environment, including two America's Cup campaigns based in both the UK and Spain. She was also Chief Financial Officer of growing iwi business Ngāti Whātua o Ōrākei in Auckland. Diana has developed a portfolio of directorships including Tamaki Redevelopment Company, Ngati Porou Holding Company, and is also a member of the Institute of Directors and NZICA. In 2015, Diana was elected as a member of the Board of the New Zealand Olympic Committee.



Kevin Ross

Kevin has had an extensive career in the public sector. He has married this with sporting experience, as a participant and administrator. Kevin's knowledge of masters sport was particularly valuable to the Board – he was a member of the Bid Advisory Group for World Masters Games 2017, and was previously a director of the New Zealand Masters Games. Kevin has represented New Zealand in badminton for many years, including taking to the court at the last five World Masters Games.

Still fiercely competitive and skilled, he won Gold at World Masters Games 2017 in Auckland.



Martin Snedden

Martin played 25 tests and 93 one day internationals for the New Zealand cricket team from 1980 to 1990. Almost a decade later, he was appointed Chief Executive of New Zealand Cricket. Regarded as one of the most astute sports managers in the country, Martin switched codes in 2007 to accept the role as Chief Executive of Rugby New Zealand 2011, the organisation responsible for delivering Rugby World Cup 2011. This event captured the imagination of New Zealanders and was hailed internationally as an overwhelming success. In 2012, Martin was made a Companion of the New Zealand Order of Merit. He was most recently Chief Executive of Duco Events from September 2014 - December 2016.



Dianne McAteer

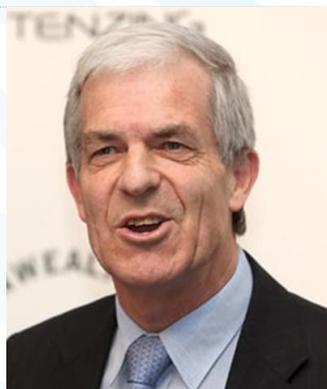
Dianne has held a number of senior leadership positions with organisations such as House of Travel, Visique Optometrists and Office Products Depot. Dianne has developed a varied portfolio of directorships, which includes the board of West Auckland Trust Services, and Kitchen Studio. Previous directorships include the Breast Cancer Research Trust and Auckland Property Investors Association. She is also a member of the Institute of Directors. As Chair of Netball Northern Zone, Dianne also brought to the board significant experience in sports administration.



Graham Child

Graham has had a successful sporting career as a New Zealand hockey representative, Chair of Hockey New Zealand, Assistant Coach of the New Zealand Men's team for three years during the 1990s and has been honoured as a Life Member of Hockey New Zealand. He combines his successful sporting career with an extensive background in finance at senior management and governance level and is a member of the Institute of Directors and Chartered Accountants Australia and New Zealand, and a Trustee on the Board of Aktive – Auckland Sport and Recreation.

Graham won a Silver medal at World Masters Games 2017 in Hockey.



Barry Maister⁸

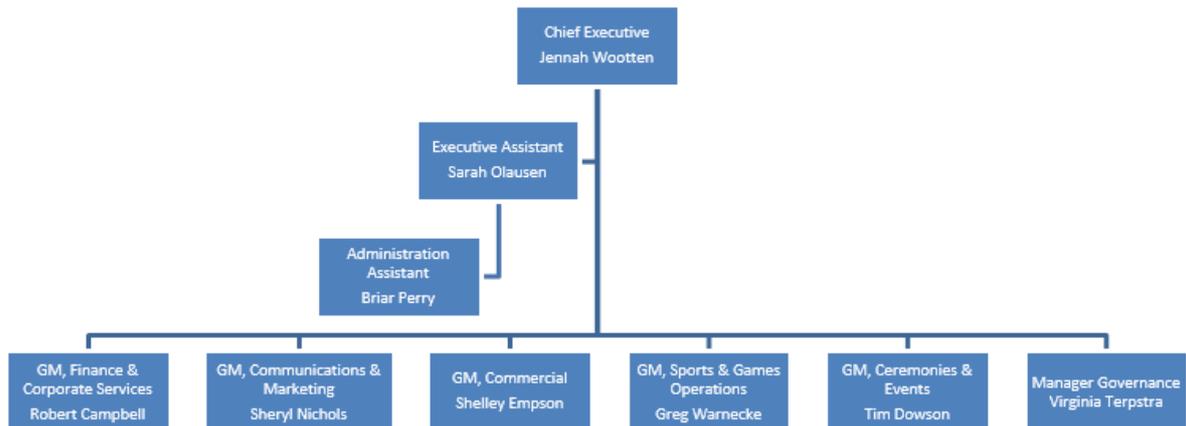
A member of the famed gold-medal winning team at the 1976 Montreal Olympics, Barry's experience from three Olympics had been invaluable. Barry has been a member of the International Olympic Committee (IOC) since 2010 and sits on the IOC Evaluation Commission and the IOC Entourage Commission. Barry is the former Secretary General of the NZ Olympic Committee, a role he held for 10 years. Barry was also a member of the Bid Advisory Group for the World Masters Games 2017.

⁸ Barry was a Director of WMG2017 from 2013 to 2015, when he resigned due to his increasing IOC commitments.

4. WMG2017 STRUCTURE

APRIL 2017

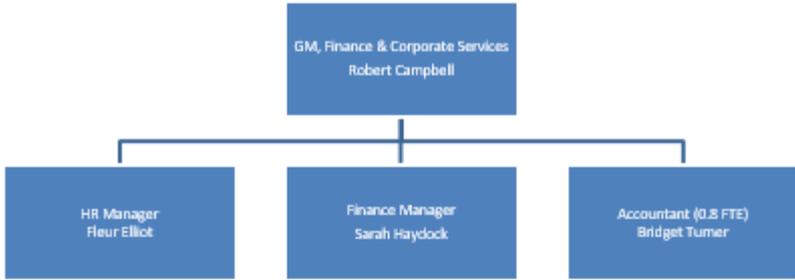
Executive Team:



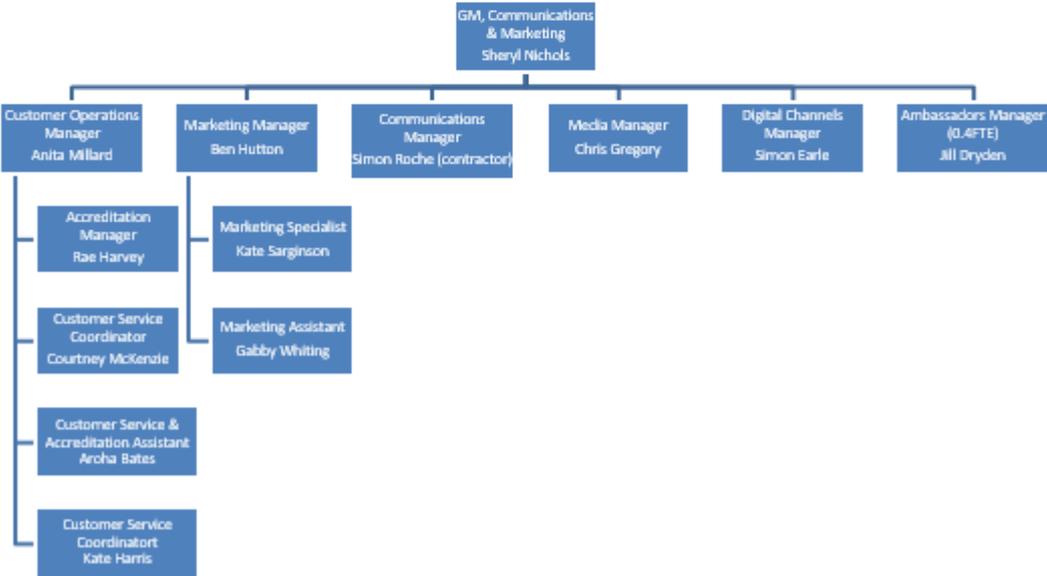
Governance:



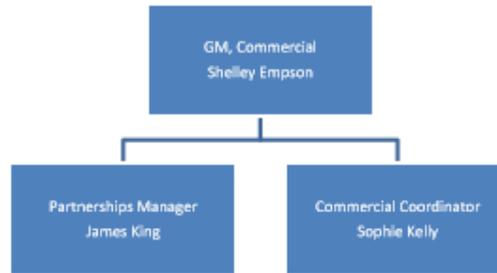
Finance & Corporate Services:



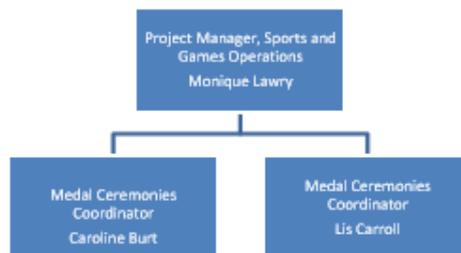
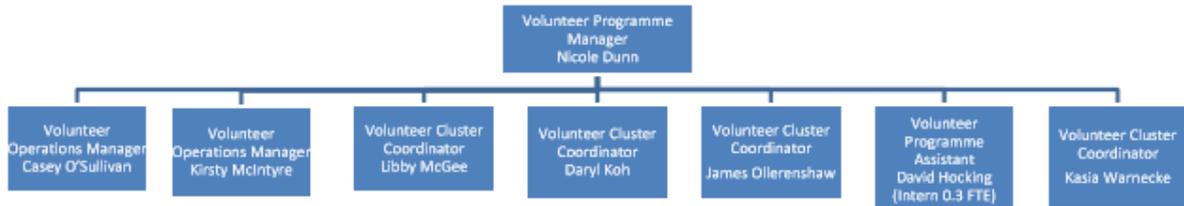
Marketing & Communications:

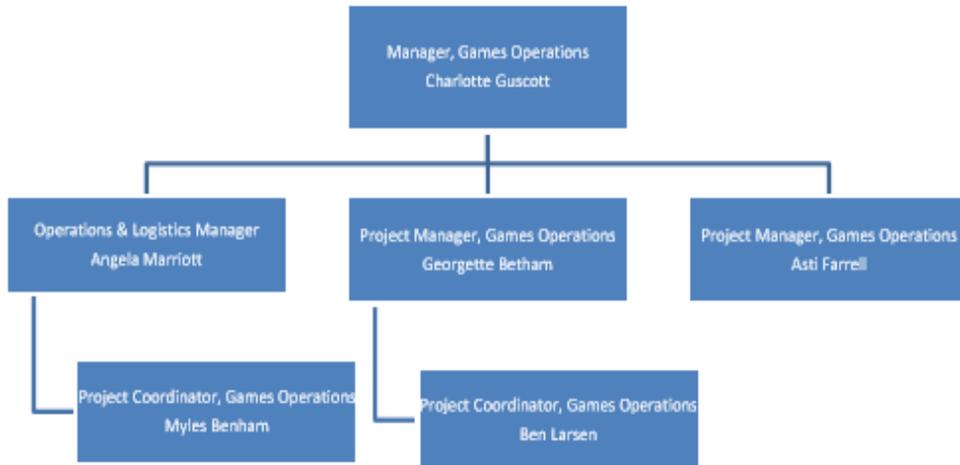
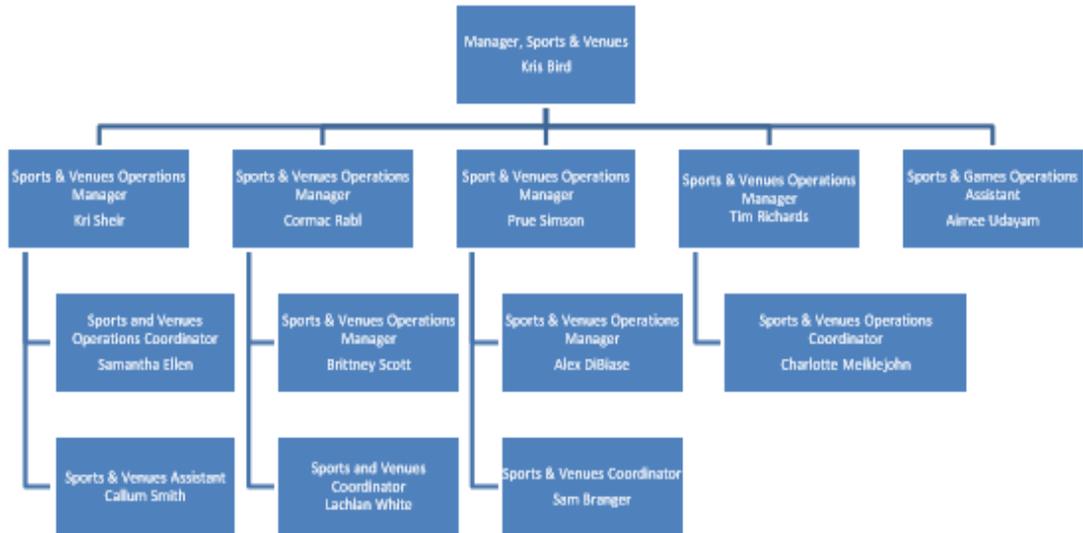


Commercial:



Sports & Games Operations:





Ceremonies & Events



5. WMG2017 AMBASSADORS

AMBASSADORS

MESSAGES FROM THE
WORLD MASTERS GAMES 2017

AMBASSADORS

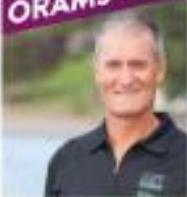
LORD SEBASTIAN COE



INTERNATIONAL GOODWILL AMBASSADOR FOR WORLD MASTERS GAMES

"Masters athletes compete for the love of sport – for the love of competition, the love of winning, and the love of staying fit in later life. I have no doubt that Auckland, renowned for its scenic beauty and the friendliness of its people, will do justice to World Masters Games 2017."

MARK ORAMS



NEW ZEALAND AND INTERNATIONAL SAILING LEGEND

WMG2017 SPORTS: SAILING, SWIMMING (OCEAN)

SIR JOHN WALKER



WORLD MASTERS GAMES 2017 AUCKLAND GOODWILL AMBASSADOR

"World Masters Games 2017 provides wonderful exposure for New Zealand and Auckland on the international stage. While I won't be competing, I will be an active spectator and look forward to being at as many sports as possible, especially the athletics competition."

ANNA STANLEY



FORMER NEW ZEALAND NETBALL CAPTAIN AND WINNER OF A WORLD CHAMPIONSHIP TITLE

WMG2017 SPORTS: ATHLETICS (TRACK 4 X 400M RELAY), NETBALL

GARTH BARFOOT



NEW ZEALAND MASTERS SPORTS LEGEND AND DIRECTOR OF BARFOOT & THOMPSON

WMG2017 SPORTS: ATHLETICS (HALF MARATHON AND 5000M TRACK), SWIMMING (2500M OPEN WATER), CYCLING (20KM TIME TRIAL), TRIATHLON (SPRINT)

"The Games is a unique opportunity to showcase the Masters sports ethos that I love, in a city that I love and in the place I call home."

ANTHONY MOSSE



FORMER NEW ZEALAND OLYMPIC AND COMMONWEALTH GAMES MEDAL-WINNING SWIMMER

WMG2017 SPORTS: SWIMMING (POOL AND OCEAN), TRIATHLON (SPRINT TEAM RELAY)

ALLISON ROE



ONE OF NEW ZEALAND'S GREATEST DISTANCE RUNNERS

WMG2017 SPORT: CYCLING (MOUNTAIN BIKING)

HUGH McCUTCHEON



INTERNATIONALLY RENOWNED VOLLEYBALL COACH

WMG2017 SPORT: VOLLEYBALL (INDOOR)

DOM HARVEY



NEW ZEALAND MEDIA PERSONALITY AND PASSIONATE RUNNER

WMG2017 SPORT: ATHLETICS (HALF MARATHON)

"It's not about beating other people, it's just about beating yourself and what you have done in the past, whatever age you may be."

AMBASSADORS

NATHAN TWADDLE



FORMER NEW ZEALAND OLYMPIC MEDAL-WINNING ROWER

WMG2017 SPORTS: ROWING, TRIATHLON (OLYMPIC)

JUDE KELLY



A VETERAN OF THE CANADIAN MASTERS BASKETBALL CIRCUIT

WMG2017 SPORT: BASKETBALL

NAOYUKI SHIMIZU



JAPANESE BASEBALL LEAGUE PRO PITCHER

WMG2017 SPORTS: BASEBALL, GOLF

"Although baseball is my speciality sport I'm looking forward to challenging myself at golf, meeting others doing the same and forming new friendships from all over the world."

SARAH FITZ-GERALD



AUSTRALIAN AND INTERNATIONAL SQUASH LEGEND

WMG2017 SPORT: SQUASH

"I'm taking to the squash court at the Games and looking forward to reconnecting with friends from New Zealand and overseas. I might even come up with an Aussie dance to challenge the famous Kivi haka!"

JENNY HOLLIDAY



THE FASTEST OLYMPIC WOMAN SOFTBALL PITCHER AND OLYMPIC MEDALLIST

WMG2017 SPORT: SOFTBALL

DUANE KALE



ONE OF NEW ZEALAND'S GREATEST PARALYMPIC SWIMMERS

WMG2017 SPORT: SWIMMING (POOL 50M FREESTYLE)

CORY HUTCHINGS



FORMER NEW ZEALAND SURF LIFE SAVING IRONMAN CHAMPION

WMG2017 SPORT: SURF LIFE SAVING

BRYAN WILLIAMS



AN ALL-TIME ALL BLACKS GREAT, AND THE FACE OF THE WMG2017 VOLUNTEER PROGRAMME

WMG2017 SPORTS: GOLF, LAWN BOWLS

"I can't wait to introduce what a beautiful country we live in and, of course, demonstrate our prowess as a sporting nation."

HAMISH CARTER



OLYMPIC GOLD-MEDAL WINNING TRIATHLETE

WMG2017 INVOLVEMENT: MEDAL CEREMONIES AND SPECIAL EVENTS

SUSIE SIMCOCK



NEW ZEALAND AND INTERNATIONAL SPORTS MANAGEMENT SPECIALIST

WMG2017 SPORT: GOLF

JENNY-MAY CLARKSON



FORMER INTERNATIONAL NETBALL AND TOUCH RUGBY REPRESENTATIVE, AND SPORTS BROADCASTER

WMG2017 SPORT: TRIATHLON TEAM RELAY (SPRINT)

"The Games are a unique opportunity for Auckland to host former and even current Commonwealth, Olympic and World Champions along with the thousands of other athletes who simply compete because they love it."

NOAH HICKEY



FORMER NEW ZEALAND AND INTERNATIONAL FOOTBALL STAR

WMG2017 SPORT: FOOTBALL

6. SPORTS SCHEDULE

SPORT / EVENT	DISCIPLINE	DAY 01 FRI 21 APRIL	DAY 02 SAT 22 APRIL	DAY 03 SUN 23 APRIL	DAY 04 MON 24 APRIL	DAY 05 TUE 25 APRIL ANZAC DAY	DAY 06 WED 26 APRIL	DAY 07 THU 27 APRIL	DAY 08 FRI 28 APRIL	DAY 09 SAT 29 APRIL	DAY 10 SUN 30 APRIL
ARCHERY	INDOOR			■	■		■	■			
	FIELD			■	■		■	■			
	TARGET			■	■		■	■			
ATHLETICS	CROSS COUNTRY										■
	ROAD		■								
	TRACK & FIELD			■	■	■	■	■	■	■	
BADMINTON		■	■	■	■	■	■	■	■	■	
BASEBALL		■	■	■	■	■	■	■	■	■	
BASKETBALL			■	■	■	■	■	■	■	■	
CANOE	CANOE POLO								■	■	■
	CANOE RACING (Marathon)				■	■					
	CANOE RACING (Ocean Ski)					■					
	CANOE RACING (Sprint)						■	■	■		
	CANOE SLALOM						■	■			
DRAGON BOAT									■	■	
	WAKA AMA (Marathon)				■	■					
	WAKA AMA (Sprint)	■	■	■							
CYCLING	MOUNTAIN BIKE				■						
	ROAD (Criterium)		■								
	ROAD (Road Race)										■
	ROAD (Time Trial)			■							
	TRACK						■	■	■		
FOOTBALL		■	■	■	■	■	■	■	■	■	
GOLF				■		■	■	■			
HOCKEY		■	■	■	■	■	■	■	■	■	
LAWN BOWLS		■	■	■		■	■	■			
NETBALL		■	■	■		■	■	■			
ORIENTEERING	LONG DISTANCE (Model)					■					
	LONG DISTANCE (Qualification)						■	■			
	LONG DISTANCE (Final)								■		
	SPRINT DISTANCE (Model)		■								
	SPRINT DISTANCE (Qualification)			■							
	SPRINT DISTANCE (Final)				■						

SPORT / EVENT	DISCIPLINE	DAY 01 FRI 21 APRIL	DAY 02 SAT 22 APRIL	DAY 03 SUN 23 APRIL	DAY 04 MON 24 APRIL	DAY 05 TUE 25 APRIL ANZAC DAY	DAY 06 WED 26 APRIL	DAY 07 THU 27 APRIL	DAY 08 FRI 28 APRIL	DAY 09 SAT 29 APRIL	DAY 10 SUN 30 APRIL
ROWING					■	■	■	■	■		
RUGBY			■	■	■		■	■		■	■
SAILING	LASER			■	■		■	■	■		
	LASER RADIAL			■	■		■	■	■		
	WETA			■	■		■	■	■		
SHOOTING	CLAY TARGET (American Skeet)						■				
	CLAY TARGET (Double Barrel)							■			
	CLAY TARGET (ISSF Trap / Skeet)		■	■	■						
	CLAY TARGET (Points)								■		
	CLAY TARGET (Single Barrel)									■	
SOFTBALL		■	■	■	■	■	■	■	■	■	■
SQUASH			■	■	■	■	■	■	■	■	■
SURF LIFE SAVING		■	■								
SWIMMING	OPEN WATER										■
	POOL	■	■	■	■	■	■	■			
TABLE TENNIS		■	■	■			■	■	■	■	
TENNIS			■	■	■	■	■	■	■	■	■
TOUCH			■	■	■	■					
TRIATHLON										■	
VOLLEYBALL	Beach		■	■	■	■		■	■	■	■
	Indoor		■	■	■	■		■	■	■	■
WATER POLO		■	■	■	■	■	■				
WEIGHTLIFTING		■	■	■	■	■	■	■	■		

7. RESEARCH METHODOLOGIES

During and at the conclusion of the Games, a number of surveys were undertaken to measure the impact of the Games and the views of different stakeholder groups.

POST EVENT PARTICIPANT SURVEY

The key purposes of the post-event participant survey were to:

- Gather data for input into the calculation of the economic impact of the Games.
- Measure participant satisfaction of the Games to align with WMG2017 KPIs.
- Measure achievement against other outcomes including a number related to the leverage and legacy of the Games.

In the week following World Masters Games 2017, an email was sent to all registered participants of WMG2017 (including Athletes, Non Playing Officials and registered Supporters) thanking them for their participation and providing them the opportunity to complete an online post-event survey. A separate email was also sent to Volunteers providing them with the opportunity to complete the same survey.

On Friday 12 May 2017, the survey closed with 3,974 responses. The distribution of responses by participant type was as per Table 10 below.

Table 10: Distribution of Post Event Survey Responses by Participant Type

Participant Type	N	%
Athlete	2,674	67%
Non-Playing Official (NPO)	196	5%
Registered supporter	80	2%
Volunteer	1,024	26%
TOTAL	3,974	100%

Base: All respondents

The survey was designed and administered by the Fresh Information Company working in close collaboration with WMG2017. All analysis required to complete the economic impact assessment of the Games was completed by the Fresh Information Company (see below). Analysis of results relating to participant views, satisfaction and behaviour was undertaken by WMG2017 (and ATEED as it related to leverage and legacy outcomes).

For the analysis of overall agreement and satisfaction questions, responses were weighted by participant type (Athletes, Non Playing Officials, registered Supporters and Volunteers) to align with the proportions of WMG2017 participants.

Agreement and satisfaction were both measured using a seven point rating scale ranging from very strongly agree/extremely satisfied to very strongly disagree/extremely dissatisfied. In both cases, measurement against targets was derived by totalling the percentage of respondents who chose one of the top three categories on the scale. For example satisfaction was measured as those who said they were either 'extremely satisfied', 'very satisfied' or 'satisfied'.

SPORT PARTNER, VENUE PARTNER AND COMMERCIAL PARTNER SURVEYS

At the conclusion of the Games, separate online post-event surveys were conducted with Sport Partners, Venue Partners and Commercial Partners. Questionnaires included closed and open-ended questions with a number

of the same questions included across these partner surveys and with the participant survey to provide an element of consistent measurement.

For Sport Partners, completion of the survey was a contracted component of post-event reporting. As a result, all 28 Sport Partners responded to the survey – a response rate of 100 percent.

Forty two Venue Partners were invited to participate in the survey, with 26 completing it – a response rate of 62 percent, and 28 Commercial Partners were invited to participate in the survey, with 17 completing it – a response rate of 61 percent.

For all three surveys, design, administration and analysis was undertaken by WMG2017.

ENTERTAINMENT HUB SURVEY

A survey was conducted at the Entertainment Hub at Queens Wharf to gather information from Auckland residents who visited the Hub at Queens Wharf.

Surveys were conducted during the day (between 10am -3pm) on Sunday 23 April, Wednesday 26 April, Saturday 29 April and Sunday 30 April. The surveys were conducted face to face using iPads, with potential respondents intercepted randomly as they walked off the site through the main gateway to Queens Wharf. All potential respondents were asked whether they lived in the Auckland region, and their response was recorded to provide an estimate of the resident/non-resident composition. Only Auckland residents were asked further questions. A total of 962 attendees were approached, with 457 Aucklanders interviewed.

The survey was designed, administered and analysed by the Fresh Information Company in collaboration with WMG2017.

OBSERVER PROGRAMME PARTICIPANT SURVEY

The WMG2017 Observer Programme ran over the period 21-25 April 2017. Surveying was undertaken via an online questionnaire over the period 4-12 May 2017. Twenty two of the 38 registered attendees completed the survey, a response rate of 58 percent. The Observer Programme Participant Survey was developed and administered by ATEED.

ESTIMATION OF ECONOMIC IMPACT

Estimation of the economic impact of WMG2017 was undertaken by the Fresh Information Company. Key information sources used to derive the economic impact were:

- Responses to questions regarding travel behaviour and expenditure while in Auckland sourced from the post event participant survey.
- Games participant numbers provided by WMG2017.
- Games budget information provided by WMG2017.

Calculation of population weights

The main sources of information used to estimate the attendee population were WMG2017's registration and accreditation databases. WMG2017 was able to provide official counts for Athlete, Non Playing Officials (NPOs), registered Supporters, Volunteers, VIPs, Observer Programme attendees, IMGAs and media.

Unregistered companions were estimated based on responses to a question in the post-event participant survey that asked registered attendees how many people accompanied them on their trip to Auckland (domestic visitors) or New Zealand (international visitors) and the registration status of the accompanying people (to avoid double-counting people already included in WMG2017's databases).

The resulting counts were used as population weights for the evaluation.

Estimation of tourism activity (visits and visitor nights) and expenditure in New Zealand generated by WMG2017

Specific questions were included in the post-event survey to assess:

- How many nights domestic visitors stayed in Auckland.
- How much money domestic visitors spent in Auckland on various items and how many people this expenditure covered
- Whether WMG2017 was the main reason international visitors had come to New Zealand (to establish causality). Only those citing the event as their main reason for visiting New Zealand were classified as visitors for evaluation purposes.
- How many nights international visitors stayed in New Zealand, and Auckland.
- How much money international visitors spent in New Zealand on various items and how many people this expenditure covered.

The sample-based estimates of visitation causality, visitor nights and expenditure derived from the post-event online survey were weighted up to the relevant target populations to produce aggregate estimates of visitor activity and expenditure in New Zealand and Auckland.

A small number of attendee types were not invited to complete the post-event survey – VIPs, observers, IMGA family and media. Reasonable length of stay and daily spend assumptions (based on participant responses) were applied to these groups to develop estimates of visitor nights and expenditure.

Event budget

An estimation of how the event budget moved money into, out of and within the New Zealand and Auckland economies was achieved by conducting a line-item analysis of the event profit & loss statement. This determined where the event income would have been spent in the absence of WMG2017 (based on the sources and likely alternative uses of the income) and where the event income was actually spent to deliver WMG2017.

The net impacts of these cashflows were assessed by comparing the amount of money that was actually spent in the New Zealand and Auckland economies with the amount that would have been spent in each economy in the absence of WMG2017.

Avoided leakage

An estimate the amount of money retained in New Zealand and Auckland as a result of hosting the event, relative to the counterfactual of another country hosting it, was achieved by asking New Zealand residents whether they would have attended WMG2017 if it had been hosted overseas. The responses were used to estimate the number of New Zealand and Auckland residents that would have travelled overseas to attend the event in another country. Appropriate length of stay and daily spend assumptions were used to develop estimates of visitor nights and expenditure that would have been spend overseas attending WMG2017. This contributes positively to the GDP impact.

International airfares

An estimate the value of international airfares purchased from Air New Zealand by WMG2017 visitors was achieved by including questions in the post-event survey that asked international visitors how much money they spent on international airfares to New Zealand and which airline they arrived in New Zealand with. The sample-based estimates were weighted up to the population of international event attendees to produce aggregate estimates of international expenditure on airfares captured by Air New Zealand.

Calculation of GDP impact

Regional GDP impact on Auckland was estimated by applying a regional GDP multiplier of 0.8 to the estimate of total inflow of money into Auckland caused by WMG2017. The national GDP impact was estimated by applying a GDP multiplier of 1.12 to the estimate of total spend in New Zealand as a result of WMG2017. In both the regional and national cases, these same multipliers were used in the pre-Games estimates of economic impact.



**THANK YOU FOR MAKING
WORLD MASTERS GAMES 2017
IN AUCKLAND, NEW ZEALAND,
THE BEST EVER.**

Barfoot & Thompson

Licensed REAA 2008
PRESENTS

2017
WORLD
MASTERS
GAMES
AUCKLAND NEW ZEALAND