

36TH AMERICA'S CUP CUP LEVERAGE AND LEGACY REPORT



The tomokanga (a gateway) was designed by Katz Maihi, Ngāti Whātua o Ōrākei, Ngāti Whātua ki Kaipara, Tainui, Te Waiohūa, and Ngāpuhi, a renowned mana whenua artist, based on the 19 iwi of Tāmaki Makaurau. In Māori culture a tomokanga has a meaning of 'calling' people to a significant site.



This report has been compiled by Auckland Unlimited on behalf of Auckland Council and the Ministry of Business, Innovation and Employment on behalf of the Crown, as Hosts of the 36th America's Cup, September 2021. It reflects the views of multiple agencies, both public sector and third-party organisations, and as such views may differ.

Front cover photo: Silo Park on a race day.

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Glossary

Term	Definition
AC35	35th America's Cup held in Bermuda in 2017
AC36	36th America's Cup held in Aotearoa New Zealand in 2020 and 2021
AC37	37th America's Cup (host nation yet to be confirmed)
ACKEP	America's Cup Kaitiaki Engagement Plan Forum. ACKEP was established in accordance with condition 5 of the Wynyard Hobson Resource Consent
ACV	America's Cup Village in the Viaduct and Jellicoe Harbours and adjacent land, illustrated in Figure 4
ACWS	America's Cup World Series consists of planned regattas in Cagliari and Portsmouth in 2020, as part of the build-up to AC36. Only the Auckland ACWS regatta proceeded in December 2020
ACE	America's Cup Event Limited is the event organisation re-established by Emirates Team New Zealand to deliver the 36th America's Cup event
AOG	All-of-Government
Aotearoa	New Zealand
Auckland Council Group	An informal term that represents Auckland Council and its Council-controlled organisations. For AC36 this included Auckland Unlimited, Eke Panuku and Auckland Transport
ATEED	Auckland Tourism Events and Economic Development, an Auckland Council Council-controlled organisation (CCO). Merged with Regional Facilities Auckland (RFA) to form Auckland Unlimited in December 2020
Auckland Unlimited	Auckland Unlimited Ltd, an Auckland Council Council-controlled organisation (CCO). Previously Auckland Tourism Events and Economic Development (ATEED) and Regional Facilities Auckland (RFA) which merged to form Auckland Unlimited (AUL) in December 2020
AUL	Auckland Unlimited Ltd, an Auckland Council Council-controlled organisation (CCO)
BLAKE	The Sir Peter Blake Trust, established in 2004 and dedicated to continuing Sir Peter Blake's environmental leadership legacy
Challengers	Luna Rossa Prada Pirelli Team, INEOS Team UK and New York Yacht Club American Magic
CME	Communications, Marketing and Engagement are activities performed by a working group
CCO	Council-controlled organisation
COR (or COR 36)	Challenger of Record 36 – the independent organisation established by Luna Rossa Prada Pirelli, Challenger of Record, to deliver the America's Cup World Series, the Christmas Race and the PRADA Cup Challengers Selection Series
Council	Auckland Council
Crown	The Government of New Zealand
Defender	Emirates Team New Zealand

DOC	Department of Conservation
EAV	Equivalent advertising value
Eke Panuku	Eke Panuku Development Auckland Ltd is an Auckland Council CCO (Council-controlled organisation)
ESG	Event Steering Group
ETNZ	Emirates Team New Zealand is the New Zealand sailing team, representing the Royal New Zealand Yacht Squadron that were the Defenders and winners of the 36th America's Cup
Events	The America's Cup World Series Auckland and Prada Christmas Race, The Prada Cup: Challenger Selection Series, and the America's Cup Match – the race events over December 2020 to March 2021 that collectively make up the AC36 event
Event attendee	Individuals from groups such as ACE, ETNZ, COR, Challengers, volunteers, broadcast and media staff, superyacht owners and crew, public attendees, who attended AC36 in person
Event Concept	The Event Concept was developed by ACE in 2018. The revised version, including the Vision in Figure 1, was published in October 2019
Event Deliverer	The agency responsible for planning, organising and delivering the event (America's Cup Event Ltd – ACE)
ESG	Event Steering Group
Hauraki Gulf Marine Park	The Hauraki Gulf Marine Park covers the Hauraki Gulf, Waitematā Harbour, Firth of Thames and the east coast of the Coromandel Peninsula
Host(s)	The Crown and Auckland Council jointly or individually as Hosts in the Host City Appointment Agreement and Host Venue Agreement
Host City	Auckland
HVA	Host Venue Agreement between ETNZ, ACE and Hosts
Jellicoe Harbour	The new sheltered water space created between Halsey Wharf, North Wharf and Wynyard Wharf as part of the infrastructure built for AC36
JCEG	Joint Chief Executives Group
Kōkōkaha schools' programme	The Kōkōkaha schools' programme, run by Yachting New Zealand, was designed to bring sailing into the classroom and engage students in Science, Technology, Engineering and Maths (STEM) subjects. It also provided an opportunity to profile the marine environment and introduction to water skills for life and safer boating skills
Legacy	Long-term and sustainable benefits which are aligned with existing strategic objectives, achieved by using the event itself, or the attention created by the event, to catalyse and advance these impacts
Leverage	Activities outside the normal running of the event which result in benefits to either, enhance, or add to the impacts already created by the event
Mana whenua	Iwi and hapū who have historic and territorial rights over an identified area
Match/ The Match	The 36th America's Cup Match races between the Defender and the winner of the Challenger series – held between 10 and 17 March 2021
MBIE	Ministry of Business, Innovation and Employment
MFAT	Ministry of Foreign Affairs and Trade

MfE	Ministry for the Environment
MOE	Ministry of Education
MOH	Ministry of Health
MOT	Ministry of Transport
MPI	Ministry for Primary Industries
Opex	Operating expenditure
PMO	Programme Management Office
RFA	Regional Facilities Auckland Ltd, an Auckland Council Council-controlled organisation (CCO). Merged with ATEED in December 2020 to form Auckland Unlimited Ltd (AUL)
RNZYS	Royal New Zealand Yacht Squadron, the holder and trustee of the America's Cup
Superyacht	A superyacht is a large, luxurious, professionally crewed sailing yacht, ranging from 24 metres to more than 180 metres in length
Tāmaki Makaurau	Auckland
Tāmaki Makaurau Mana Whenua Forum	A governance forum of the 19 hapū and iwi authorities of Tāmaki Makaurau (previously known as Mana Whenua Kaitiaki Forum). The vision of the forum is for mana whenua and mataawaka to be thriving and leading in Tāmaki Makaurau. Their mission is to partner on all collective decisions that shape Tāmaki Makaurau
TMMWF	Tāmaki Makaurau Mana Whenua Forum
Te Pou/ New Zealand House	A New Zealand themed space on Te Wero Island, suitable for hospitality and functions during the event period to showcase Aotearoa New Zealand culture, food and
TPK	Te Puni Kōkiri, Ministry of Māori Development
TNZ	Tourism New Zealand
WEA	Wynyard Edge Alliance was a public and private sector alliance involving Auckland Council, Eke Panuku, MBIE (on behalf of the Crown), Downer, and McConnell Dowell, Tonkin + Taylor and BECA

1. EXECUTIVE SUMMARY

After almost four years in the making, the 36th America's Cup (AC36) was successfully held in Tāmaki Makaurau Auckland, Aotearoa New Zealand between December 2020 and March 2021.

Record numbers of people tuned in from around the world to watch the gravity-defying AC75s fly across the Hauraki Gulf and New Zealanders came out in the tens of thousands to show their support.

Despite having to navigate the ongoing impacts of COVID-19 – including occasional shifts in Alert Levels for Auckland – AC36 comprised three events with 21 days of racing, culminating in the triumphant win by Emirates Team New Zealand (ETNZ) on 17 March 2021.

This report focuses on the significant multi-agency effort that went into maximising the opportunities (both leverage and legacy) presented by AC36 involving representatives from Crown, Auckland Council and mana whenua – working alongside America's Cup Event Ltd (ACE), defender Emirates Team New Zealand (ETNZ) and the Challenger of Record (COR) – Luna Rossa Prada Pirelli – acting with COR 36.

The words of this 36th America's Cup whakataukī, gifted by mana whenua, laid the foundations for the collaboration which would be required between all the parties to host a safe and successful event.

Planning and delivering AC36 was complex and required considerable investment of time and money from a wide range of local and central Government agencies – collectively known as the Hosts.

In Aotearoa New Zealand central and local Government are focused on giving greater weight to maximising the longer-term economic and social opportunities that arise from hosting major events.

To make the most of the opportunities of a major event like AC36 being held in the country, a comprehensive programme of leverage and legacy projects and activities were planned.

The most significant legacy that has been created through hosting AC36 is the infrastructure on Auckland's waterfront that was undertaken by the Wynyard Edge Alliance (WEA). The bulk of the Crown and Council capital investment of \$238.4 million was put towards this development.

The leverage and legacy plans for AC36 aimed to deliver multi-stakeholder projects, with shared goals that aligned with the programme outcomes of **Place, Economic wellbeing, Participation** and **Storytelling**. More than 18 organisations contributed to the plans, successfully delivering more than 40 multi-partner leverage and legacy projects.

AC36 took place in an uncontained stadium within a bustling city – on-land, on-water and in the air – with many variables making planning and delivery challenging, such as:

- Race day, start times and daily course decisions only being confirmed on the day of racing.
- Not knowing how many people would come to the event, and where or how they would watch it.
- Racing might start and then get abandoned due to weather conditions or due to unforeseen circumstances, such as the capsizing of American Magic's boat *Patriot*.

*HE WAKA EKE NOA. KIA
EKE PANUKU, KIA EKE
TANGAROA.*

*WE'RE IN THIS WAKA
TOGETHER. THROUGH
ALL OUR EFFORTS,
WE WILL SUCCEED.*

The impacts of COVID-19 on AC36 added another layer of complexity – with some supporting events being cancelled, delays and time lost from lockdowns, budget freezes and reductions, border restrictions and awareness that changes to Alert Levels could happen at any time.

Notwithstanding these challenges, the event was able to proceed and was delivered successfully and safely, with international participants, large numbers of spectators in attendance and quality broadcast coverage – at a time when much of the world was still in highly restrictive lockdowns.

It demonstrated to the world Aotearoa New Zealand's ability to safely host an event of this scale, during a global pandemic.

AC36 has left its mark on Tāmaki Makaurau Auckland and Aotearoa New Zealand. This includes a reinvigorated waterfront with access to new public spaces, new sheltered water space in Jellicoe Harbour to match the iconic Viaduct Harbour, improved superyacht infrastructure, enhanced event spaces, public artworks, new events and festivals, new environmental initiatives, an increased global profile and further reinforcement of Aotearoa New Zealand being a world-class major events' host.

2. INTRODUCTION

An event of the size, duration and complexity of the 36th America's Cup (AC36) requires a considerable investment by a large number of parties. This report focuses on the significant, multi-agency effort which went into maximising the leverage and legacy opportunities presented by AC36 involving representatives from Crown, Auckland Council and mana whenua working alongside America's Cup Event Ltd (ACE), defender Emirates Team New Zealand (ETNZ) and the Challenger of Record (COR) – Luna Rossa Prada Pirelli – acting with COR 36.

In June 2017, ETNZ won the 35th America's Cup (AC35) in Bermuda and earned the right for the Royal New Zealand Yacht Squadron (RNZYS) to host AC36 in the location of its choice. In September 2017, ETNZ confirmed it would hold the event in Tāmaki Makaurau Auckland – subject to agreement being reached with the Government on an appropriate venue.

In March 2018, a Host City Appointment Agreement (HCAA) was signed between ACE, ETNZ, the Ministry of Business, Innovation and Employment (MBIE) and Auckland Council confirming Tāmaki Makaurau as the location of the 36th America's Cup. This was followed with a Host Venue Agreement (HVA), signed in April 2019, which set out the rights and delivery obligations of each of the parties in relation to the event.

The overall AC36 Programme comprised activity in the lead up to the event (such as the development of the infrastructure in and around the America's Cup Village (ACV), and operational support and leverage activities), as well as the event period itself which included:

- the America's Cup World Series Auckland and Prada Christmas Race (17 – 20 December 2020)
- the Prada Cup: Challenger Selection Series (15 Jan – 21 Feb 2021)
- the 36th America's Cup Match (10 – 17 March 2021).

This report is one of a suite of seven reports, which together provide a comprehensive description of the 36th America's Cup held in Tāmaki Makaurau Auckland, Aotearoa New Zealand over the summer of 2020/2021. The reports range from the *Wynyard Edge Alliance Value for Money*¹ report on the development of the on-land and on-water infrastructure required to host the teams on the Auckland waterfront; the evaluation of the impact of AC36 in terms of cost and benefits²; and the final event report from the Event Deliverer³.

This report focuses on the programme of leverage and legacy activities undertaken to maximise the opportunity presented by AC36 for Tāmaki Makaurau Auckland and Aotearoa Auckland. For the purposes of the programme, leverage and legacy is defined as:

- **Leverage** – activities outside the normal running of the event which result in benefits to either, enhance, or add to the impacts already created by the event.
- **Legacy** – the long-term and sustainable benefits which are aligned with existing strategic objectives, achieved by using the event itself, or the attention created by the event, to catalyse and advance these impacts.

In addition to this report, the role Hosts played in supporting the operational delivery of AC36 is covered in the *36th America's Cup Hosts' Operational Delivery Report*⁴, and a report to bring together the collective activity and deliverables undertaken across all agencies which profiles how Māori identity and culture was incorporated into the delivery of AC36, ranging from infrastructure to the event to activations, and in the use of te reo and imagery in broadcast and marketing collateral.

1 *Wynyard Edge Alliance Value for Money Report: Executive Summary*, The Property Group, February 2021.

2 *36th America's Cup Impact Evaluation*, Fresh Info, June 2021.

3 *America's Cup Event Limited Final Event Report*, ACE, June 2021.

4 *36th America's Cup Hosts' Operational Delivery Report*, collated by MBIE and Auckland Unlimited on behalf of Crown and Council agencies, August 2021.

The six reports that are being publicly released by Crown and Council are:

- *Auckland, New Zealand's Hosting of the 36th America's Cup*
- *36th America's Cup Impact Evaluation*
- *36th America's Cup Hosts' Operational Delivery Report*
- *Wynyard Edge Alliance Value for Money report*
- *36th America's Cup Leverage and Legacy Report*
- *Showcasing Tāmaki Makaurau Auckland's Māori identity and culture through the 36th America's Cup.*

ACE released its *America's Cup Event Limited Final Event Report* in July 2021, which is the final report in the suite of seven reports.

2.1 The impacts of COVID-19

In December 2019, the first case of Coronavirus disease 2019 (COVID-19), also known as the coronavirus, or COVID, was identified in Wuhan, China. COVID-19 is a contagious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). On 30 January 2020, having received evidence of the person-to-person spread of the virus in other countries, the World Health Organisation (WHO) declared that the outbreak constituted a Public Health Emergency of International Concern (PHEIC). This triggered recommendations to all countries aimed at preventing or reducing the cross-border spread of disease. On 10 March 2020, the WHO declared COVID-19 a pandemic.

Aotearoa New Zealand reported its first case of COVID-19 on 28 February 2020. On 14 March 2020, the Government announced that anyone entering the country would need to isolate for 14 days and less than a week later on 19 March, the Government closed its borders to all but returning New Zealand citizens and permanent residents.

On 21 March 2020, the Government introduced a four-tiered 'Alert Level' system to help to manage and minimise the risk of COVID-19. The system was designed to help people understand the Government's plan for managing the pandemic and what that meant for how people could live their lives. Alert Levels can be applied to a town, city, region or the whole country and range from minor restrictions (Level 1) to 'lockdown' style measures (Level 4).

All of Aotearoa New Zealand was at either Alert Level 3 or Alert Level 4 between late March and early May 2020. Between May 2020 and the end of the events that made up the 36th America's Cup, most of the country remained at Level 1, with Alert Level 2 and 3 introduced in Auckland from time-to-time in response to occasional cases there.

For Tāmaki Makaurau Auckland, COVID-19 resulted in a nearly half-billion-dollar reduction in Council finances for the 2020/2021 financial year⁵, with losses projected to reach around \$1 billion by 2024. This had significant impacts on Council services and functions, with reduced spending and staff numbers, cuts to a number of Council services and non-essential spending and deferral of some infrastructure projects. There was no reduction to Council's commitments under the HVA to AC36 but elements of the leverage and legacy programme were reduced.

For the Crown, a significant number of Government employees and resources were diverted or re-assigned to New Zealand's ongoing response to the pandemic.

COVID-19 had a material impact on AC36 in terms of planning, attendance and delivery. The aspirations and expectations of all involved in the hosting of AC36, from teams and ACE, to Hosts and mana whenua, had to be recalibrated.

⁵ *Te Tahua Pūtea Mate Ohotata 2020/2021; Emergency Budget 2020/2021, Auckland Council.*

The closing of a large number of businesses and organisations, or people needing to work from home during Alert Levels 3 and 4, had the effect of slowing production, such as the building of Sea Cleaner boats, the redevelopment of the Quay Street precinct (a key gateway to the America's Cup Village) and the building of ETNZ's race boat. General AC36 planning was slowed by the inability to bring all partners together when required.

The cancellation of the America's Cup World Series (ACWS) Regattas that were planned for Portsmouth and Cagliari had both a financial and promotional impact for AC36. Events such as the Youth America's Cup (presented by the RNZYS), and the RNZYS AC J Class Regatta, as part of the fleet visit to Auckland for the Cup, were also cancelled.

The closing of the New Zealand borders greatly impacted the number of visitors to Tāmaki Makaurau and the subsequent economic benefit to Aotearoa New Zealand. Not only were the majority of independent tourists unable to visit New Zealand, but cruise ships also stopped operating and superyacht arrivals into Auckland were greatly reduced. Restrictions were placed on the number of media able to visit, which also impacted the level of international coverage for the event.

Impacts to leverage and legacy activities

The COVID-19 environment meant all organisations had to quickly adapt, update or re-prioritise aspects of their leverage and legacy activities.

Some of the impacts for AC36 were either that anticipated budget submissions were not progressed, or budget that could have been accessed for leverage and legacy activities was re-aligned to support critical business support and recovery.

The economic wellbeing opportunities for AC36 were significantly impacted by COVID-19 – with event cancellations around the world and border restrictions limiting international visitation. Broader cross-Government collaboration opportunities would have been pursued in a non-COVID-19 environment. There would also have been significantly enhanced economic leveraging opportunities to host international and national high-net worth individuals who were unable to be in New Zealand during AC36 due to border restrictions.

For Tourism New Zealand the border closures resulted in significant impacts on its ability to promote packages to offshore trade partners, host media and secure additional destination coverage and cut-through in key offshore markets. Where there were competing teams in those key offshore markets, the majority of media were still working from home, with long-haul travel not being possible. Therefore it was difficult to 'hook' media into events happening in New Zealand, without a direct benefit and tangible action for consumers in the markets.

The budget bid for a dedicated business leverage programme led by New Zealand Trade and Enterprise (NZTE) was not progressed and several business leveraging opportunities from the original leveraging plan were cancelled. The Ministry of Foreign Affairs and Trade's (MFAT's) 'Bringing the world to New Zealand' showcase was also not able to proceed because of border restrictions.

Auckland Council noted that because of the impacts of COVID-19 budgets were reduced, spend was re-prioritised and people resources were diverted to triage business support, and the border restrictions had a significant impact on what could be delivered from a leverage and legacy perspective.

This resulted in at least two Council leverage projects being cancelled: GridAKL Business Lounge and Virtual Investment Showcase. Those projects would have enabled connections, showcased investment opportunities within the Auckland region and promoted Auckland as an investment destination.

Subsequent COVID-19 lockdowns in Auckland in 2021 delayed the timing of a number of leverage projects which were designed to happen during 'the Match' (such as the reduction of the Te Pua cultural marketplace in Silo Park to a two-day event only, the restriction of the Ngāti Whātua Ōrākei fan zone at Takaparawhau to two days and delaying the second Taki Hua Māori Summit until April 2021) and COVID-19 also impacted the completion of the downtown programme of works which delayed the transformation of the Western Kiosk into a Whare Tiaki – a

digital storytelling and environmental education platform for the Waitematā and Te Moananui ā Toi – until the 2020/2022 financial year.

Despite these considerable challenges, there were a number of successful projects delivered across the programme outcome areas of: **Place, Economic wellbeing, Participation** and **Storytelling**. A high-level summary of each programme and the projects which contributed to programme outcomes is contained in the following sections.

2.2 Report approach

The report is structured around the four key strategic objectives outlined in the vision diagram discussed in the following section: **Place, Economic wellbeing, Participation** and **Storytelling**. The relationship between these objectives and the projects that went ahead under their mantle is both one-to-many and many-to-one, whereby a project can deliver to one or more of the objectives and an objective is supported by one or more projects.

The lead parties for each project are identified along with a brief summary of what was delivered and any learnings and recommendations that can be applied to future events.

The report is a compilation of views from multiple agencies, both from within the public sector and other third-party agencies – it was a large and complex programme of work with many stakeholders, and not everyone had visibility of the whole programme of work, so some views may reflect only that part of the project with which that organisation was involved. While endeavours have been made to ensure consistency within the report, there will be areas where views may differ.

3. 36TH AMERICA'S CUP CONTEXT

3.1 Vision, Mission and Strategic Objectives

All parties (ACE, Hosts and mana whenua) were involved in the development of a common vision, mission and key goals for AC36, as shown in Figure 1.

The Programme vision was 'Ignite the Passion – Celebrate Our Voyages'. This was underpinned by the whakatauki 'He Waka Eke Noa Kia Eke Panuku, Kia Eke Tangaroa – We're in this waka together, through all our efforts, we will succeed'.

The event mission was 'To provide Auckland and New Zealand with an inclusive, sustainable and welcoming world class international sporting event that delivers increased promotional and economic benefits to the Hosts, sponsors and teams'.

The infrastructure mission was 'Creating a stage for the America's Cup and a waterfront destination that Kiwis and visitors love'.

The AC36 principles were manaakitanga (a warm welcome), kaitiakitanga (guardianship) and kotahitanga (collaboration).

The vision was articulated around four strategic objectives or themes:

Place – To accelerate the sustainable transformation of our communities, our water and our whenua

Economic wellbeing – Creating shared benefit through connection, innovation and trade

Participation – Every New Zealander has an opportunity to participate in and celebrate the America's Cup

Storytelling – The rich cultural and voyaging stories of Tāmaki Makaurau and Aotearoa are shared and valued.

The vision is depicted under the tomokanga created for AC36 by Katz Maihi (Ngāti Whātua o Ōrākei, Ngāti Whātua ki Kaipara, Tainui, Te Waiohūa and Ngāpuhi), a renowned mana whenua artist, based on the 19 iwi of Tāmaki Makaurau. In Māori culture a tomokanga has a meaning of 'calling' people to a significant site.

3.2 Event structure and parties

Complex events have complex governance. AC36 was a very complex event.

3.2.1 Parties

Emirates Team New Zealand (**ETNZ**) won the 35th America's Cup Match in Bermuda in June 2017, as the representative of the Royal New Zealand Yacht Squadron (**RNZYS**). RNZYS became the holder and trustee of the America's Cup pursuant to the Deed of Gift, and subsequently entered into the Protocol governing the 36th America's Cup, dated 26 September 2017 (the Protocol).

RNZYS appointed ETNZ to conduct the defence of the AC36 on its behalf, including all aspects of the sporting campaign, the required event management and the selection of the host venue for the events.

ETNZ re-established its event company, America's Cup Event Ltd (**ACE**), to undertake the event-management responsibilities for the AC36 events, and ACE worked alongside the Challenger of Record (**COR**) – Luna Rossa Prada Pirelli, acting with COR 36 – for COR's own event-delivery responsibilities in Auckland. ACE had responsibility for delivering the on-water event, the America's Cup Village, air operations and international broadcast.

Auckland Council and the Crown established the Wynyard Edge Alliance (**WEA**) to create the stage and infrastructure for the America's Cup and a waterfront that Kiwis would love. WEA was a public and private-sector

Figure 1: Vision and mission for the 36th America's Cup

VISION AND MISSION FOR THE 36TH AMERICA'S CUP

VISION: Ignite the passion – celebrate our voyages

WHAKATAUKĪ

He Waka Eke Noa

Kia Eke Panuku, Kia Eke Tangaroa

We're in this waka together

Through all our efforts, we will succeed

<p>INFRASTRUCTURE MISSION:</p> <p>Creating a stage for the America's Cup and a waterfront destination that Kiwis and visitors love.</p>	<p>EVENT MISSION:</p> <p>To provide Auckland and New Zealand with an inclusive, sustainable and welcoming world-class international sporting event that delivers increased promotional and economic benefits to the Hosts, Sponsors and Teams.</p>
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PRINCIPLES

<p>Manaakitanga A Warm Welcome</p> <p>We share the abundance and spirit of generosity with our visitors</p>	<p>Kaitiakitanga Guardianship</p> <p>Guided by mana whenua, we will actively care for our place, our environment and our people</p>	<p>Kotahitanga Collaboration</p> <p>We will work together in unity</p>
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Place	To accelerate the sustainable transformation of our communities, our water and our whenua
Economic Wellbeing	Creating shared benefit through connection, innovation and trade
Participation	Every New Zealander has an opportunity to participate in and celebrate the America's Cup
Storytelling	The rich cultural and voyaging stories of Tāmaki Makaurau and Aotearoa are shared and valued

alliance involving Auckland Council, the Ministry of Business, Innovation and Employment (**MBIE**) on behalf of the Crown, and Downer, McConnell Dowell, Tonkin + Taylor and Beca. The WEA had its own governance structure and Project Alliance Board.

3.2.2 Steering and governance groups

As illustrated in Figure 2, there were a number of governance and steering groups involved across the AC36 Programme, both specific groups set up for AC36 (such as the *Joint Chief Executives Group (JCEG)*, the *Event Steering Group (ESG)* and the *Leverage and Legacy Steering Group (LLSG)*) and those which already exist and operate in Tāmaki Makaurau (such as the *Tāmaki Makaurau Mana Whenua Forum – TMMWF*) or as part of an All-of-Government approach to major events (such as the *Major Events Security Committee (MESC)*).

The JCEG was formed in 2018 to provide the strategic leadership, decision making and integration across both the infrastructure and event elements of the AC36 Programme. The membership consisted of senior executives representing Auckland Council, Eke Panuku, Auckland Unlimited (previously ATEED), Auckland Transport, the Mayor's Office, MBIE, New Zealand Police, the Government's Auckland Policy Office (APO), ACE and mana whenua. JCEG was a key forum for engagement and ensuring information was shared accurately. The group met monthly prior to the event, and then as required during the event period.

ESG's role was to facilitate the strategic direction of the event between ACE, Government and Council agencies. Its role was also to provide guidance to JCEG to support the integration of the event elements and event infrastructure.

ESG was chaired by ACE. The membership included representatives of ACE, COR (from August in 2020)⁶, Ngāti Whātua Ōrākei, Auckland Unlimited, Eke Panuku, Auckland Transport, the Harbourmaster, New Zealand Police and MBIE. The initial membership excluded Auckland Transport and New Zealand Police, which were added after a governance review in March 2020⁷, and the Department of the Prime Minister and Cabinet (DPMC) was added as part of the event-time ESG.

The ESG met monthly until event-time, when further operational terms of reference were agreed with provision for meetings every race day (as required) and with membership adjustments for event-time delivery.

The role of the LLSG was to provide strategic direction and oversight of the leverage and legacy and data and evaluation projects, for JCEG and the Project Managers for Leverage and Legacy and for Data and Evaluation, supporting the delivery of the agreed project objectives.

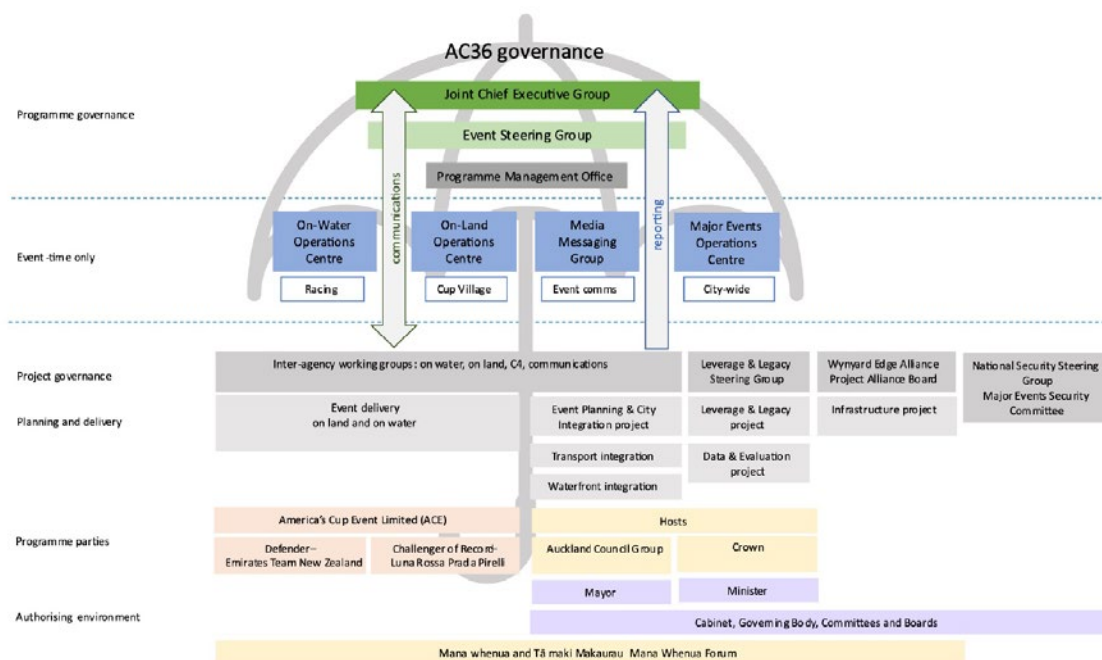
The TMMWF (previously known as the Mana Whenua Kaitiaki Forum) is a governance forum of the 19 iwi and hapū authorities of Tāmaki Makaurau. Figure 2 illustrates the pivotal role played by mana whenua in the AC36 structure. Through the TMMWF, mana whenua were integral in the development of the strategic framework, the event concept, which guided how the parties would work together using mātauranga Māori to shape the guiding principles and the whakatauki which guided the partnerships between all parties involved with the event.

Through a lengthy process of negotiation, the TMMWF appointed the iwi representatives to the four mana whenua seats on JCEG and the LLSG and working groups – however, TMMWF did not appoint the mana whenua representative on ESG.

⁶ Prior to this, Mayo and Calder Ltd (M&C) was deemed by ACE to also be acting on COR's behalf.

⁷ *America's Cup Governance Review*, PricewaterhouseCoopers, March 2020.

Figure 2: Overall AC36 structure



3.2.3 Leverage and legacy groups

Initially leverage and legacy had both a combined steering group and a working group for leverage, as well as for legacy, each with separate membership. Meetings were held to develop the proposed frameworks and discuss potential projects and opportunities in detail.

The LLSG played a programme governance role, providing strategic direction and oversight of the Leverage and Legacy Programme to JCEG and for the Leverage and Legacy Project Manager, as well as supporting the delivery of the agreed project objectives. The membership of the LLSG included MBIE, Auckland Council, Auckland Unlimited and mana whenua representatives.

The role of the leverage and legacy working groups was to provide the operational input and expertise, initially to support the development of the Leverage and Legacy Framework (Appendix A) and, once the framework was adopted, to act as a forum to support its implementation and deliver the agreed workstream outputs.

The membership of the leverage and legacy working groups included participants from the agencies and organisations outlined in Table 1.

Once a Leverage and Legacy Framework was established, the working groups were combined because of the crossover of representatives and, in some instances, having projects that touched on both leverage and legacy activities.

However, given that reporting to the framework was undertaken directly to JCEG, the steering group became redundant soon after the Leverage and Legacy Framework was agreed and adopted, but was never formally rescinded.

Table 1: Agencies represented in leverage and legacy groups

PARTIES
New Zealand Major Events, Ministry of Business, Innovation & Employment (MBIE)
Mana Whenua
America's Cup Event Ltd (ACE)
Auckland Council (Council)
New Zealand Trade and Enterprise (NZTE)
Ministry of Foreign Affairs and Trade (MFAT)
Tourism New Zealand (TNZ)
Auckland Unlimited (AUL)
Department of Conservation (DOC)
Ministry for Primary Industries (MPI)
Ministry for the Environment (MfE)
Ministry of Education (MOE)
Sport New Zealand
Te Puni Kōkiri (TPK)
Hauraki Gulf Forum
Yachting New Zealand (YNZ)
Royal New Zealand Yacht Squadron (RNZYS)
Eke Panuku
Wynyard Edge Alliance (WEA)
BLAKE Trust

3.2.4 Leverage and Legacy Framework

A Leverage and Legacy Framework was developed through a series of workshops with Crown agencies, Auckland Council agencies, ACE and the TMMWF between August 2018 and April 2019, using the four America's Cup programme outcomes of **Place, Economic wellbeing, Participation** and **Storytelling** as their base.

The approach taken to the development of the Leverage and Legacy Framework was as follows:

- The initial approach was to develop plans for leverage and for legacy in parallel with opportunities for collaboration and crossover between outcomes identified. While activities that delivered outcomes only for one agency or partner were not included in the plans they could be pursued on a standalone basis.
- The plans focused on key multi-partner activity that either had funding or partial funding and that also profiled activities that could be pursued only if dedicated budget was secured.
- Key projects that had links to the desired mana whenua outcomes were highlighted.
- The plans drew on the work already undertaken by WEA and Eke Panuku in relation to staying true to the vision of the Council-endorsed Waterfront Plan and creating infrastructure that could contribute legacy uses. This included conditions arising from the resource consent such as the inclusion of cultural markers as part of the infrastructure development.

- The plans drew on the work undertaken by the Hosts with ACE in the Host Venue Agreement (HVA) in respect of leveraging the Event Platform, as well as work being undertaken through the Communications, Marketing and Engagement (CME) workstream.

JCEG endorsed and approved the Leverage and Legacy Framework on 24 June 2019 and the Framework was then used to develop detailed plans for each key area. Engagement and input from Crown and Council agencies to deliver to the plans was secured before those plans were signed off by JCEG on 25 September 2019.

A further revision of the plans in the Leverage and Legacy Framework took place in September 2020 to take into account the impacts of and changes as a result of COVID-19.

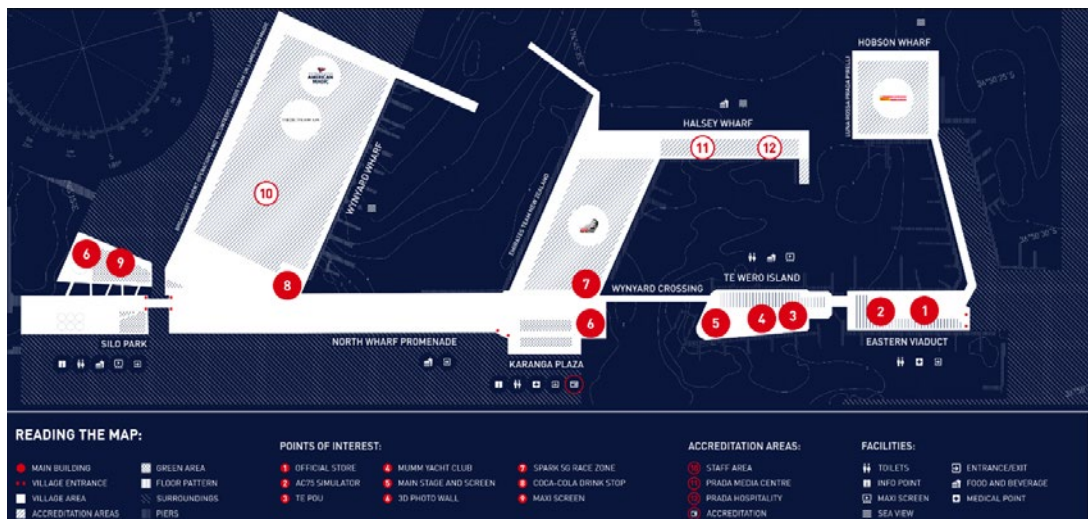
The Leverage and Legacy Framework which was adopted is provided in Appendix A.

3.3 The stadium on-land and on-water

Unlike 2000 and 2003, when America's Cup racing took place in the outer Hauraki Gulf in the vicinity of the Whangapāroa Peninsula, AC36 took place in a 'stadium', where both on-land and on-water were in the heart of central Auckland.

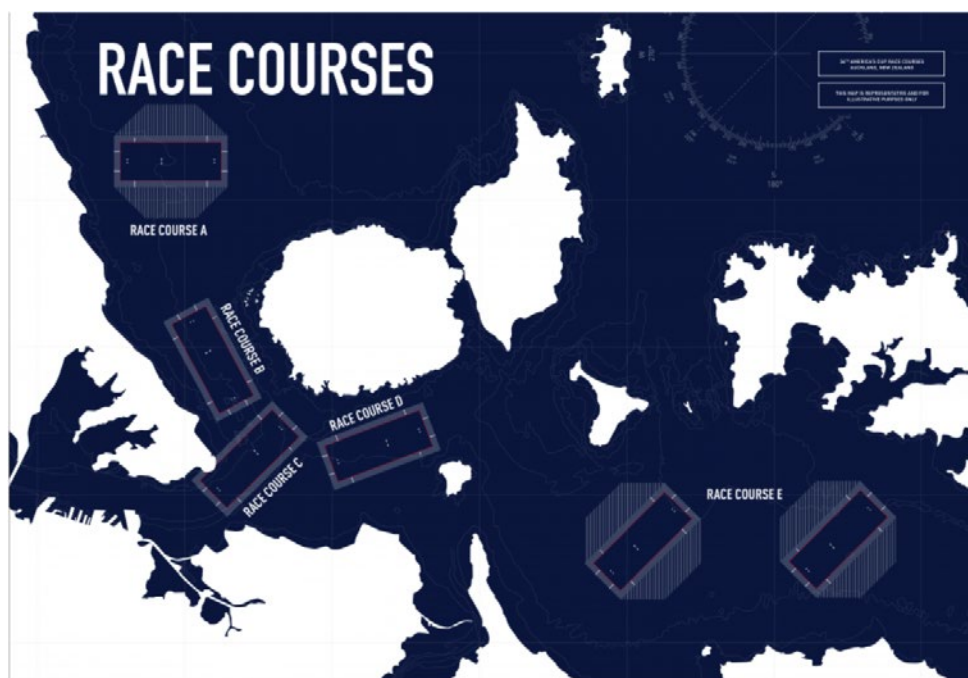
Figure 3: Central Auckland with the America's Cup Village and Bases on the waterfront



Figure 4: the layout of the America's Cup Village on the Auckland waterfront

In Figure 4, the America's Cup Village (ACV) stretched from the Eastern Viaduct (at the intersection of Quay and Fanshawe Streets) to Silo Marina in the west, inclusive of Hobson Wharf (right) and Halsey Wharf (centre). Two syndicate bases and the back-of-house operations like the Volunteer Centre, On-Site Operations Centre (OSOC) and International Broadcast Centre (IBC) were located at site 10 on Wyndham Wharf (left). Te Pou / New Zealand House was located on Te Wero at site 3, with the Mumm Yacht Club at site 4 and the main stage and screen at site 5.

The AC36 Village opened on 16 December 2020 and was open every day (excluding Christmas Day) that Auckland was at Alert Level 1 until 17 March 2021. After the America's Cup World Series (ACWS), in December 2020, an adjustment was made to the Village operating hours – to 10am to 9pm on race days and from 10am to 6pm on non-race days.

Figure 5: The location of the five AC36 race courses in the Waitematā and Hauraki Gulf

Five race courses were designed by ACE for AC36 in the Waitematā Harbour and Hauraki Gulf (see Figure 5) to provide race viewing in close proximity to the city centre. Each course had a windward-leeward configuration and an upwind start. The length of each course was dependent on location and the prevailing weather conditions, but ranged between 1.1 to 2.2 nautical miles. The course on which the teams sailed was decided on each race day by the Race Director and Race Management, in consultation with the Harbourmaster.

Courses A, B and C provided the best vantage points for land-based spectators and were generally favoured when Auckland was at Alert Level 1. Courses A and E were used when Auckland was at Alert Level 2 to minimise the risk of crowds gathering to watch the racing. Hybrid courses were sometimes used in response to wind and tide conditions.

Figure 6: The spectator fleet on race day with the Auckland City centre in the background



3.4 Public sector investment

The Hosts (Crown and Auckland Council) responsibilities included the Event Investment (MBIE administering the Crown's funding to ACE via an Event Investment of \$40 million), delivery of the sites (for no fee) and delivery of the public-sector delivery obligations.

The Crown spent approximately \$133m in total, for infrastructure, the Event investment (at \$40 million) and other operating expenditure.

Auckland Council invested \$215.2 million on capital and operating expenditure and, through a number of its Council-controlled organisations (CCOs), had extensive responsibilities for enabling the delivery of the AC36 Programme and committed significant financial and other resources. Both infrastructure and operational delivery activities had elements that contributed to legacy and leverage outcomes.

In addition to the core infrastructure and operational delivery, both Crown and Council also invested in additional leverage and legacy activity, albeit this was primarily undertaken by agencies utilising a mix of baseline and a small amount of special purpose funding.

In addition, approximately \$10 million was funded by the Lottery Grants Board which was invested in legacy projects for Coastguard (\$9.8 million) and the Sea Cleaners Trust (c. \$0.275 million).

3.5 Rights and Benefits Overview: Host Venue Agreement

A key part of the leverage outcomes for the 36th America's Cup were delivered through Hosts' rights and benefits, which were secured as part of the Host Venue Agreement (HVA). The rights and benefits largely sat within the **Economic wellbeing** and **Storytelling** strands of the leverage and legacy work.

Rights and benefits in major events are very often critical mechanisms for allowing leverage activity to take place. Rights and benefits give the Hosts the right to associate with the event, host at the event and use images from the event and so forth.

4. OBJECTIVE 1: PLACE

The agreed programme outcome for **Place** was to **accelerate the sustainable transformation of our communities, our water and our whenua**, and to clean up our waters (freshwater and marine) and our islands. This included maximising the opportunities to strengthen and profile sustainable destination management, whilst promoting positive environmental outcomes.

4.1 Programme Highlights

There were three core legacy programme areas under **Place**, each of which are discussed in turn:

- Infrastructure – consent (Eke Panuku), design and construction of the Wynyard Edge Alliance programme of work
- Hauraki Gulf – environmental and biosecurity
- Cultural – cultural markers and the Western Kiosk on Quay Street.

Projects undertaken under **Place** can deliver to more than one Strategic Objective.

4.2 Infrastructure legacy

The infrastructure created for AC36 is, without question, the most significant legacy of AC36. At the same time, the way the project was delivered also resulted in environmental, social and cultural legacies.

As illustrated in Figure 1, the infrastructure mission was **Creating a stage for the America's Cup and a waterfront destination that Kiwis and visitors love.**

4.2.1 Waterfront legacy

From the outset, the legacy benefits from infrastructure created for AC36 was an important consideration for both Crown and Council. AC36 was identified as a transformational opportunity for Auckland's city centre waterfront and a continuation of the regeneration of the Wynyard Quarter – from an industrial port area that was closed to the public to a lively, attractive place for people to live, visit, be entertained and to do business.

The report to Auckland Council Governing Body on 29 March 2018⁸ noted social, economic and environmental benefits and outcomes were expected to be realised from the infrastructure benefits left behind, including:

- continuing the network of waterfront public spaces, enabling future water-and land-based events and informal activation
- environmental outcomes including water quality, low carbon and waste minimisation and a resilient design that recognises the challenges for climate change
- continuing the successful waterfront development and collaboration with private investors and business operators and strengthening the operations and capacity of marine, ferry and fishing industries.

The long-term legacy of the Wynyard Hobson development (once the ten-year consent has expired) was identified as being:

- a new public space on Hobson Wharf
- an extension to the waterfront pedestrian network around the Hobson and Halsey Wharves and breakwaters, allowing public access and views across the Basin
- new sheltered water space in the Viaduct and Wynyard Basins to enable water-based events, both local and international
- upgrades to the Wynyard Wharf and sea wall, with infill spaces that can be used for public activation until the proposed linear park can be developed.

8 America's Cup 2021 – decision on location and infrastructure requirements. Governing Body Open Addendum Agenda, 29 March 2018.

4.2.2 Physical works

The physical infrastructure work undertaken for AC36 encompassed the design and construction of the seven Base platforms around the Viaduct Harbour and Wynyard Quarter, an extension to Hobson Wharf, modifications to the Viaduct Events Centre, development of marina berths and the installation of breakwaters at Halsey and Wynyard Wharves.

Eke Panuku had, in its longer-term plan, a project to enhance the water tranquillity in the Viaduct Harbour which provided an improved offering to vessels berthed in the marinas. The Hobson Wharf wave panels and the new breakwaters that were installed to provide the required wave tranquillity space for America's Cup racing boats have resulted in calmer waters in the Viaduct Marina for all users, including any future events held in the water space.

AC36 was also a catalyst to bring forward planned works such as the remediation of Wynyard Wharf and the decontamination and removal of the tanks on Wynyard Point. In addition to the investment in the core AC36 infrastructure, Council also funded capital works on the waterfront to create the improved marina berthing facilities in Hobson, Viaduct and the Jellicoe Harbour (to support the increased number of superyachts that were originally expected during AC36 and in future summer seasons), and new public spaces, including the Silo Park Extension. It also provided the opportunity to improve and upgrade existing public facilities including Silo Park and playground toilets, Bascule Bridge toilets, and an extension of the CCTV network.

The Daldy Street combined stormwater and sewer overflow pipeline outfall adjacent to the original SeaLink Ferry Terminal at the southern end of Wynyard Wharf was extended and relocated to the end of Wynyard Point.

The SeaLink Ferry Terminal was relocated to a new facility on the western side of Wynyard Point for SeaLink operations for three vessels. The facility provides for two loading and unloading berths and one layover berth, and the associated maritime passenger facility and vehicle queuing and manoeuvring areas. The relocation of SeaLink was always required to realise the plans to open up the public spaces on Wynyard Point.

The project teams took the opportunity through some minor environmental infrastructure works to manage the impact of AC36 on the natural environmental and biosecurity (e.g. a fox valve⁹ at the new SeaLink Ferry Terminal and additional boot-cleaning stations at key Ferry Terminals).

While these areas were under construction, with the Wynyard Edge Alliance (WEA) (see Section 4.2.3) already established, Auckland Council took the opportunity to bring forward these infrastructure works to reduce future disruption and duplication of effort – some of which were re-scoped to be ready in time for the delivery of the America's Cup.

Key to the infrastructure was the Wynyard Hobson Resource Consent which was, in itself, a significant piece of work. It had tight consenting timeframes to meet, which it did by taking the following approach:

- Process – agreement was reached with Auckland Council that a 'direct referral' process would be undertaken for the consent, given the public interest in the event and to enable an efficient and expedited decision-making process. This involved a single hearing in the Environment Court for submissions, rather than the usual process of Council hearings followed by appeals on the decision heard by the Environment Court.
- Eke Panuku and the consultant team developed the required consent material on behalf of the Hosts. After the consent was lodged Eke Panuku undertook a full range of engagement with submitters. Every effort was made to resolve the issues prior to the scheduled hearing. On the day of the hearing, it was reported to the Judge that all issues were considered resolved, which meant that the total court time was seven hours.
- Management plans – as part of the evidence for the consent, the Environment Court was provided with management plans outlining key matters to be included when preparing final management plans for the event. These matters were incorporated as part of the resource consent conditions, rather than the normal practice of conditions specifying the names of management plans to be prepared without key matters to be addressed

⁹ A fox valve system is a stormwater/trade waste diversion system designed to divert washdown and/or first flush stormwater runoff to trade waste to prevent pollution of downstream waterbodies.

specifically.

- The involvement of WEA as part of the consent process, at the same time as the Interim Project Alliance Agreement (IPAA) concept–design phase, provided a higher degree of certainty around construction management effects and enabled the construction team to be involved in the process early to ensure all commitments were practical and workable.
- Representatives from ACE were also part of the consent process and had input into questions that were raised on the event management and activation.

The Wynyard Hobson Resource Consent was issued by the Environment Court on 25 September 2018 – one of the fastest consenting processes for a project of this size.

4.2.3 Alliance model

As joint funders of the infrastructure, Crown and Council established the Wynyard Edge Alliance (WEA) to create the stage for the America's Cup and a waterfront that Kiwis would love. The *Wynyard Edge Alliance Value for Money Report: Executive Summary* tells the WEA story¹⁰.

WEA was a public and private–sector alliance involving Auckland Council, MBIE on behalf of the Crown, and Downer, McConnell Dowell, Tonkin + Taylor and Beca. This was the first time that Auckland Council and central Government had worked alongside the private sector in an alliance model to deliver a complex infrastructure project outside of a major transport project.

The WEA construction project launched from a standing start in April 2018 – when the number of challenging syndicates and the full configuration of the team bases was unknown.

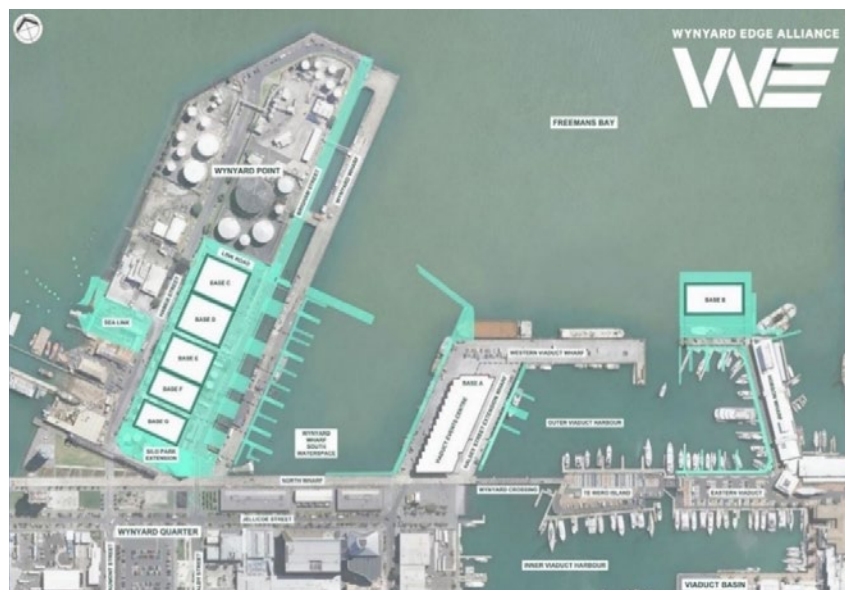
Two years later, in December 2020, the WEA delivered its project on time, under budget and with zero harm to people or the environment. WEA achieved more than one million work hours with no Lost Time Injuries¹¹ – well above the industry standard. A fully-integrated project team, dealing with planning, design and construction, helped to enable best-for-project solutions to be delivered more efficiently – including an award-winning engineering approach.

The scope of the infrastructure project undertaken by WEA is shown in Figures 7 and 8. The WEA project value statement results are shown in Figure 9.

The *Wynyard Edge Alliance Value for Money Report* demonstrated the benefits of an Alliance Model as a method to deliver a project under a tight timeframe and budget, and to provide public value beyond cost savings. The key to the success of the WEA was a collaborative approach, where successes were celebrated, and failures became opportunities to learn. The WEA worked together to embed opportunities for innovation in process and delivery to ensure the project was delivered on time, under budget and with zero harm to people or the environment. The performance of the WEA has become an example of best practice, recognised with industry awards.

¹⁰ *Wynyard Edge Alliance Value for Money Report: Executive Summary*, The Property Group, February 2021.

¹¹ A Lost Time Injury (LTI) is an injury sustained by an employee that leads to a loss of productive work time.

Figure 7: Scope of the AC36 work for Wynyard Edge Alliance**Figure 8: An image of the Hobson and Wynyard sites early in the construction period**

4.2.4 Economic outcomes

Auckland Council anticipated increased opportunities for local investment in the marine sector as a legacy benefit of AC36, such as through long-term infrastructure for marine uses (fit-out and haul-out facilities in the Wynyard Point marine precinct). Ongoing investment in infrastructure to support the marine industry has been critical to ensure Aotearoa New Zealand keeps pace with its competitors, as both a producer of quality marine products and technology, and as a destination for refit and repair, boat building and cruising.

The Council's investment also provided confidence to the private sector to invest. In 2019, Eke Panuku and Orams Marine Services Ltd signed a development agreement for \$100 million of investment in a marine refit facility that can service not only superyachts, but also a wide variety of vessels (including working boats such as ferries).

Figure 9: WEA project value statement resultsSource: Wynyard Edge Alliance¹²

✓	Deliver on time and within funding limits	<ul style="list-style-type: none"> • Performance milestones: 100% achieved on time • Project budget \$265m, final cost \$250m
✓	Strive for zero harm and protect wellbeing	<ul style="list-style-type: none"> • Zero hours lost to injury throughout the 1.1 million work hours • Establishment of the My Edge programme • High performance of Green Cards • A rigorous Safety in Design process that embedded safety concepts from the outset
✓	Demonstrate commitment to social outcomes and sustainability	<ul style="list-style-type: none"> • Staff engagement surveys remained at over 88% • Low staff turnover rate • Innovative ecological and environmental practices adopted • Establishment of the My Edge programme
✓	Recognise cultural identity and values of iwi	<ul style="list-style-type: none"> • Establishment of the AC36 Kaitiaki Engagement Forum • Inclusion of mana whenua-led initiatives to improve water quality and protect marine mammals • Inclusion of cultural elements and cultural markers across the project
✓	Build and strengthen trusted relationships	<ul style="list-style-type: none"> • Establishment of a strong engagement culture to ensure that all key stakeholders were involved • Use of an Owner Interface Management Plan to ensure that all governance and reporting was tracked and supported ongoing engagement
✓	Leave a proud legacy for Auckland and New Zealand	<ul style="list-style-type: none"> • The creation of a stage where the America's Cup can be hosted and defended, along with new public spaces • Innovations that will endure include the My Edge programme, the health and safety approach that led to zero lost time injury and the environmental protection measures.

Highlighted text denotes legacy elements discussed further in the report

4.2.5 Social outcomes

Beyond the standard construction focus, WEA formed early and enduring partnerships with local stakeholders and mana whenua, undertook additional work to support mental-health outcomes for its team and supported coaching to develop staff, including a literacy and communication programme.

4.2.6 Cultural outcomes and ACKEP

The America's Cup Kaitiaki Engagement Plan (**ACKEP**) was established in accordance with condition 5 of the Wynyard Hobson Resource Consent and members met monthly. The key objective of this forum was to assist Eke Panuku (as the consent holder) in developing the ACKEP in accordance with relevant customary practices and in-line with the principles of consultation, active participation and partnership.

The resource consent required ACKEP members to review management plans prepared by WEA, ACE and the Challenger teams for delivery of the AC36 Event. The consent conditions provided the framework for ensuring that cultural values were recognised and given regard to through the construction and operational management plans.

¹² Wynyard Edge Alliance Value for Money Report: Executive Summary, The Property Group, February 2021.

Mana whenua's key focus was on areas of cultural value and interest e.g. water quality, underwater noise to protect marine animals, innovations that re-used contaminated fill, bilingual signage and the naming of places.

The development and maintenance of strong and highly effective collaborative relationships with mana whenua was illustrated through the following activities:

- the use of the engagement framework ensured mana whenua were a close part of the team
- completion of dawn blessings at identified milestones
- bilingual signage and naming of places
- cultural inductions completed by mana whenua for all WEA staff on site
- working in collaboration with iwi artists to design and deliver cultural elements.

Blessings

Mana whenua, through the ACKEP forum, provided a kaitiaki statement for ACE that outlined the guiding principles that needed to be upheld to ensure that mana whenua was able to undertake their kaitiakitanga guardianship role and important cultural practices. Dawn blessings were led by mana whenua on site at identified key milestones.

Figure 10: Blessings at Hamer St and Te Wero



Cultural markers

Through the ACKEP framework mana whenua could express their tikanga and fulfill their role as kaitiaki whilst working together with the WEA on their journey to deliver the AC36 infrastructure. In their feedback which was incorporated into the management plans, mana whenua focused on areas of cultural value and interest.

The collaboration with Māori artists resulted in a number of visible cultural markers built into the development.¹³ Many of the artworks celebrate and draw on the rich voyaging history of Tāmaki Makaurau and Aotearoa.

The mahi toi of artist Reuben Kirkwood, *Ngāi Tai Ki Tāmaki*, is visible along both breakwater one and two, along Hamer Street and within the Silo Park extension.

Reuben's mahi was led by the whakataukī 'Nga waka o Taikehu, me he kāhui kātaha kapi tai' – 'The Canoes of Taikehu, like unto a shoal of herrings filling the sea'. This whakataukī likens the once numerous waka on the Waitematā to a great shoal of fish. From this, three concept designs were developed: ngā whakarare tiponapona, puhoro kāhui and te waka o rangi whetū.

The puhoro kāhui design has been used on breakwater one and two to represent the ebb and flow of water (Figure 11 left). The te waka o rangi whetū design has been developed for the Silo Park extension in the form of the stars used to guide the waka hourua at sea (Figure 12), and the ngā whakarare tiponapona design represents the lashing and binding of the knots used for waka (Figure 11 right).

¹³ Final Blessing for Wynyard Edge Alliance works on the waterfront. Eke Panuku newsletter 11 December 2020.

Figure 11: Reuben Kirkwood: Breakwater One and Hamer Street

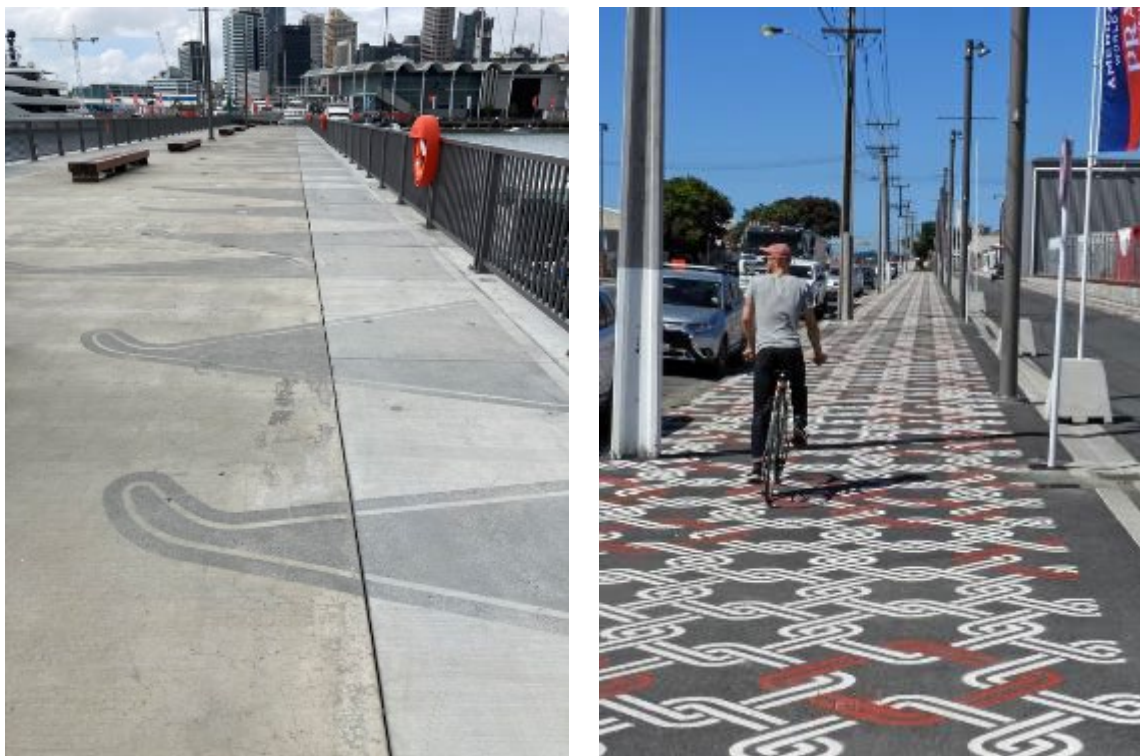
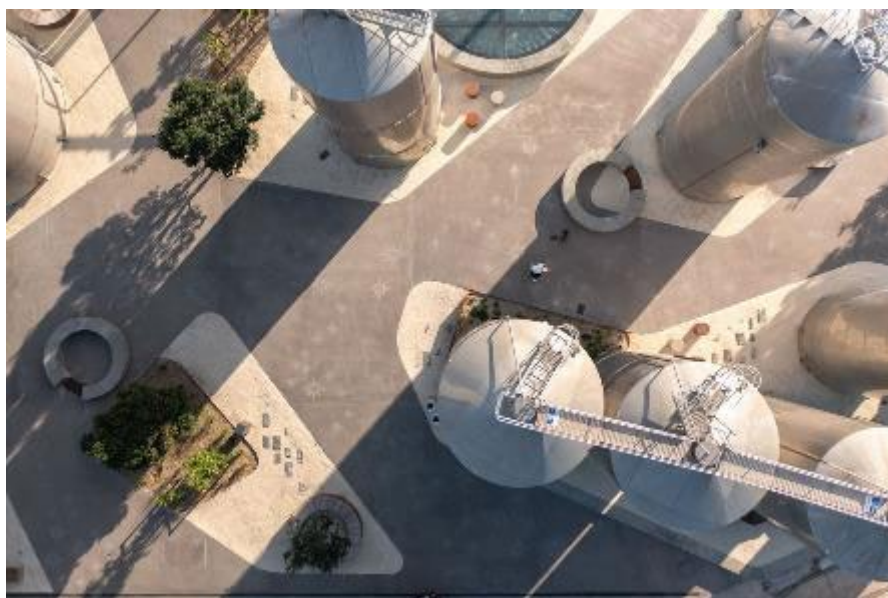


Figure 12: Reuben Kirkwood: aerial view of the guiding stars sandblasted into the surface of Silo Park



Artist Tessa Harris, *Ngāi Tai ki Tāmaki*, worked collaboratively with landscape architects (LandLAB), Eke Panuku and WEA to develop the design concept for Te Nukuao.

Te Nukuao explores the narrative, form and symbolic presence of waka hourua sails as a design driver and reference to the history of Wynyard Quarter as a 'water space' pre-reclamation. The waka-inspired shade structure serves as a cultural marker for mana whenua within the Silo Park extension and offers shelter from the elements.

Figure 13: Te Nukuao by Tessa Harris



The design of Silo Park extension acknowledges the context of the site within the Waitematā and retains traces of the site's industrial history, supporting the Wynyard Quarter's working waterfront identity.

The 2021 Māori Outcomes team at Auckland Unlimited collaborated with Eke Panuku on new ground decals (decals are pictures or designs made to be transferred onto other surfaces – in this case onto the ground) on the Eastern Viaduct and Te Wero, commissioning Reuben Kirkwood to develop the designs for this mahi. The project was initiated by the Tāmaki Makaurau Mana Whenua Forum (TMMWF) 2021 working pou via their representation on Eke Panuku working groups. The work was completed in time for ACWS/Christmas Cup in December 2020.

Figure 14: Reuben Kirkwood ground decals on Te Wero, with Te Pou in the background



The collaboration between landscape designers and Māori continues the tradition established through the earlier development of the Viaduct Harbour for the 30th America's Cup in 2000 (with the Pātiki paving pattern along the Lighter Basin) and successive public and private developments along the waterfront and Wynyard Quarter over subsequent years; for example, the Daldy Street play structure in 2014 (Hana Maihi, *Ngāti Whātua*, Delani Brown, *Ngāti Tūwharetoa*, *Raukawa* in collaboration with LandLAB).

4.2.7 Environmental outcomes

Mana whenua's focus on areas of cultural value and interest encompassed matters of an environmental nature such as water quality, underwater noise to protect marine animals, innovations that re-used contaminated fill.

The sensitive coastal nature of the project also required a positive working relationship with mana whenua, through the following activities:

- A marine biologist was appointed to monitor the impacts of piling work on marine mammals
- Innovations that re-used contaminated fill
- Mana whenua kept sustainable practices at the forefront of WEA construction and methodology.

By establishing a strong and inclusive relationship and acknowledging that the project was to undertake activities that iwi are fundamentally opposed to, such as dredging, mana whenua were engaged in finding solutions to minimise the impact. This was a major cultural benefit, as well as an environmental one.

Mana whenua advocated for, and led, the mitigation approach for the protection of marine mammals in relation to the adverse impacts of underwater construction. Engagement with mana whenua identified that they had concerns about the underwater noise caused by piling works and the impact this could have on marine mammals. Through the consenting and management plan process a mitigation strategy was adopted. Previously there had been no regional consent requirements for construction projects in respect of underwater noise and there were no marine mammal management frameworks operating within New Zealand. The resulting management plan is now being used as a benchmark for other heavy marine works.

"The new colony was facing the sea, it was the same elevation and we made it look as similar as possible to their previous home. In August 2019, the first birds started to trickle back and happily landed around the decoys. Their nesting activity started through September and the following months and by mid-January 2020 we had over 1,500 birds – so it was a hugely successful relocation."

Tim Lovegrove, Senior Regional Advisor
(Fauna) Natural Environment Specialist Services,
Auckland Council.

Through adopting the early engagement process in the development of management plans, new industry best practice emerged. This approach can be applied to other projects regardless of location.

The building of the new SeaLink Ferry Terminal infrastructure required the relocation of 1,000 at-risk seagulls in Auckland, in what is believed to be New Zealand's largest mass relocation of a bird colony, and an important pilot as Aotearoa New Zealand has become increasingly urbanised, and coastal habitats have been affected by land development or by sea-level rise.

The project aimed to help the colony of red-billed gulls, which are under threat in New Zealand with just 27,800 breeding pairs of red-billed gulls left nationwide, and the main offshore breeding colonies suffering population plummets of 80% to 100% since the mid-1960s.

Red-billed gulls breed in dense colonies, and both adults and chicks display strong site fidelity, returning each year to the same colony from which they bred or hatched. Avoiding the development of this site was not possible, so as a mitigation the creation or enhancement of an alternative habitat at an adjacent site was recommended.

There was one crucial question: could the birds be successfully enticed to move? The answer came in the form of a tried and tested technique, with a modern twist: 3D-printed decoy birds.

A team from Auckland Council identified a new colony site – 150 metres away from the birds' previous home – and made the new site as attractive as possible. The team installed 3D-printed decoy gulls to attract the birds, carried driftwood and other familiar items from their old colony to their new one, and scattered fennel seeds and other coastal vegetation which had been present in their old home.

Figure 15: Decoy red-billed gulls at work (left) and red-billed gulls settle into their new home on the Auckland waterfront (right)



4.3 Hauraki Gulf

A key objective agreed between ACE, Auckland Council and MBIE during the event-planning phase was the use of AC36 to raise awareness of important environmental issues affecting Tāmaki Makaurau and Aotearoa. This included educating event attendees about the impact of marine and island biosecurity risks and issues, and the inclusion of environmental sustainability messages in and around the event.

Lead by the Hauraki Gulf Forum¹⁴, realising improved outcomes for the Hauraki Gulf was at the core of a number of leverage and legacy projects in Table 2, including outcomes that sought to give effect to behaviour change as a longer-term benefit.

¹⁴ Members of the Hauraki Gulf Forum: Fisheries NZ, Department of Conservation, Te Puni Kōkiri, Auckland Council, Waikato Regional Council, the Thames–Coromandel, Matamata Piako, Hauraki and Waikato District Councils, and representatives of the tangata whenua of Tikapa Moana, its islands and catchments.

Table 2: Summary of leverage initiatives in the Hauraki Gulf

PROJECT NAME	LEAD PARTIES	PROJECT STATUS
<ul style="list-style-type: none"> 20th Birthday of the Hauraki Gulf Marine Park Social media campaign – Hauraki Gulf Marine Park 	<ul style="list-style-type: none"> DOC, Hauraki Gulf Forum and Auckland Council DOC 	<ul style="list-style-type: none"> Delivered February 2020 Delivered February 2020 – March 2021
<ul style="list-style-type: none"> Pest surveillance on and around Pest-Free Islands Harbours and Islands – Summer Visitor Campaign Bio Infographic for the Gulf 	<ul style="list-style-type: none"> Auckland Council with DOC DOC DOC 	<ul style="list-style-type: none"> Delivered December 2020 to March 2021
<ul style="list-style-type: none"> Biosecurity Ambassadors Waterfront biosecurity infrastructure 	<ul style="list-style-type: none"> MPI and Auckland Council Auckland Council 	<ul style="list-style-type: none"> Delivered December 2020 to March 2021
<ul style="list-style-type: none"> ACE biosecurity messaging 	<ul style="list-style-type: none"> ACE 	<ul style="list-style-type: none"> Delivered December 2020 to March 2021
<ul style="list-style-type: none"> Kawau tree planting Sustainability practices at RNZYS 	<ul style="list-style-type: none"> RNZYS RNZYS 	<ul style="list-style-type: none"> Delivered and ongoing Delivered and ongoing
Western Kiosk education platform	Auckland Council	July 2021 onwards
Ōkahu Bay Shellfish restoration trial	Ngāti Whātua Ōrākei, Healthy Waters Auckland Council, Ōrākei Local Board, Revive our Gulf and the nature Conservancy	July 2021 onwards

4.3.1 Hauraki Gulf Marine Park

The Hauraki Gulf Marine Park celebrated its 20th birthday in February 2020, with a panel discussion alongside the launch of the *State of Our Gulf Report*¹⁵. This involved an evening event featuring Clarke Gayford as MC, and a Ministerial speech on the state of the Gulf from the Hon Eugenie Sage, MP, the then Associate Minister for the Environment, in front of an audience of around 200 people and generated TV and new media coverage.

Alongside the 20th birthday milestone, the Department of Conservation (DOC) funded a specific year-long social media campaign to raise the awareness of the Hauraki Gulf Marine Park and to celebrate the Waitematā, to strengthen and profile sustainable destination management, whilst promoting positive environmental outcomes.

DOC's social media series attracted a readership of 3.5 million, 325,000 engagements and raised the online awareness of the park by 513% – up from 128 media mentions in February 2020 to 785 mentions by February 2021.

4.3.2 Hauraki Gulf pest-free and biosecurity campaigns

Pest-free campaign

A number of Hauraki Gulf Islands are pest free, and act as a safe haven for indigenous biodiversity and remnant ecosystems in the Auckland region. Motukorea, Rangitoto and Motutapu are some of those islands, with all three officially pest free. They are popular sites for visitors, who travel there not only via ferry but also with private and recreational boat owners and users.

The AC36 event occurred during summer when visiting islands is at its peak, meaning there would be even more people out on the water and more risk of pests being introduced. The Department of Conservation (DOC) and Auckland Council invested in a number of biosecurity surveillance and enhancement programmes, which were designed to:

¹⁵ *The State of Our Gulf, Hauraki Gulf / Tikapa Moana / Te Moananui-ā-Toi State of the Environment Report*, Hauraki Gulf Forum, c/- Auckland Council, February 2020.

- enhance regular checks for the presence or absence of terrestrial pests on Motukorea, Rangitoto and Motutapu
- raise awareness amongst boat users going to or near Hauraki Gulf islands, through advocacy and education.

Auckland Council's biosecurity dog team, in conjunction with its DOC counterparts, travelled to Motukorea, Rangitoto and Motutapu on a regular schedule to inspect the islands at key locations.

There were five surveillance rounds with dogs, on key islands and wharves over the event period, with advocacy and education to accompany each of those rounds, including compliance work with boat owners regarding transporting of pest and landing on islands.

Importantly, zero presence of pest animals was detected during surveillance on the islands.

Biosecurity Ambassadors and Kaitiaki

Biosecurity New Zealand (a business unit of the Ministry for Primary Industries – MPI), in conjunction with Auckland Council, committed to run a marine biosecurity engagement programme for international recreational skippers, domestic boating and yachting clubs and communities centred on the America's Cup event.

When the America's Cup Village (ACV) was open (depending on COVID-19 Alert Levels), students employed as biosecurity champions were stationed alongside a biosecurity advocacy trailer, and dog handlers were there with their dogs to support this.

Whilst AC36 did not result in the expected levels of international boating visitors, domestic educational outreach was delivered to boat users at key boat ramps and marinas involving:

- ten trained ambassadors/Kaitiaki visiting eight marinas and one boat ramp area
- the distribution of promotional material from MPI such as keyrings and luggage bag tags. Magnets and pest ID guides were also distributed to boat owners and the general public.

Waterfront biosecurity infrastructure

Auckland Council improved biosecurity foot-cleaning facilities at Downtown Piers 1, 2 and 4, Kennedy Point and the Hamer Street SeaLink Wharf to assist in preventing the spread of pests to islands in the Hauraki Gulf, particularly the pest-free islands.

As part of the relocation of SeaLink Ferry Terminal from Jellicoe Harbour to Wynyard Wharf West, a wash-down facility was installed (fox valve¹⁶), funded by Auckland Council. The facility ensured that vehicles travelling to Great Barrier and other islands within the Hauraki Gulf could meet the stringent hygiene requirements to keep Aotearoa New Zealand's islands and pristine environments pest free.

Harbours and Islands Summer Visitor Campaign

A social media and PR campaign promoting the Hauraki Gulf Islands ran over the 2020 and 2021 summer event period – aimed at amplifying DOC's key biosecurity messages and educating and influencing visitor behaviour in order to maintain pest-free islands.

A range of platforms and messages were used to convey biosecurity and environmental messaging during AC36, including:

- A Pest-Free Hauraki Gulf (PFHG) Islands digital summer campaign, as shown in Figure 16, which was included in volunteer guides and on related AC36 and agency websites and email signature blocks.
- Inclusion of information in guides provided to superyachts related to black-water discharge and waste management.

¹⁶ A fox valve system is a stormwater/trade waste diversion system designed to divert washdown and/or first flush stormwater runoff to trade waste to prevent pollution of downstream waterbodies.


Figure 16: Pest-Free Hauraki Gulf digital summer campaign material

Tāmaki Makaurau/Auckland's
Hauraki Gulf Marine Park/Ko te Pataka kai o Tikapa Moana

Our place


The Hauraki Gulf Marine Park (Park) is New Zealand's first and only national park of the sea. It covers 1.2 m hectares and includes six marine reserves, including the first 'no-take' (completely protected) marine reserve in the world.

- ▶ The Auckland region's coastline is 3,200 km long, with two-thirds of it accessible to the public.
- ▶ At just 600 years old, Rangitoto is the youngest and largest volcano in New Zealand. It took 200 years to form its current size and perfect conical shape. It sits next to Motutapu Island, the oldest piece of land in the Park at 178 million years old.
- ▶ Rangitoto also has the largest pōhutukawa forest in the world.
- ▶ Motuihe Island/Te Motu-e-Ihenga was the site of a First World War POW camp. A German sea raider, Baron von Lucknow, escaped from the camp with his crew. They got as far as the Kermadec Islands before they were recaptured and returned.
- ▶ Te Hauturu-o-Toi/Little Barrier Island was declared our first nature reserve in 1896.




Our species

- ▶ Of the world's 88 species of whale and dolphin, half of them visit our shores and 25 species live in the Park.
- ▶ The only known resident population of tohora/Bryde's (pronounced 'brooders') whales is found in the Park.
- ▶ The Park is a nursery for multiple species of shark, including great whites.
- ▶ Whale sharks and giant manta rays, two of the three largest fishes in the world, visit the Park in summer.
- ▶ The Park is considered the world's seabird hotspot: it is home to 26 different seabird species – and about 20% of all seabird species visit at some point. Two of the world's rarest shorebirds, the tara iti/New Zealand fairy tern and tuturuatu/shore plover, live in the Park.
- ▶ Tākapu/gannets dive head-first into the sea at up to 145 km/h – with their eyes open!
- ▶ Other rare species on the predator-free islands include kōkako, hibi/stitchbird, tāiko/New Zealand black petrel, takahē, kōkako, giant wētā and tuatara.
- ▶ Kēkeno/New Zealand fur seals have returned to the Park after being hunted almost to extinction in the 19th century.
- ▶ The smallest penguin in the world, the kororā/little penguin (which stands a mere 25 cm tall), and the largest animal to have ever lived – the mighty blue whale – share the Park's waters.



Free te reo pronunciation app

Mispronouncing a reo word can change its meaning – just like in English. DOC's free app, Pūketē taiao o Tāmaki Makaurau, 'speaks' the name of places and species to you so you can pronounce them correctly.



Department of Conservation
Te Papa Atua/bat

New Zealand Government

Many of our species are found nowhere else on Earth...

100% of our reptiles, frogs and bats	84% of our freshwater fish	70% of our birds
38% of our marine species	80% of our invertebrates	80% of our trees, ferns and flowering plants

The collateral was also used in targeted media releases and resulted in domestic media coverage. There were some instances of the visiting public having a lack of awareness of biosecurity measures or rules on dogs on Pest-Free Islands, however visitors were compliant when approached by island rangers.

There were also marine mammal injuries reported to DOC over the AC36 period and a necropsy of one confirmed the injuries were caused by boat strike. While there is no suggestion that any AC36 spectator boats caused these injuries, anecdotal evidence was that there were increased numbers of boats in the Gulf over the summer generally.

ACE biosecurity messaging

ACE undertook several initiatives to ensure Challenger teams and the spectator fleet were aware of, and respected, biosecurity issues and marine mammal protection in the Waitematā Harbour and Hauraki Gulf:

- all boat operators visiting the Auckland Marinas and the registered spectator fleet were provided information setting out the biosecurity requirements for vessels visiting the event
- ACE promoted awareness of mammals within the Harbour through the Marina Teams, America's Cup website and stakeholder engagement channels
- the intention had been to also have messaging on the screens within the ACV, however this opportunity was lost due to COVID-19 public messaging requirements.

Figure 17: An extract from an ACE email to the registered spectator fleet

INTERACTION WITH MARINE ANIMALS

The event and all teams take the protection of the biodiversity of the marine life of the Hauraki Gulf as a priority every day they go on the water.

If you are part of the Event spectator fleet, be aware that you may see or have a close encounter with one of the different species of marine mammals that inhabit the Hauraki Gulf. If you do, you should:

- *Please ensure that you operate your vessel with 'respect' to marine animals that you see and keep your distance.*
- *Be kind to the marine animals - any behaviour intended to harass, disturb or feed marine animals is unacceptable.*

4.3.3 Royal New Zealand Yacht Squadron Place projects

The Royal New Zealand Yacht Squadron (RNZYS) undertook a number of initiatives to align with the leverage and legacy **Place** goals – including the removal of pine trees on Kawau Island and replacing them with native trees to encourage native wildlife into the area. RNZYS joined the MasterCard Priceless Planets programme and achieved gold status for ocean health, with the sustainability practices introduced for the RNZYS regattas.

4.3.4 Western Kiosk

The Western Kiosk Category B heritage shelter on Quay Street is being re-purposed into a digital storytelling and environmental education platform for educating the public about the values of the island and marine environments in the Waitematā and Tikapa Moana/Te Moananui a Toi.¹⁷

The project was inspired by the opportunity that the America's Cup brought through increased attention on the health of the marine environment. The project is part of the Downtown Infrastructure Delivery Programme (DIPD) and was included in the AC36 Leverage and Legacy kaupapa, as it aligned with Māori environmental and cultural goals of increased attention on the health of the marine environment, as well as its place in the waterfront, a gateway to the Hauraki Gulf, as part of the restructure works of the whole area.

The project received endorsement from the TMMWF and is being co-designed by the Natural Environment and Culture and Identity Pou of the TMMWF. It provides a unique opportunity to deepen understanding of Māori culture and identity and enact the values of kaitiakitanga, manaakitanga and kotahitanga.

The kiosk is in the process of being renovated to create a place which:

- Celebrates mana whenua and cultural richness by providing a place for mana whenua values to be expressed, stories to be told and people to be present
- Enhances sustainability and the environment by providing information and education about water quality, the environment and the taonga of the Hauraki Gulf, Tikapa Moana and Te Moananui ā Toi
- Creates a welcoming sheltered space for people, a place to host visitors, community and school groups.

¹⁷ Update on environmental projects aligned to the 36th America's Cup, Environment and Climate Change Committee (Auckland Council), 11 February 2021.

While the intention was to have the project ready for AC36, it was behind schedule as a result of delays to the Downtown Project stemming from the COVID-19 lockdowns in Auckland during 2020. Funding was moved to the 2021/2022 financial year and work is currently underway on the project (as at August 2021). Figure 18 shows the Western Kiosk as a ticketing booth in 2019 on the left, and on the right, the site is shown as wrapped for renovation with an indicative infographic illustrating its future use as an education platform.

Figure 18: The Western Kiosk as a ticketing booth 2019 (left) and in August 2021 (right)



4.3.5 Shellfish restoration Ōkahu Bay¹⁸

Led by Ngāti Whātua Ōrākei and supported by the Healthy Waters' Wai Ora Partnerships team, the Ōrākei Local Board, Revive Our Gulf and the Nature Conservancy, this project involves trialling a new shellfish restoration method in Ōkahu Bay that hopes to restore sustainable mussel reefs much faster and at a lower cost than standard practice.

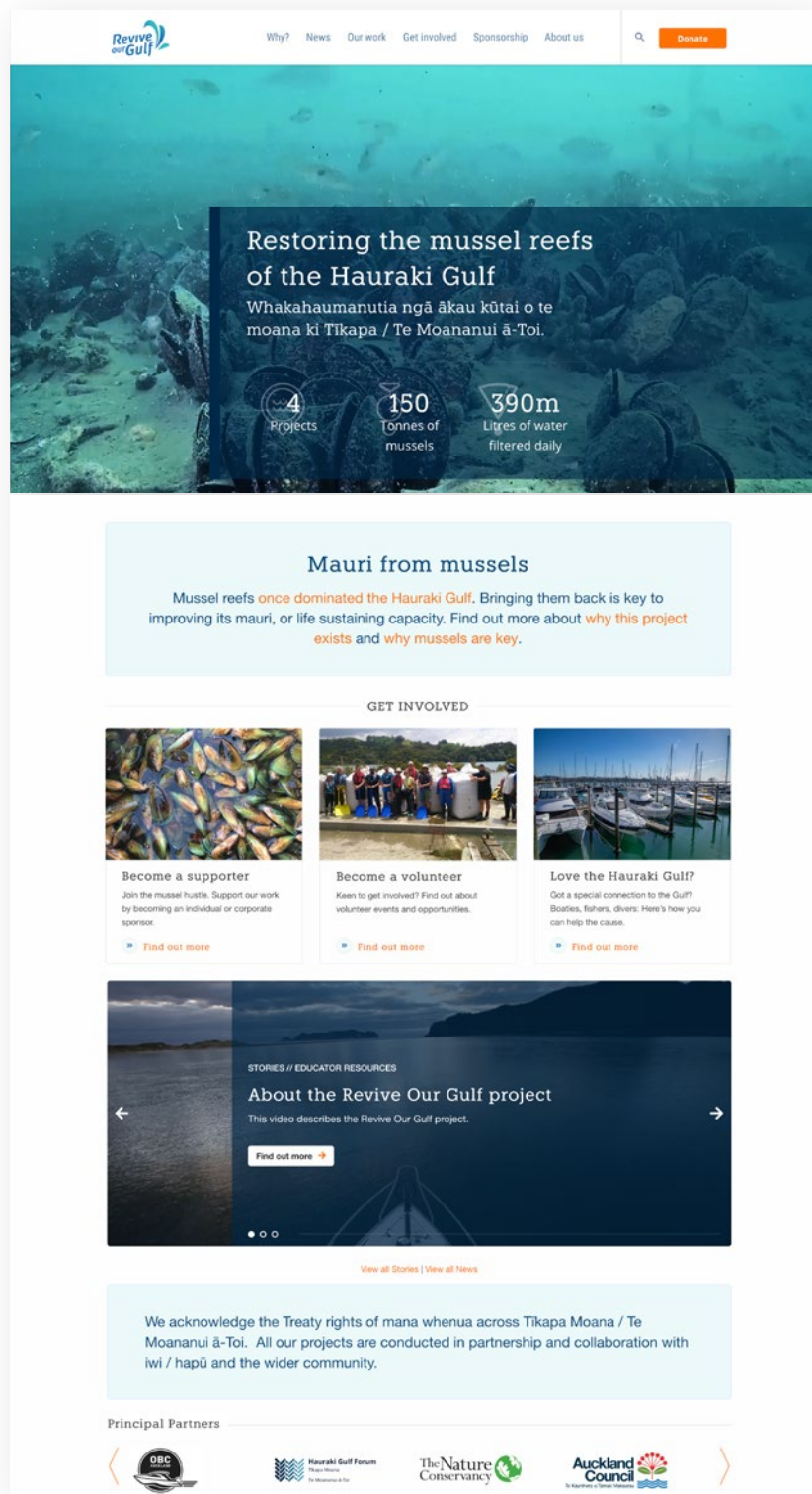
This will be critical to achieving the Hauraki Gulf Forum's goal to establish 1,000 square kilometres of shellfish beds and reefs. This project is intended to return mauri (life force) to the bay, and is part of the programme of legacies that were being sought from the 20th birthday of the Hauraki Gulf Marine Park and the 36th America's Cup.

The benefits of restoring shellfish beds include water filtration, carbon sequestration, increased biodiversity including juvenile fish populations and erosion protection of the shoreline from waves. This will provide resilience to storm surges and climatic fluctuations, while cleaning contaminants from the water.

Through Healthy Waters and the Ōrākei Local Board, Auckland Council is contributing funding towards this project in the 2021/2022 financial year.

¹⁸ Update on environmental projects aligned to the 36th America's Cup, Environment and Climate Change Committee (Auckland Council), 11 February 2021.

Figure 19: Revive Our Gulf website



4.4 Lessons learned and recommendations: Place projects

MBIE and Auckland Council had to make a swift decision on how they could deliver the required infrastructure within the specified timeframe, whilst minimising the risks to all parties. With event delivery dates creating an immovable deadline, the alliance model was an ideal structure to allow the work to be completed on time and now, as a tested model, could be usefully used for future projects with ambitious deadlines.

The wide attendance encouraged for optimisation workshops, which focused on what was critical for delivery and encouraged innovation, greatly assisted with bringing down the costs of the infrastructure build.

The work that was done by WEA and the way it went about it set a new benchmark and new standards and practices for infrastructure developments in sensitive marine areas that are applicable to future projects: across environmental, social and cultural outcomes. This includes embedding these new approaches early within key principles at the project initiation stage and ensuring that resourcing is in place to enable follow-through on the plans.

The project had a complex array of stakeholders and governance due to the partnerships established to deliver both the infrastructure and the event, and the coastal and high-profile waterfront location. Often with projects of this scale, stakeholders are managed at arms-length to try and reduce interference with delivery – in this case the opposite approach was taken – and proved to be very effective.

The engagement of stakeholders and partners was identified as a critical component to reduce project risk. Establishing strong relationships and inviting key partners to participate in the process, and to understand their drivers and where the project could accommodate or respond to those was a key part of WEA's success and should be replicated for future projects. An example of this was the establishment of the AC36 Kaitiaki Engagement Plan Forum (ACKEP), where early and ongoing engagement led to cultural and environmental benefits.

It is recommended that biosecurity planning is integrated into the broader wayfinding considerations for future events, on the waterfront, at an early stage so that potential synergies can be established. This includes the importance of a consistent approach and messaging to biosecurity monitoring. It will also be important to ensure that key messaging content is distributed to agencies such as the Coastguard, Harbourmaster and through event organisers' key marketing and communications channels.

For future maritime events there is an opportunity to build on the success of the social media campaign for the Hauraki Gulf Marine Park, and the inclusion of funded and managed environmental elements such as native restoration planting in islands and the restoration of kelp and mussel beds.



5. OBJECTIVE 2: ECONOMIC WELLBEING

The agreed programme outcome for **Economic wellbeing** was to **create shared benefit through connection, innovation and trade.**

5.1 Programme highlights

Beyond the economic benefits from the infrastructure created for AC36 (described in Section 4.2) there were a number of projects undertaken to showcase business, trade and investment (with a focus on leading-edge technology and innovation) both domestically and internationally.

It is well-established that large-scale Events, such as the America's Cup, have the ability to enhance New Zealand's international connections and can assist in realising New Zealand's broader international and trade policy objectives. However, these sorts of outcomes take time to transpire and agencies are therefore not in a position to report on any specific outcomes to date.

Table 3 provides a summary of the leverage and legacy projects that were planned and delivered, or postponed or cancelled under the **Economic wellbeing** objective. Projects carried out under **Economic wellbeing** can deliver to more than one Strategic Objective.

Economic wellbeing was the strand of the leverage and legacy programme that was most significantly affected by the impacts of COVID-19 because of borders restrictions and limited international visitation. Therefore Table 3 includes projects that were cancelled or postponed, so that the breadth and depth of the programme that was initially planned is apparent, including for planning for future events.

5.2 Showcase / Hospitality international

The New Zealand Marine Industry noted that superyacht visitation was projected to be the biggest economic gain from AC36 for the marine industry, in a pre-COVID-19 environment. Up to 160 superyachts were expected to come to Aotearoa New Zealand for AC36 and this formed a key platform for New Zealand's presence at a number of yacht club and boat show events in the lead-up to AC36.

As Aotearoa New Zealand's borders were effectively closed to most people (for most of 2020 and 2021 as a result of the impacts of COVID-19) except for returning New Zealand citizens and residents, it became imperative to showcase activity and position key industry stories virtually, through broadcast and media features.

5.2.1 New York Yacht Club Networker

The New York Yacht Club Networker was held in September 2019 for New Zealand Trade and Enterprise (NZTE) and the Royal New Zealand Yacht Squadron (RNZYS) to build relationships with 350 guests from the New York Yacht Club management in order to:

- facilitate future Aotearoa New Zealand investment opportunities
- expose this high-net-worth audience to Aotearoa New Zealand food and beverage brands served at the event
- generate excitement around AC36 to encourage visitation for the event.

Formalities included presentations by New Zealand's Ambassador to the United States. RNZYS Commodore Aaron Young attended and the America's Cup was on display.

RNZYS reported that this trip helped them to secure entries for the Youth America's Cup and two entries for the Sydney to Auckland Race, along with a commitment from four superyachts to come to Aotearoa New Zealand for the 36th America's Cup.

Some of these outcomes were hindered by COVID-19 – resulting in two of the events being cancelled due to border restrictions and superyacht entry to Aotearoa New Zealand being restricted unless refit work was being undertaken.

Table 3: Summary of Economic Wellbeing Projects

PROJECT NAME	LEAD PARTIES	PROJECT STATUS
Showcase/Hospitality – International		
Yacht Club and Boat Shows	NZTE	Delivered September 2019
<ul style="list-style-type: none"> New York Yacht Club (NYYC) Networker Monaco Yacht Show Fort Lauderdale International Boat Show Marine Equipment Trade Show (Netherlands) 		Delivered September 2019
Marine Sector Story		Delivered November 2019
MFAT and NZTE webinars for key offshore partners		Delivered November 2019
Marine Sector Story	NZTE	Delivered November 2019
MFAT and NZTE webinars for key offshore partners	MFAT	Delivered October 2020
Showcase/Hospitality – Domestic		
International business investment delegations	MFAT	Delivered October 2019
<ul style="list-style-type: none"> French "Movement of the enterprise of France UK High Commissioner US Consul General 		
Official Host Vessel		
Superyacht programme	Eke Panuku/ACE	Delivered October 2020 – March 2021
GridAKL Business Lounge	Auckland Unlimited	Cancelled March 2021
Bringing the world to New Zealand showcase	MFAT	Cancelled March 2021
Business leverage programme	NZTE	Cancelled March 2021
Mana whenua business and showcases		
Taki Hua business capability development	Auckland Unlimited – 2021 Māori outcomes	2020 and 2021
Taki Hua Economic Summit	Auckland Unlimited – 2021 Māori outcomes	23 – 24 November 2020
Taki Hua Māori Business Showcase	Auckland Unlimited – 2021 Maori Outcomes	22 April 2021 (postponed from 5 March 2021)
Te Pua	Auckland Unlimited – 2021 Maori Outcomes, Fresh Concepts	14 & 15 March 2021
Te Pou / New Zealand House	Multiple partner coordination – ACE delivery	Delivered December 2020 – March 2021
ETNZ Guest Programme	ETNZ	Delivered March 2021

5.2.2 Monaco Yacht Show

The Monaco Yacht Show is the world's largest, annual superyacht exhibition and provided opportunities to deliver key messaging about AC36 to influencers, superyacht owners, captains, crew, charter brokers and management companies.

At the 2019 show, NZTE partnered with the RNZYS to:

- promote Tāmaki Makaurau Auckland as a superyacht destination for the event
- profile the nation's marine industry prowess to an international audience
- showcase the America's Cup at three networking events.

Activity undertaken during the Monaco Yacht Show included an exclusive breakfast with approximately 80 superyacht owners, captains and media featuring addresses by New Zealand's Ambassadors to France, Monaco and Portugal and the RNZYS and various New Zealand businesses.

New Zealand companies exhibited to 150 invited guests at a New Zealand Network Promoter event, and at a VIP cocktail party for 600 invited guests. At this second event there was a presentation on the planning for AC36 and the America's Cup was on display as a centrepiece.

As a result of these efforts, ten superyacht berths were booked to attend AC36, and the RNZYS reported that several new entries were also secured for the Superyacht Regatta. In the end, these outcomes were unable to be realised due to COVID-19, which restricted the entry of superyachts to Aotearoa New Zealand.

5.2.3 Fort Lauderdale International Boat Show

The Fort Lauderdale International Boat Show is one of the largest boat shows in the world, with more than 110,000 visitors, 1,200 exhibitors and 1,500 boats on display.

In November 2019, NZTE partnered with the New Zealand Marine Industry Association and Boat International Media (a luxury lifestyle publishing company) to leverage AC36 to:

- profile the nation's marine industry capability to an international audience
- promote Tāmaki Makaurau Auckland as a superyacht destination for the event.

Along with having a physical presence on the Boat International Media stand with brochures promoting Aotearoa New Zealand, NZTE was able to make 43 new business contacts. A VIP event was also held at the stand, which included a presentation on AC36.

There was a stronger-than-usual Aotearoa New Zealand presence at the Fort Lauderdale International Boat Show and Monaco Yacht Shows and longer lead-in and planning times could have enabled more Aotearoa New Zealand companies to leverage those opportunities.

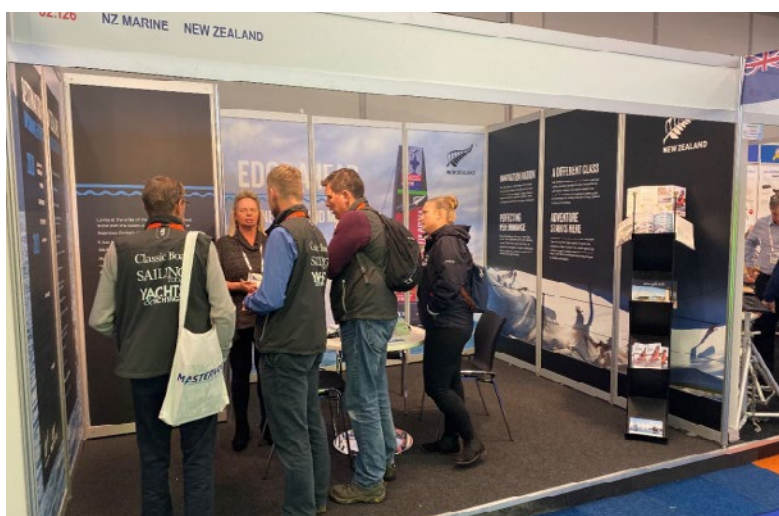
5.2.4 Marine Equipment Trade Show

The Marine Equipment Trade Show (METSTRADE) is the world's largest leisure equipment trade show, held annually in The Netherlands, and is regarded as the most significant business-to-business exhibition for the marine leisure industry. At the November 2019 show, NZTE partnered with the New Zealand Marine Industry Association to leverage AC36 to:

- profile the nation's marine industry capability to an international audience
- promote Tāmaki Makaurau Auckland as a superyacht destination for AC36.

Activity included exclusively hiring and branding a café for Aotearoa New Zealand companies to use for business to-business meetings, having an Aotearoa New Zealand stand at the exhibition to promote innovation, technology, AC36 and associated leveraging events. Key VIP functions were hosted with boat builders, superyacht builders, manufacturers, distributors, international media and VIPs.

Longer lead-in times could have enabled more Aotearoa New Zealand companies to be aware of the potential to use the Kiwi café at the METSTRADE show. As expenditure was only approved two months prior to the event, those Aotearoa New Zealand companies that were already committed to an onsite presence were the primary beneficiaries of this activity.

Figure 20: Participants at the Aotearoa New Zealand stand at the Marine Equipment Trade Show

5.2.5 Marine Sector Story

The **Marine Story, Edge Ahead** video was a marketing initiative designed to build awareness of, and encourage a preference for, Aotearoa New Zealand's boating and marine products, technology and services in key offshore markets.

A range of assets, including a three-and-a-half minute hero video entitled 'Marine Story, Edge Ahead' was created by NZTE, in conjunction with the NZ Marine Export Group. It was designed to build awareness and preference for Aotearoa New Zealand's boating and marine products, technology and services in key offshore markets, to help Kiwi marine companies raise the profile of Aotearoa New Zealand's marine innovation, technology and capability.

The video is available on www.aucklandnz.com/36th-americas-cup and provides a good overview of the marine sector benefits.

Figure 21: The Marine Story, Edge Ahead video

5.2.6 MFAT and NZTE webinars for key offshore partners

The Ministry of Foreign Affairs and Trade (MFAT), with support from NZTE, coordinated two webinar sessions in October 2020 with ETNZ representatives for the agencies' in-market contacts from United Kingdom, Europe and North America. ETNZ spearheads a much broader marine sector in Aotearoa New Zealand which delivers cutting edge technology and innovation to the world.

The webinars emphasised that there continued to be a great opportunity for Aotearoa New Zealand agencies to leverage the America's Cup offshore despite the challenge of holding AC36 during a global pandemic. International posts were encouraged to draw on the Marine Sector Story (referred to in Section 5.2.5).

Approximately 100 people attended the webinars, with strong engagement from Aotearoa New Zealand agencies' offshore staff and their key stakeholders in-market.

5.3 Showcase and hospitality – domestic¹⁹

Crown and Council agencies undertook a number of events in the lead up to, and during, the AC36 events. A number of events planned for March 2021 (to be in conjunction with the Match) were cancelled – a casualty of the COVID-19 Alert Level changes in Tāmaki Makaurau Auckland.

5.3.1 International Business Investment delegations

NZTE, MFAT and Auckland Unlimited hosted a number of delegations at the ETNZ Base on Tāmaki Makaurau Auckland's waterfront as part of a wider showcase of Aotearoa New Zealand's innovation and business investment opportunities.

In October 2019, this included a French business delegation of more than 20 CEOs and senior executives attending a 'Movement of the Enterprises of France' event hosted at the ETNZ Base, led by the CEO of Transdev and Naval Group.

The United Kingdom's High Commissioner and the United States Consul General in Auckland also attended events linked to their respective racing teams.

While Auckland Unlimited's original leverage plans were scaled back by due to the impacts of COVID-19, it was able to deliver a hosting programme with high-net-worth investors and key business contacts, as well as new, sector-specific events – although these ended up being delayed until after the AC36 Match due to lockdowns in Auckland in February and March 2021.

Auckland Unlimited also facilitated 30 business meetings between investment specialists from Invest Auckland and INEOS Team UK.

5.3.2 Official Host Vessel

The ability for Hosts to have an official host vessel for the Match was a benefit that was included in the HVA. NZTE procured a vessel, along with the hosting services of Aotearoa New Zealand technology entrepreneur Rod Drury, during the Match where NZTE's investment team were able to build relationships with returning, high-net migrants to promote and facilitate investment opportunities in New Zealand.

AC36 proved to be an effective hook in attracting an audience that was otherwise challenging to reach and connect with. NZTE note most of their tangible legacy metrics have a three-year horizon due to the fact that these kinds of interactions, connections and relationships often develop over the long-term and it can take time before the benefits and outcomes are realised.

5.3.3 Superyacht programme

Despite the work undertaken by NZTE at key international boat shows, the COVID-19 border restrictions meant that only 25 superyachts from overseas berthed during the AC36 event period. Some of these were granted border exceptions to come into New Zealand due to the refit work they did in New Zealand, and others were already here prior to AC36.

Eke Panuku and ETNZ worked together to manage a superyacht programme, which had 77 berths available during AC36, all of which were occupied by the time the Match took place in March. In order to achieve this, a two-tiered pricing system was put in place to allow for more local boat users to be able to fill those spots. This meant that from January 2021 to March 2021, the marina was full of local users, rather than being empty.

¹⁹ In the context of Section 5.3, the word domestic relates to the location of where the activity was delivered rather than the outlook.

5.4 Māori business and showcasing

A bespoke 2021 Māori Outcomes Programme, funded through Auckland Council, was developed by Auckland Unlimited in partnership with mana whenua and Māori entities to create benefits for mana whenua and Māori businesses in Tāmaki Makaurau, leveraging off AC36.

The programme had four key deliverables in relation to business opportunities being:

- Investment and commercial opportunities for mana whenua and Māori business
- Generating commercial opportunities for Māori business
- Capability development for Māori business
- Māori Economic Summit.

5.4.1 Taki Hua Business capability building

Taki Hua Business capability building included workshops on procurement and tendering to increase access to AC36 tenders and procurement opportunities, as well as a business development programme. Three tender workshops took place and an online time-management programme was delivered. The programme had a target to support a minimum of ten of mana whenua and Māori businesses, and in the end 60 mana whenua and Māori businesses participated in the workshops.

While the capability workshops were popular and filled up within hours of the pānui going out, the cumbersome nature of the procurement process and the timing of the workshops meant that while Māori businesses received notification when remaining AC36 EOIs were released, much of the procurement for AC36 had already occurred.

The programme also had a target of a minimum of 20 opportunities created for mana whenua and Māori businesses, and 55 mana whenua and Māori businesses were engaged as part of AC36 tenders. This included 13 Māori vendors being present at the Te Pua market place in Silo Park during the Match (see Section 5.4.3 below).

5.4.2 Taki Hua Economic Summit

In 2020, following the disruptions caused by COVID-19 and the disproportionate impacts on Indigenous Peoples globally²⁰, mana whenua, Māori businesses and Māori social and economic entities across Tāmaki Makaurau expressed their interest to:

- **connect** with each other to identify and address the immediate economic needs of Māori across the rohe, and
- **champion** a new vision for their economic future.

In response, in November 2020 the 2021 Māori Outcomes Team at Auckland Unlimited brought forward an Economic Summit that already formed part of the work programme, to activate this call and proactively plan for 2021 and beyond.

As part of the pre-planning for the Summit and in relation to the call to action, Auckland Unlimited also commissioned Shamubeel Eaqub at Sense Partners to produce a report on the state of the Tāmaki Makaurau economy including the challenges, trends and opportunities for Māori to realise their economic aspirations as the nation works to recover from the economic impacts of the pandemic.

The outcomes of the Summit, together with that economic report, helped form the evidential basis for Auckland Unlimited's continued commitment to leading an actionable pathway forward for Māori across the rohe.

5.4.3 Taki Hua Māori Business Showcase

An outcome of the 2020 Tāmaki Makaurau Taki Hua Economic Summit was a Taki Hua Māori Business Showcase and networking exhibition celebrating Māori business in Tāmaki Makaurau. Auckland Unlimited in partnership with the TMMW Forum 2021 working pou and the Whāriki Māori Business Network planned the event as a showcase of Māori businesses that were internationally renowned or aspired to be globally recognised.

²⁰ Taki Hua Economic Summit 2020, OpinioNative Aotearoa Limited, 19 April 2021.

The event was originally planned as a three-day 'best of Māori showcase' commencing on 5 March 2021, including a gala dinner on the last day. However, because of Tāmaki Makaurau Auckland's changes in COVID-19 Alert Levels in February and March 2021 the event was re-scoped to be a one evening-only networking and showcase event to be held on 5 March 2021 to coincide with the first weekend of America's Cup racing. However, subsequent Alert Level changes and the postponement of racing until 10 March 2021 resulted in the event being postponed until 22 April 2021.

The target for the event was to showcase a minimum of ten mana whenua and Māori businesses; with the result that 19 Māori businesses were showcased. Key stakeholders involved were TMMW Forum 2021 working pou, the Māori business community, Maritime Museum, Hood & Co, Milk and the 2021 Māori Outcomes Team.

5.4.4 Te Pua

The final element the 2021 Māori Outcomes Programme business initiatives to increase the exposure and awareness of Māori products and business through the AC36 event was the Te Pua activation in Silo Park that took place on 13 and 14 March 2021. Originally planned as 18 days of activation between December 2020 and March 2021, delays in contracting with ACE and then COVID-19 Alert Level changes in February and March 2021 saw it reduced to a two-day Māori marketplace that took place on the first weekend of Match racing – a celebration of mahi toi, kai tahi and waiata tahi on the waterfront.

There were 13 Māori vendors – employing about 50 staff at marketplace – with approximately 5,000 visitors to the marketplace per day. The activation was a significant milestone in the 2021 Māori Outcomes Programme calendar, delivering on a number of key KPIs to support mana whenua and Māori businesses in Tāmaki – particularly in the challenging COVID-19 environment.

Figure 22: The artwork for Te Pua, created by Charles and Janine Williams and weaving demonstration at Silo Park



Further discussion on Te Pua is included as part of **Participation** in Section 6.7.3.

5.5 Te Pou / New Zealand House

As part of the Host Venue Agreement (HVA) benefits, ACE had to provide Hosts (Crown and Council) with a New Zealand-themed space on Te Wero Island (which was to be no less than 20 metres by 20 metres), that was suitable for hospitality and functions during the event period to showcase Aotearoa New Zealand culture, food and beverage.

Te Pou / New Zealand House was developed to be a dedicated hospitality venue that showcased the unique culture and manaakitanga of Aotearoa.

Te Pou was offered for exclusive and dedicated use by Hosts during the event period. However, the number of hospitality opportunities were diminished due to both border and budget restrictions and the changing Alert Levels in Tāmaki Makaurau Auckland, as a result of COVID-19. Te Pou was open to the public when not in use by Hosts.

There were a number of functions that were intended to be delivered at Te Pou by Sport New Zealand, DOC in partnership with Auckland Council, NZTE and the 2021 Māori Outcomes Team from Auckland Unlimited which did not proceed due to changes in COVID-19 Alert Levels for Tāmaki Makaurau Auckland, impacting on the ability for these events to be delivered.

ACE met all costs in connection with the design, build and fit-out of Te Pou. As part of the HVA, ACE was required to use reasonable endeavours to contract an Aotearoa New Zealand company to carry out the design, build and fit-out of Te Pou / New Zealand House.

Key agencies involved in the development of the Te Pou / New Zealand House concept from a Hosts' perspective included Tourism New Zealand and NZTE alongside Auckland Council partners Auckland Unlimited, the 2021 Māori Outcomes Team and Eke Panuku.

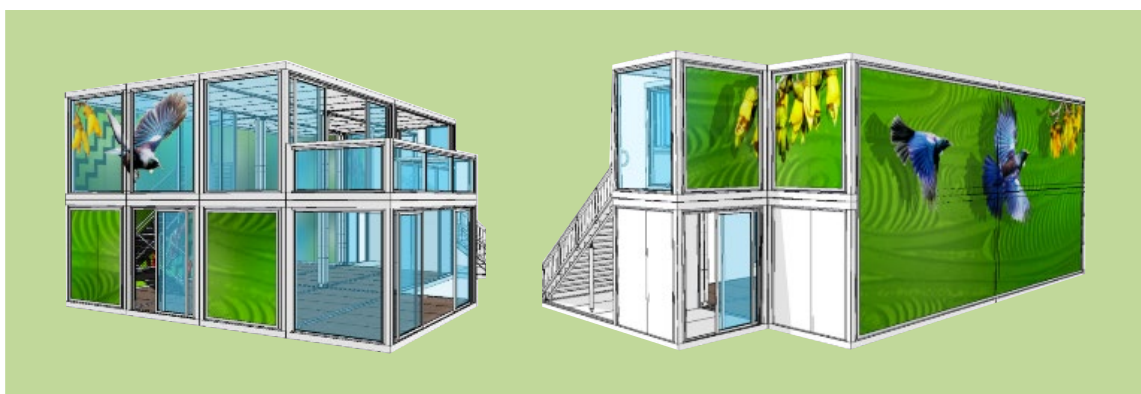
ACE contracted SkyCity as the official hotels and entertainment sponsor to deliver the internal fit-out and catering servicing for this venue. Event Base was contracted to deliver the design and build of Te Pou.

As part of Hosts' contributions to the design of this project, Crown and Council partnered with the iwi of Tāmaki Makaurau. As a result, local Māori urban contemporary artists Janine and Charles Williams (*Charles Ngāti Kahungunu, Ngāi Tūhoe, Ngāti Tūwharetoa, Ngāpuhi* and *Janine Ngāti Whātua o Kaipara, Ngāti Pāoa*) were commissioned to create the artwork for Te Pou / New Zealand House. The artists are nationally and internationally recognised for their expansive, large-scale works and contemporary designs on various landmarks and sites.

Ngāti Whātua Ōrākei gifted the name Te Pou to the venue and this naming option was endorsed by the Tāmaki Makaurau Mana Whenua Forum.

The name Te Pou is derived from Te Pou Herenga Waka – the waka mooring post. It acknowledges the rich waka and seafaring history of Tāmaki Makaurau and the Waitematā, where many ancient Māori waka once traversed and moored near the current Auckland CBD and waterfront site.

Figure 23: Designs for Te Pou / New Zealand House – artwork created by Janine and Charles Williams



In addition to the artwork in Te Pou itself, Charles and Janine designed the wrap for the temporary kitchen structure which lay between Te Pou and the Mumm Yacht Club and serviced both venues. This is shown in Figure 24.

Figure 24: The kitchen wrap on Te Wero Island, America's Cup Village, Tāmaki Makaurau, with Te Pou on the left



5.6 Emirates Team New Zealand Guest Programme

Emirates Team New Zealand (ETNZ) designed a hospitality experience for partners, stakeholders, sponsors and guests that had both on-land and on-water elements. Using the ETNZ Base in the Viaduct Harbour as a start and end point for hospitality, a number of vessels were used to create an exciting viewing experience on the Waitematā Harbour.

As part of the Host Venue Agreement (HVA), Hosts (Crown and Council) secured the rights to 25 passes free-of-charge for each race day to attend the ETNZ guest hospitality programme delivered during the Prada America's Cup World Series Auckland and Prada Christmas Race (17 – 20 December 2020), the Prada Cup: Challenger Selection Series (15 January – 22 February 2021) and the 36th America's Cup (10 – 17 March 2021).

To maximise the Hosts' involvement in AC36, Hosts managed a contestable allocation process which was designed to deliver the strongest collective impact for Tāmaki Makaurau Auckland and Aotearoa New Zealand, under which ten tickets per race day would be allocated by Crown, ten tickets allocated by Auckland Council and five tickets allocated by mana whenua²¹.

All agencies reported similar benefits from the ETNZ guest programme leveraging opportunities, including that it:

- was a great opportunity for relationship building, fostering connections and networking, particularly because of the length of time on the water, which offered the chance to build deeper relationships
- contributed to economic wellbeing through deeper engagement with exporters (manufacturing, food and beverage, technology)
- provided the ability to network with key portfolio stakeholders and build relationships
- resulted in an introduction to a potential sponsor for Auckland Unlimited's cultural festivals
- provided destination benefits and investment, as well as benefits for Screen Auckland
- provided the opportunity for Consuls-General and Trade Commissioners to have quality time interacting with key business export companies.

²¹ The ticket numbers were reduced on race days when Auckland was at COVID-19 Alert Level 2 to maintain appropriate social distancing on board.

5.7 Lessons learned and recommendations: Economic Wellbeing

The key lessons learned and recommendations for future events from an **Economic wellbeing** perspective were:

- To continue to have a New Zealand presence at international boat shows and key marine showcases to drive visitation by superyachts and other high-net-worth individuals, and the hosting of international delegations on-shore in the lead-up to the events to enhance Aotearoa New Zealand's international connections and trade policy objectives, including promoting the profile of Aotearoa New Zealand's marine innovation, technology and capability.
- For future events, business-matching programmes could also be created for local businesses to be matched with international investors. This could be realised by setting up a registration system for attending personnel so Auckland Unlimited could connect them to local businesses via events – such as a skilled-migrant showcase and investment showcase.
- It is recommended that Māori outcomes be included as a fundamental part of any future event concept and negotiation, as if it is not explicitly outlined contractually, an event delivery agency retains the ability to not include Māori outcomes in core event design and planning – and therefore to not allocate sufficient budget and resource to it.
- A close working relationship between mana whenua and the event delivery agency is required from the outset. This includes ensuring Māori businesses have an opportunity to participate in expression of interest (EOI) and tender processes in a timely manner, with plenty of lead-in time.
- For future events, for a dedicated Aotearoa-themed hospitality space, recommended improvements include:
 - having a lead agency to drive development and outcomes from the project outset, and securing a sufficient budget committed by the event organiser to deliver contracted commitments. If it was not for the COVID-19 environment, the scope of the hosting space provided for AC36 would not necessarily have been fit for purpose for hosting high-value clients and VIPs.
 - it is also important to prioritise accessibility, both in the building design and when thinking about access to toilets (for example, for AC36 the only available toilets adjacent to the facility were portable toilets).
 - enabling hospitality suppliers of all sizes to be able to contract for, and contribute to, the food and beverage offerings to allow for small to large producers to enable a truly diverse showcase of New Zealand's food and beverage sector. Both Auckland Unlimited and NZTE supported procurement opportunities, however, with more time in the planning phase, more could be done to facilitate engagement with a wider range of food and beverage producers.
- Recommended improvements to Hosts' participation in an official guest or hospitality programme include ensuring there is a designated area to host guests and the inclusion of a bespoke hospitality experience for international media outlets and advocates of Aotearoa New Zealand, allowing for exclusive filming and photo arrangements.

6. OBJECTIVE 3: PARTICIPATION

The agreed programme outcome for **Participation** was that **every New Zealander had the opportunity to participate in, and celebrate, the 36th America's Cup** (AC36).

6.1 Programme highlights

Under the **Participation** pillar, project partners designed and developed leverage and legacy opportunities to encourage engagement and national pride for Tāmaki Makaurau Auckland and Aotearoa New Zealand in AC36.

Table 4 provides a summary of the participation and education leverage and legacy projects delivered during AC36 nationally as well as in Tāmaki Makaurau Auckland. It is worth noting that some projects had to be postponed or cancelled because of the impacts of COVID-19. Projects undertaken under **Participation** can deliver to more than one Strategic Objective.

6.2 Educational programmes

6.2.1 Kōkōkaha schools' programme

Yachting New Zealand (YNZ) used AC36 as a catalyst to reinvent how it engages with schools and kura throughout the country.

The Kōkōkaha²² schools' programme was designed to bring sailing into the classroom and engage students in Science, Technology, Engineering and Maths (STEM) subjects. The learning experience focused on a challenge for students to design technology to harness the power of the wind as a means of taking action on climate change. It also provided an opportunity to profile the marine environment and served as an introduction to water skills for life, as well as safer boating skills.

Having secured an MBIE "Unlocking Curious Minds" funding grant to assist in project development, YNZ launched the Kōkōkaha schools' programme in Term One of 2021 (Figure 23). Over Term One, 570 classes from 150 schools participated in the programme, engaging approximately 14,000 children.

A video showing the Kōkōkaha schools' programme in action can be viewed on the **Yachting NZ YouTube Channel**.

A dedicated **website** was developed for the programme, and 19 providers of sailing experiences were established (Figure 26) and three mobile trailers set up.

The Ministry of Education (MOE) supported YNZ to promote Kōkōkaha to schools and teachers by writing an article in the *Education Gazette*. The Ministry also included information about the America's Cup schools' programmes on its **curriculum website**.

22 Kōkōkaha - harnessing the wind. It was one part of a wider

Table 4: Summary of Participation projects

PROJECT NAME	LEAD PARTIES	PROJECT STATUS / OUTCOME
Participation – Education Programmes		
Kōkōkaha schools' programme	Yachting New Zealand	Ongoing delivery in progress.
Education for Sustainability showcase at America's Cup Village (ACV)	Multi-partner	A comprehensive showcase was not delivered. Sea Cleaners and BLAKE Trust delivered information stands at the America's Cup Village (ACV).
BLAKE Trust	Sir Peter Blake Trust, the Challenger of Record (COR) and ACE	The COR activation was not able to be delivered. Site in ACV for the Match in March 2021.
<i>Blue Water Black Magic</i> Gallery	New Zealand Maritime Museum	The gallery refresh was completed, but the anticipated learning opportunities were not able to be integrated into the America's Cup Village (ACV).
Young Ocean Explorers: 21-Day Challenge	Young Ocean Explorers	Delivered February – March 2021
Participation – Royal New Zealand Yacht Squadron-led activity		
<ul style="list-style-type: none"> National Trophy Tour China Cup 	RNZYS	<ul style="list-style-type: none"> Delivered in October – November 2017 (linked to the 35th America's Cup) Delivered November 2017
<ul style="list-style-type: none"> Superyacht Regatta City of Sails Regatta 	RNZYS	<ul style="list-style-type: none"> Delivered February 2021 Delivered April 2021
<ul style="list-style-type: none"> Sydney-to-Auckland Race Trans-Tasman Challenge Bridge to Bear Rock Dinghy Race 	RNZYS	<ul style="list-style-type: none"> Postponed till January 2022 Postponed till late 2021 Postponed till late 2021
<ul style="list-style-type: none"> J-Class Regatta Youth America's Cup 	RNZYS	<ul style="list-style-type: none"> Cancelled Cancelled
Participation – Emirates Team New Zealand-led activity		
<ul style="list-style-type: none"> Regional Fan Zones Trophy Tour 	ETNZ	<ul style="list-style-type: none"> Regional Fan Zones were set up in 15 areas around New Zealand for the Match in March 2021. Not delivered.
Participation – National		
Lottery Grants Board Project Activity	Multiple project and partners.	Delivered or in-progress.
36 th America's Cup Observers' Programme	Multiple parties, coordinated by MBIE.	Delivered February 2021.
Participation – Tāmaki Makaurau Auckland		
<ul style="list-style-type: none"> Community and business toolkit City Skippers' Volunteers Summernova Festival Sustainable coastlines Te Pua 	Auckland Unlimited	<ul style="list-style-type: none"> Delivered Dec 2020 – March 2021 Delivered Dec 2020 – March 2021 Delivered Dec 2020 – April 2021 Delivered February & March 2021 Delivered Dec 2020 and March 2021

Figure 25: Extract from Yachting New Zealand's Kōkōkaha schools' programme

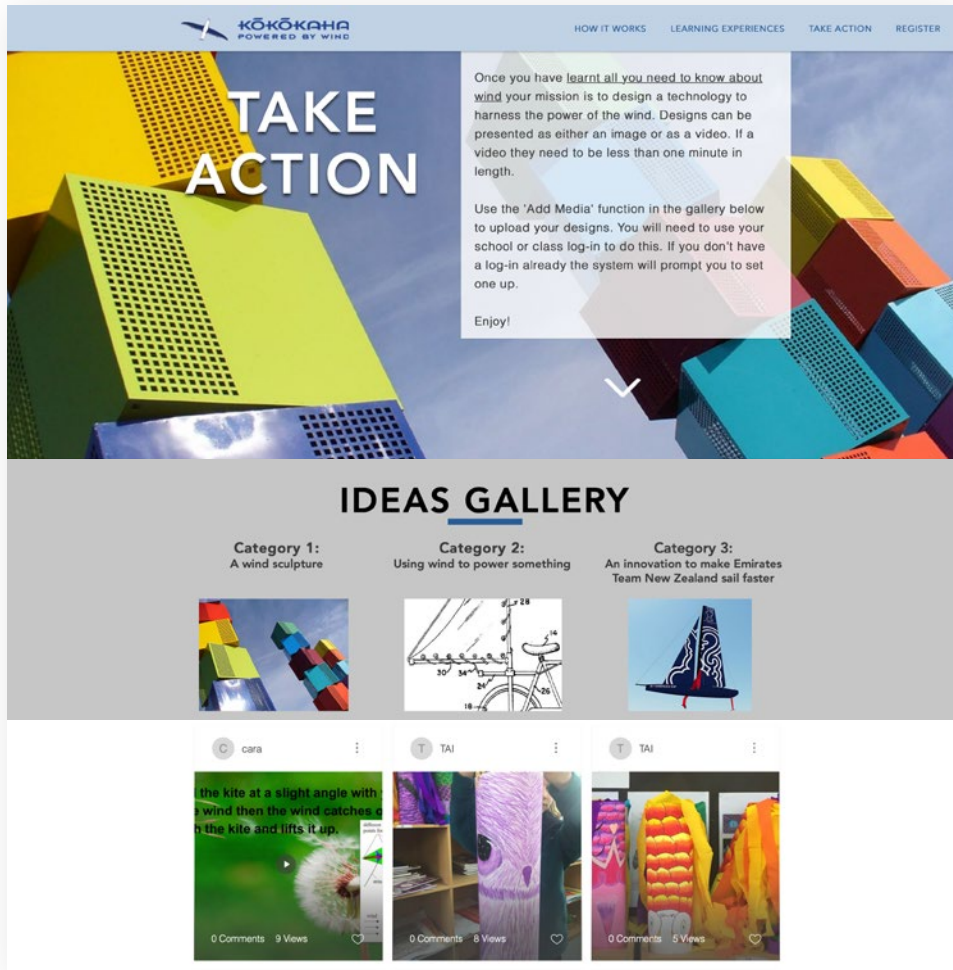


Figure 26: Yachting New Zealand's sailing programme in action



Key components that contributed to the successful engagement with the Kōkōkaha schools' programme included:

- the service-design approach used by YNZ, which will be used as a case study for other major events' schools' programmes in the future
- broadening the curriculum focus beyond health and physical education, which meant that the programme was easy for teachers to embrace and engage with
- offering free access to classroom experiences and noting the sailing component was not mandatory, which removed many barriers to participation
- securing Ministry of Education support provided critical credibility and helped the programme link into key central promotional resources.

As at August 2021, YNZ have confirmed the post-Cup legacy includes the addition of two more modules to the programme – with delivery planned for Term Four in 2021.

6.2.2 Education for Sustainability showcase at the America's Cup Village

An Education for Sustainability showcase was developed by YNZ, but funding could not be secured to deliver the project and no space could be found within the America's Cup Village (ACV) to deliver this showcase. The framework for the showcase may be used by YNZ for potential inclusion in future programming activity.

Sea Cleaners did display an information station to promote ocean health within the ACV in partnership with RNZYS and ETNZ.

Figure 27: Sea Cleaners vessel in action



6.2.3 BLAKE Trust

The Sir Peter Blake Trust (BLAKE) was established in 2004 and is dedicated to continuing Sir Peter Blake's environmental leadership legacy. Each year BLAKE aims to inspire thousands of young New Zealanders to care for the environment – through activities and adventures that encourage environmental awareness and leadership and instil a deeper sense of kaitiakitanga within them.

BLAKE aimed to leverage AC36 as a great opportunity to put the spotlight on the Hauraki Gulf and the environmental challenges it faces. BLAKE agreed with the Challenger of Record (COR – Luna Ross Prada Pirelli) to become an environmental sustainability partner in Aotearoa New Zealand in advance of and during the PRADA Cup.

That agreement was to include:

- The provision of engaging and educational local environmental content into the Attitude Ocean Pavilion within the America's Cup Village (ACV) from December 2020 to February 2021.
- Managing the roll out of an Attitude Ocean Award into Aotearoa New Zealand schools, including the promotion, coordination and judging of the applications.
- Facilitating one session on a mutually agreed topic during the Attitude Ocean Symposium in February 2021.

The partnership with COR was scheduled to begin within the event village for the World Series Regatta in Cagliari in April 2020 (which was cancelled due to COVID-19), where content would have also been used to promote and make connections to the America's Cup event in Auckland. Unfortunately, due to COVID-19 cuts were made to COR budgets, and as a result, the environmental sustainability efforts were discontinued.

BLAKE subsequently liaised and agreed with ACE for BLAKE to host a small site in the ACV during the Match, fitted with virtual-reality headsets to play a four-minute narrated film (using 360° video shot underwater in the Hauraki Gulf) to celebrate the wonder of the Gulf and discuss some of the environmental challenges it faces.

The site was installed immediately prior to the Match and was open each day for people to experience the video. BLAKE estimate that close to 1,000 people viewed the video, with most of the audience being families over the weekend days of the regatta. The costs of the exhibition were covered by BLAKE.

Figure 28: BLAKE installation in the America's Cup Village



6.2.4 New Zealand Maritime Museum – Blue Water Black Magic Exhibition

As part of supporting the refresh of the *Blue Water Black Magic* exhibition at the New Zealand Maritime Museum (NZMM), which received Lottery Grants Board funding, there were discussions with event organisers to integrate a coordinated schools' onsite learning experience to include the Maritime Museum as part of the America's Cup Village (ACV).

However, the coordinated schools' onsite learning experience did not go ahead. The NZMM Education team did continue to work with a company on the learning resources intended to accompany the onsite resource at the ACV and those resources can be viewed on [www.Mātauranga - Ake Mai - Jump Aboard \(maatauranga.co.nz\)](http://www.Mātauranga - Ake Mai - Jump Aboard (maatauranga.co.nz)).

The Museum received a number of inquiries from schools wanting to experience the event, however it did not have capacity to accommodate the demand from the 1,000 plus students. This was a lost opportunity for schools looking to visit.

Previous delivery models, such as for the Ocean Race, where the Museum was able to be part of the event experience have been proven to work well and should be considered for future events.

6.2.5 Young Ocean Explorers: 21-Day Challenge

The Young Ocean Explorers²³ created a 21-Day Challenge over February and March 2021 – which was 21 days of learning, thinking, creating and action to engage and empower students to care for the Hauraki Gulf Marine Park / Ko te Pātaka kai o Tikapa Moana Te Moananui-ā-Toi.

²³ www.youngoceanexplorers.com

The objectives of the programme were to:

- Encourage an increased knowledge of the ocean, particularly the Hauraki Gulf
- Build an understanding of the importance of the ocean to many people in various ways
- Encourage thinking about kaitiakitanga and care for our ocean.

Young Ocean Explorers had approximately 1,100 schools' classes that participated in the challenge. The 21-day challenge or '21 Days Towards Restoring the Hauraki Gulf' was to challenge each student collect one or more pieces of plastic per day for 21 days to make a tangible difference to the local Tāmaki ocean environment.

There were 58,944 engaged users of the website (some who played content) and 204,685 content views in New Zealand. It's important to note that most teachers commonly used the site with all their children watching on one screen, so the total figures of engaged users and content viewed is significantly higher than this.

The results up until August 2021 were that:

Total plastic officially documented as picked up	130,014 pieces
Total number of students responsible for plastic picked up	13,117 students

Organisers note there were many teachers who didn't upload the quantity of plastic collected to the website, and are therefore not included in the statistics recorded for this project.

6.3 Royal New Zealand Yacht Squadron events

The Royal New Zealand Yacht Squadron (RNZYS) is the holder of the America's Cup. RNZYS established a comprehensive programme of events both to celebrate their 150th year and importantly to leverage participation and engagement as part of the 36th America's Cup (AC36).

Significant volunteer dedication and planning was undertaken by the Squadron community. However, the original, anticipated economic outcomes from visiting international superyachts, J-class and Youth America's Cup events were unable to be delivered as a result of the COVID-19 border restrictions.

A number of other events planned as part of the 150th celebrations were impacted by COVID-19 and in other cases weather conditions forced event postponements or cancellations. Events that were postponed included Bridge to Bean Rock Dinghy Race, Sydney-to-Auckland Race and the TransTasman Challenge, with key AC36-related flagship events such as the Youth America's Cup and J Class fleet visit cancelled.

6.3.1 Trophy Tour

A national tour of the America's Cup trophy took place between October and November 2017 after the successful defence of the 35th America's Cup. The trophy was taken to over 25 areas around New Zealand across 19 days, with an estimated reach of 150,000 within the community – including schools, retirement villages and general public.

RNZYS also noted that the public have had access to visit the trophy over the last four years, and it has also provided tours.

6.3.2 China Cup

The RNZYS visited China with several New Zealand China Cup team members who competed in the China Cup in November 2017.

The visit raised funds contributing to the ETNZ campaign and supported discussions around youth sport development. The America's Cup was profiled with an estimated 200,000 event attendees over the four-day event. Four Chinese schools were visited, reaching 4,000 students. A further four Chinese schools subsequently visited New Zealand in January and February 2018 under a sail training plan with RNZYS, with an estimated \$400,000 economic return for Aotearoa New Zealand.

6.3.3 Superyacht Regatta

A superyacht regatta was planned to be held between PRADA Cup and the America's Cup Match in 2021 and aimed to attract international superyachts to Aotearoa New Zealand – with 25 to 30 entrants originally expected prior to the border restrictions put in place as a result of COVID-19.

The regatta was delivered in late February 2021 and attracted 11 entries (eight yachts and three motor yachts). RNZYS reported a successful sponsorship event that broke even, with significant media engagement including online live streaming and coverage of the event.

6.3.4 City of Sails Regatta

This three-day keelboat regatta was a **Participation** leverage activity. The event was briefly postponed until April 2021 when it was successfully delivered and attracted a fleet of 80 boats (mostly local, due to border restrictions).

6.4 Emirates Team New Zealand activations

6.4.1 ETNZ Fan Zones

For AC36, ETNZ invited communities from around Aotearoa New Zealand to host fan zones for the Match in March 2021. Fifteen fan zones of varying size and shape were planned – from Northland to Dunedin – all of which were designed to enable local communities of all ages to gather and watch the racing and for people that were not in Auckland to be able to engage with AC36.

The location of the ETNZ fan zones are shown in the Figure 29. The change to the dates for Match racing because of COVID-19 Alert Level changes in Auckland affected some fan zones.

Tourism New Zealand integrated domestic marketing opportunities where possible at the regional fan zones.

Some cities wanted to see branding and leverage opportunities integrated into existing hospitality businesses rather than creating bespoke fan zones.

Figure 29: Locations of ETNZ Fan Zones



6.4.2 Trophy Tour

Due to the COVID-19 environment, ETNZ made the decision not to progress with the pre-event Trophy Tour which had been planned to visit key sponsors around Aotearoa New Zealand during October and November 2020.

6.5 National activations

6.5.1 Lottery Grant Board: Community Benefits Projects Summary

The Lottery Grants Board – Te Puna Tahua distributes the profits made from Aotearoa New Zealand state lotteries, such as Lotto and Instant Kiwi, for the benefit of Aotearoa New Zealand communities.

For the 36th America's Cup, the Lottery Grants Board approved \$20 million to a fund to create community benefit throughout Aotearoa through hosting of the Cup.

Table 5 provides the detail of the organisations and the amount of investment which was initially distributed to each organisation to achieve the anticipated outcomes for each project.

6.5.2 Observers' Programme

As is standard practice for an international major event, an observers' programme was held during the AC36 event period. The 36th America's Cup Observers' Programme was delivered in partnership with ACE, Auckland Unlimited and MBIE on 26 February 2021 (a non-race day²⁴) for targeted cities, event organisers and organisations that would most benefit from this opportunity.

There were 32 attendees, representing five Aotearoa New Zealand host cities or regions, five major events' representatives, and attendees from MBIE, New Zealand Police and Sport New Zealand.

The focus of the Observers' Programme was to share key operational information relating to the delivery of AC36, including key learnings and transfer of knowledge for future events in the following areas:

- the delivery of a Major Event between the Host City and Event Owner, including key command and control functions
- key site infrastructure, temporary builds and site layouts
- key operational challenges and learnings, particularly within a COVID-19 environment
- Host City festival and campaigns to add value over the duration of the event.

The infrastructure assets, such as the Major Events Operations Centre (MEOC) and On-site Operations Centre (OSOC) were in place and key personnel were available to dedicate their time to share their insights from the ACWS/Christmas Cup and PRADA Cup events with the participants.

Speakers included:

- ACE: Steve Dunbar, Chief Operating Officer and John Dawson, Stakeholder Relationship Manager
- Auckland Unlimited: Steve Armitage, General Manager Destination, and members of the AC36 Project Team: Jo Coleman, Senior Project Manager, Anika Forsman, Marketing & Communications Manager and Brad Pivac, Event Activations Lead
- MBIE: Susan Sawbridge, Manager, Major Events.

Positive feedback was received from participants who attended the Observers' Programme, who said it was very beneficial for their planning.

²⁴ The programme took place on a non-race day because all delivery agencies had operational requirements on race days.

Table 5: Lottery Grants Board AC36 Community Benefits recipients in 2018 and 2019

ORGANISATION/GROUP NAME	GRAND TOTAL	ANTICIPATED OUTCOMES
Devonport Business Association	\$28,037	To provide a better visitor information service to Devonport visitors and better connect them with the AC36 Cup experience. Provide info on vantage points, public amenities, transport options, tours, dining options, beaches, as well as providing information on the AC36 Cup event itself.
Far North Holdings Limited	\$92,000	(1) the construction of a new 18-meter gangway and (2) resurfacing of a section of the existing wharf to provide access to a proposed new super-yacht / event pontoon in Opuia, Bay of Islands.
Hawke's Bay Nautical Education Trust	\$131,467	Procurement of vessels and supporting equipment to deliver water safety programmes to schools and community.
Macandrew Bay Boating Club	\$51,843	Procurement of a rescue vessel to support its water safety and "learn to sail" programmes.
Murrays Bay Sailing Club	\$189,000	Procurement of sailing and rescue vessels to support school and community 'learn to sail' programmes.
Muscular Dystrophy Association of New Zealand Incorporated	\$233,174	The purchase of two Mercedes Sprinter vans and conversion to carry wheelchair bound passengers. These will be used in the lead up and during the Cup as a free mode of transport for people who have mobility difficulty and then utilised after the Cup by a regional Total Mobility provider.
Outboard Boating Club of Auckland Incorporated	\$341,000	Extension of 80m to the Pollard Pier to provide on-water berthing to complement existing public launching ramps. This is a widely used public launching ramp used by numerous user groups including emergency services.
Pleasant Point Yacht Club Incorporated	\$301,130	Contribution towards the rebuild of the yacht club and associated facilities that had to be demolished due to the 2010 and 2011 Christchurch earthquakes.
Queen Charlotte Yacht Club Incorporated	\$200,000	Contribution towards the rebuild of its yacht club into a multi-purpose community facility, connecting local population with the America's Cup.
Regional Facilities Auckland Trust	\$794,420	Re-development of the <i>Blue Water Black Magic</i> Exhibition located at the New Zealand Maritime Museum.
Royal New Zealand Coastguard Incorporated	\$9,810,695	Procurement of 26 purpose-built vessels to be used in the 36th America's Cup, and then distributed to Coastguard units nationwide.
Sea Cleaners Trust	\$2,092,847	Procurement of (1) six vessels to clean the Hauraki gulf and other marine areas (and respective safety equipment), (2) 250,000 reusable bottles to prevent pollution during the America's Cup events, and (3) hydration stations for the America's Cup Village ²⁵ .
Te Mahurehure Cultural Marae Society Inc.	\$3,726,692	Development of a facility engaging school and public groups in learn tikanga waka, celestial navigation and contemporary sailing and navigation arts, while engaging them with the upcoming 2021 America's Cup.
The Naval Point Club Lyttelton Incorporated	\$107,695	The purchase of a commercial caravan to be used as a senior citizen-operated mobile information centre in the Devonport area during the 2021 America's Cup.
The Wish for Fish Charitable Trust	\$1,500,000	Project Noah: procurement of a purpose-designed vessel for its sailing trips to enable individuals with a physical or mental disability, illness or financial hardship to enjoy the pleasures of the ocean, fishing in particular.
Worser Bay Boating Club Incorporated	\$400,000	Contribution towards development of Te Wharekura o Waka Tuaeone The Wellington Boat & Beach Wise Education Centre in Seatoun, Wellington.
GRAND TOTAL	\$20,000,000	

25 Page 73 of the *America's Cup Event Limited Final Event Report* notes only boats and hydration stations were delivered due to COVID-19

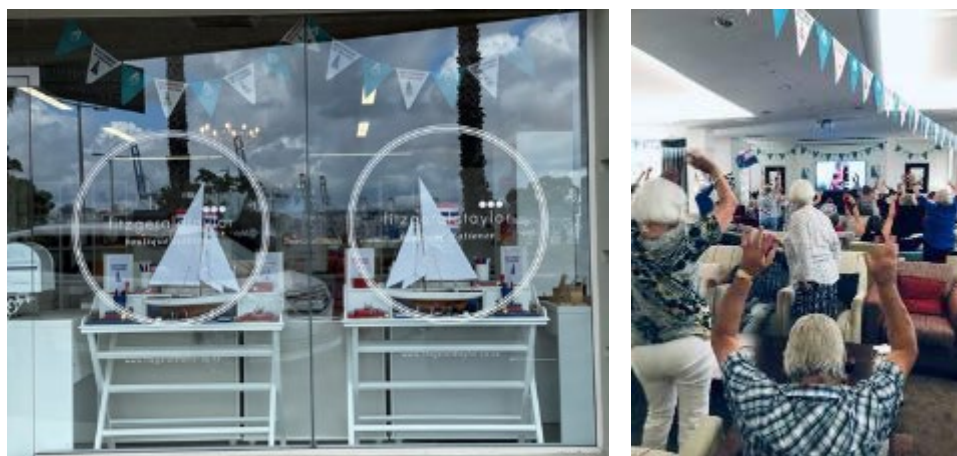
6.6 Tāmaki Makaurau Auckland activations

6.6.1 Community and business toolkit and engagement

As part of its programme to wrap activity around AC36 to provide more opportunities for Tāmaki Makaurau Auckland and visitors to participate in other activity happening throughout the region and broaden the spread of and engagement with AC36, Auckland Unlimited led the development of an online toolkit for businesses and the community with content and resources designed to help users plan and leverage AC36. A range of agencies and organisations provided input to create a 'one-stop-shop' of information and tools spanning regulatory information, accessibility, marketing and promotion, business dressing and key event information.

A suite of themed items was created which could be purchased without breaching the Major Event Management Act (MEMA). This included bunting, posters, coasters, window decals, counter stands and ceiling hangers. While the toolkit was designed for both business and the community, the uptake from the community was particularly pleasing with, for example, a number of retirement villages using the dressing and bunting.

Figure 30: Example of resources developed for the activation programme



The AC36 business and community toolkit website had 112,000 visitors between August 2020 and March 2021, with a total of 136,000 sessions and an average time on page of 3:09 seconds. The 'Race Ready for Business' store sold more than 1,700 items, with the most popular item being bunting.

More detail on the programme can be found in the *36th America's Cup Hosts' Operational Delivery Report*²⁶.

²⁶ *36th America's Cup Hosts' Operational Delivery Report*, collated by MBIE and Auckland Unlimited on behalf of Crown and Council agencies, August 2021.

Figure 31: Example from the Business and Community toolkit

6.6.2 Volunteers

Volunteer programmes are an integral part of any major event and provide opportunities for people to participate in events and fulfil valuable roles engaging with the public.

There were three volunteer programmes for AC36, two were run by ACE to cover the America's Cup Village (ACV) volunteers – Kaihāpai and an on-water marshalls' programme, and one was run by Auckland Unlimited (City Skippers) to provide support outside the village and at key vantage points and Summernova Festival activations.

All up more than 1,000 people volunteered throughout the event period across the three volunteer programmes, providing a range of support including public information, wayfinding, crowd counting, crowd management, Host City activations support, and on-water course and spectator fleet management.

Figure 32: City Skippers' Volunteers

Tū Mai

A key area of activity for the 2021 Māori Outcomes Programme²⁷ was to create a positive visitor experience of Tāmaki Makaurau and to showcase mana whenua and Māori culture and identity through the AC36 event.

Across the City Skippers (City and Auckland Unlimited) and ACE village volunteers more than 700 volunteers were trained via the Tū Mai programme. The intent of the training module was to embed the unique Māori values of Tāmaki Makaurau and increase awareness of, and engagement with, Māori culture for city volunteers and visitor hosts to create the best visitor experience in the world.

6.6.3 Events and Festivals

Summernova Festival

The Summernova Festival Series was a regional events programme in Tāmaki Makaurau designed to ensure the wider community felt part of AC36 and benefitted from Tāmaki Makaurau Auckland being the Host City, even if their location was not close to the action.

Developed by Auckland Unlimited, as part of the Auckland Council group's Host City activations' programme, the Summernova Festival was a new addition to Tāmaki Makaurau Auckland's summer events calendar, designed to wrap around the activity of AC36 by providing a funding and marketing platform for event organisers, business and community associations, and tourism attractions to host events throughout the region during the summer of 2020/2021.

Summernova Festival comprised of 23 events and activations all over Tāmaki Makaurau Auckland spanning art, culture, sports, sustainability, music, street performance, food and more. It attracted more than 70,000 unique attendees. The events and activations that formed part of the Summernova Festival are shown in Table 6.

Figure 33: Summernova collateral



²⁷ A bespoke 2021 Māori Outcomes Programme, funded through Auckland Council, was developed by Auckland Unlimited in partnership with mana whenua and Māori entities to create benefits for mana whenua and Māori businesses throughout AC36.

Table 6: Summernova Festival 2020 – 2021 Events

EVENT	LOCATION	DATES
119th Helensville Show	Helensville Show Grounds	27 February 2021
Auckland Arts Festival	Aotea Square	25 March 2021
Faraday Festival	Faraday Street, Parnell	26 February 2021
Summernova at Howick Historical Village	Howick	1 December 2020 – 31 March 2021
Island time	Motutapu Island	27 – 28 March 2021
L.A.B Concert	Mount Smart	27 March 2021
Livefit Festival	Trusts Arena	10 – 11 April 2021
Love Your Maunga Ki Maungauika 2021	Maungauika/North Head	December 2020 – March 2021
Kia Kotahi Race Days at Takaparawhau	Takaparawhau/Bastion Point	March 2021
Race Days By The Sea	Devonport Waterfront	5 – 14 March 2021
RNZYS 150th Anniversary	Various	December 2020 – March 2021
Satellite Show of Toi Tū Toi Ora	Britomart	September 2020 – March 2021
Seaport Festival	Captain Cook Wharf	31 January 2021
Morning People	Waiheke Island	February – April 2021
Social Ritual Fitness Series	Various	February – March 2021
Summer in the Square	Aoetea Square	11 December – 27 February
Sunsetter Food Wine and Music Festival	Smales Farm	13 February 2021
Sustainable Coastlines	Various locations around Tāmaki Makaurau harbour	13 March – 27 March 2021
The Food Truck Collective	Britomart	12 February 2021
Waterbourne	Takapuna Beach Reserve	27 February – 21 March 2021
Young at Art	Various	21 March – 12 April 2021

Note: some events were impacted because of COVID-19 Alert Level changes.

Figure 34: Examples of collateral from Summernova partners

Sustainable Coastlines

Sustainable Coastlines is a New Zealand-wide charity that coordinates and supports large-scale coastal clean-up events, educational programmes, public awareness campaigns and riparian planting projects. Sustainable Coastlines was an event partner in Auckland Unlimited's Summernova Festival activations, which included education stations at Maraetai Beach (one of which coincided with a race day using Course E nearby), public workshops on topics ranging from sustainable fashion and zero waste cooking to beach clean-ups (with more than 1,050 Aucklanders engaged and 4,750 litres of litter collected).

The Sustainable Coastlines partnership contributed to both **Place** (by contributing to the sustainable transformation of our water) and **Participation** objectives.

Figure 35: A Sustainable Coastline beach clean-up in Tāmaki Makaurau



Te Pua

The Auckland Unlimited's 2021 Māori Outcomes working group contracted Fresh Concepts to deliver entertainment and activity at Silo Park, Te Pua.

The process started in June 2020, with the view of creating a vibrant and accessible series of activities and markets to celebrate mana whenua, Māori, Tāmaki Makaurau and Aotearoa on the global stage.

The activity was finally signed off by ACE in February 2021, with the activity being reduced from an original 18 days, down to the weekend of the 13th and 14th of March 2021.

A number of factors disrupted the process of delivery, including communications with ACE and COR, as well as COVID-19 and the uncertainty it placed on both the sailing and on-shore events.

The name Te Pua was put forward to mana whenua for approval and was agreed as the name for the proposed activity at Silo Park. The Te Pua artwork created by Charles and Janine Williams, (Charles *Ngāti Kahungunu, Ngāi Tūhoe, Ngāti Tūwharetoa, Ngāpuhi* and Janine *Ngāti Whātua o Kaipara, Ngāti Pāoa*).

Figure 36: Examples of Te Pua marketing and promotion

Once final sign off had been received from ACE, Te Pua had a three-week lead-in time to be organised during which there was a further lockdown period in Auckland due to COVID-19.

The weekend's activities included live entertainment, market stalls, food vendors, waka carving, weaving, mirimiri hauora lounge and children's games. Overall, Te Pua proved to be very popular with large crowds visiting over the weekend. Despite crowds of up to 5,000 per day, offerings from the market stalls were targeted more at an international audience which was noticeably absent because of COVID-19 and the associated border restrictions.

A comprehensive marketing campaign was implemented for Te Pua, including:

- a take-over of the Silo Park website
- Facebook events were created, along with regular posts and paid promotion to raise awareness.
- Eventfinda listings
- Summernova website listing
- comprehensive radio campaigns with Mai FM, The Hits, Flava & ZM FM
- marketing support from Eke Panuku
- further social media support from Auckland Unlimited channels.

Outside of the Te Pua weekend, Fresh Concepts²⁸ also delivered artists and groups on New Year's Eve 2020, as part of a separately funded activity from Auckland Unlimited, as well as five additional Māori kai stalls at various times in the ACV on a number of race days throughout the summer.

6.7 Lessons learned and recommendations - Participation

The key lessons learned and recommendations for future events from a **Participation** perspective were:

- to ensure the incorporation of schools' programming aligned to key Government initiatives that are enduring beyond the event lifecycle is taken into account, this should be agreed as part of the project initiation, and should include a commitment to funding for their development and implementation. Suggested content includes:
 - the Kōkōkaha schools' programme built into the Host agreement with established parameters to secure talent, marketing support and agreed commercial opportunities to maximise engagement with a nationwide schools' programme
 - the development of the wider RŪNĀ schools' programme being built into the Host agreement for delivery

²⁸ The Māori consultancy contracted by Auckland Unlimited to deliver entertainment and activity at Silo Park during the America's Cup Match

- an Education for Sustainability showcase being built into the Host agreement and delivered across the event with dedicated space, funding and volunteer support to be provided.
- Sport New Zealand has initiated a project to :
 - establish a "learning through major sports events" framework for designing schools' programmes aligned to major sporting events
 - establish a consistent "service design" methodology for developing these schools' programmes
 - establish an "aligned, quality focused, promotion and implementation" approach.
- This framework, design methodology and promotion approach should be used for schools' programmes that are aligned to major sporting events.
- Utilisation of assets nearby to key major event sites should be maximised. An example of this for AC36 was the underutilisation of the New Zealand Maritime Museum for learning activities and coordination of schools' visits between the Museum and the America's Cup Village.
- The inclusion of broader sustainability outcomes as integrated delivery outcomes, and positioning environmental sustainability and behavioural change as a centrepiece for events, with event organisers showing leadership and championing a collective call to action to improve the health and prosperity of the local area (such as the Hauraki Gulf and Waitematā Harbour for marine events in Auckland).
- RNZYS want to consider inclusion of the J-Class, Superyacht and Youth America's Cup as official events, as part of America's Cup event series.
- Māori outcomes need to be a fundamental part of any future event concept and negotiation, so that an Event Delivery agency incorporates Māori outcomes in core event design and planning and allocates sufficient budget to it. A close working relationship between mana whenua of Tāmaki Makaurau and the Event Delivery agency is required from the outset.

7. OBJECTIVE 4: STORYTELLING

The agreed programme outcome for **Storytelling** was **that the rich cultural and voyaging history of Tāmaki Makaurau and Aotearoa are shared and valued.**

The storytelling goal was to deliver authentic and powerful stories of and about our people, business, place, history and future both domestically and internationally. The legacy goal was to ensure our voices are reflected.

7.1 Programme Highlights

Table 7 provides a summary of the leverage and legacy projects that were planned and delivered under the **Storytelling** objective. Projects undertaken under **Storytelling** can deliver to more than one Strategic Objective.

Table 7: Summary of Storytelling projects

PROJECT NAME	LEAD PARTIES	PROJECT STATUS
Storytelling – National		
Rock the Dock Campaign	Tourism New Zealand	Delivered March 2021
Media and social media campaign –Italy	MFAT	September 2020 – March 2021
Storytelling Tāmaki Makaurau		
Summer campaign – Summernova and America's Cup America's Cup "Race ready" campaign	Auckland Unlimited	October 2020 – April 2021
Storytelling – Māori and mana whenua		
Māori identity and te reo	Auckland Unlimited 2021 Māori outcomes	October 2020 – April 2021
Tū Mai	Auckland Unlimited 2021 Māori outcomes	November – December 2020
Cultural markers	Multiple	Ongoing

7.2 National campaigns

7.2.1 Rock the Dock campaign

With COVID-19 impacting the level of international visitation for AC36, Tourism New Zealand (TNZ) re-focused its leverage of the America's Cup to create a key media moment to keep Aotearoa New Zealand top of mind and in the consideration of the global audience.

Sir Rod Stewart was commissioned to provide a recorded performance of *Sailing*, which was played at the America's Cup Village and fan zones and which was also broadcast on TVNZ's race-day coverage on 13 March 2021.

TNZ partnered with Auckland Unlimited, and engaged Ngāti Whātua Ōrākei, who gifted a translation of *Sailing* in te reo Māori. The stage programme included Aotearoa New Zealand singer Allana Goldsmith (who was involved with the Summernova Festival activation) who performed a number of songs, some of which were in te reo Māori.

Figure 37: Rock the Dock on the main screen in the America's Cup Village



Figure 38: Image from Social Media campaign: Rock the Dock with Rod Stewart



The campaign across all channels reached 135 million people and the PR coverage generated \$3.7 million equivalent advertising value (EAV). The activation received strong coverage in domestic and international media, particularly in key markets of focus in New Zealand, Australia, the United Kingdom and the United States.

TNZ has detailed breakdowns of the campaign statistics and engagement levels across social media channels. Social Media engagement and sentiment was very positive overall across the following social channels: Tourism NZ, Auckland Unlimited, America's Cup and Rod Stewart's own social channel.

Paid media reached 801,000 and proactive PR/media reached 129,698,586.

TVNZ broadcast the performance live on Saturday 13 March 2021 and audience reach was 753,600, with the audience share in 5+ sitting over 73%.

7.2.2 Media and Social Media Campaign – Italy

As the planned programme of leveraging activity, including public diplomacy events and a proposed state visit to Aotearoa New Zealand by the Italian President was not able to go ahead due to COVID-19, the New Zealand Embassy efforts in Italy turned to attracting media coverage and social media engagement to raise the profile of the event in Italy and to deliver key relationship messages.

A close relationship was established with Fabio Pozzo from La Stampa and Giulio Guazzini from state TV broadcaster in Italy – RAI. Pozzo published a preview interview with the Italian Head of Mission (HOM) in September 2020 and travelled to Aotearoa New Zealand for the Match in 2021. Guazzini interviewed the HOM in October 2020 and the HOM joined the commentary team during the event series. The programme on the Italian state broadcaster had 0.5 million viewers.

The social media campaign, "La Mia Coppa America" took place over two months and included contributions from Prime Minister Jacinda Ardern, Auckland Mayor Phil Goff and AC36 Skippers Max Sirena (Luna Rossa Prada Pirelli Team) and Sir Ben Ainslie (INEOS Team UK). The most high-profile videos were posted on race days and were complemented with video content showcasing the bi-lateral relationships, innovation and the marine sector. Collectively, content generated 110,000 views.

Overall, the campaign provided a useful hook for Aotearoa New Zealand's advocacy efforts and helped expand Aotearoa New Zealand's profile in Italy – generating significant interest and goodwill – with a focus to support the promotion of the Aotearoa New Zealand marine sector in Italy.

7.3 Tāmaki Makaurau campaigns

7.3.1 Summer campaign - Summernova and AC36

Auckland Unlimited led the development and implementation of a six-month marketing campaign which promoted the Cup and the Host City activations series, the Summernova Festival.

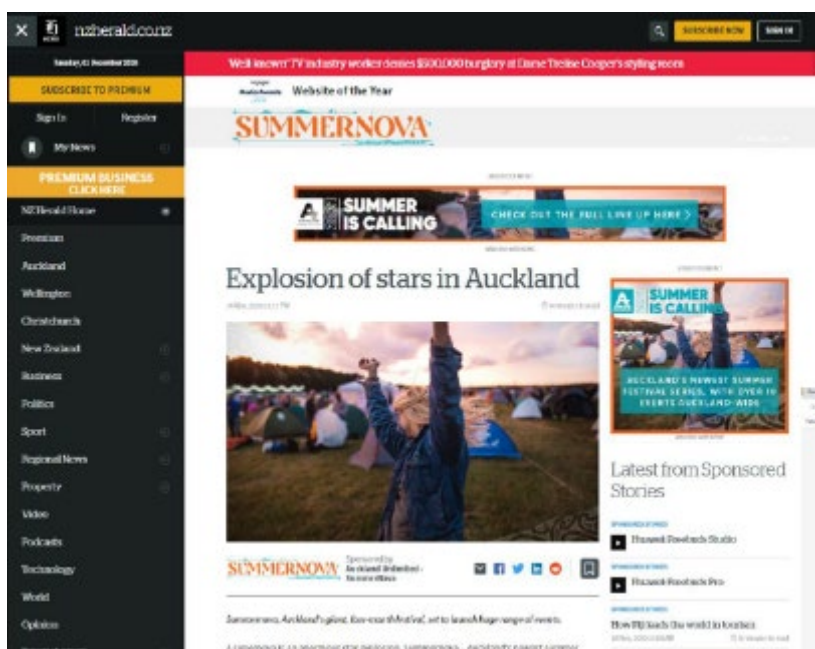
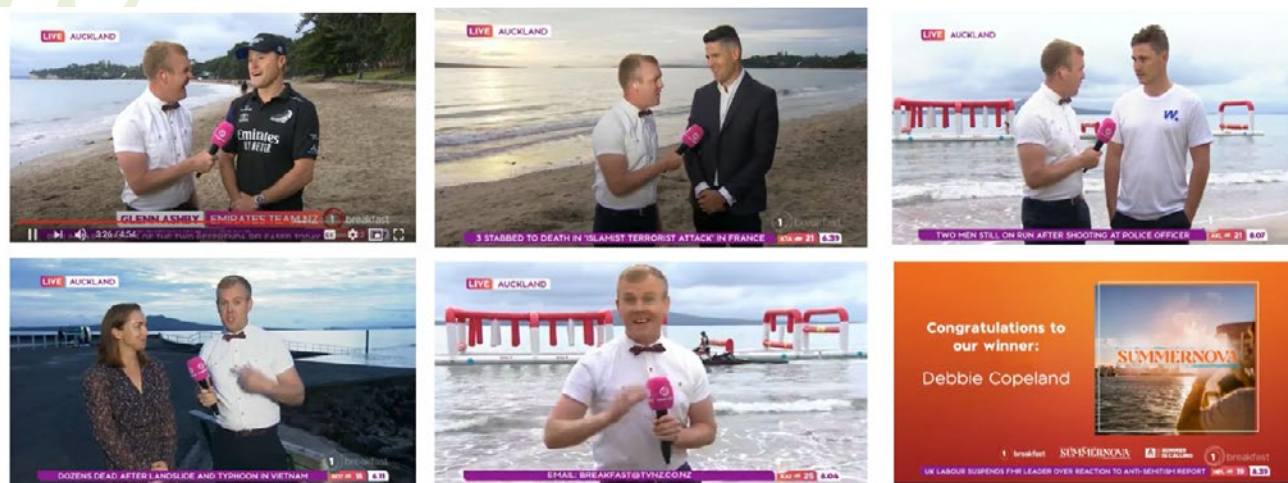
The Summernova Festival was the hero of the domestic campaign for the Host City. The other element was the America's Cup racing itself. Tactics and activity within the campaign aimed to leverage the overarching Tāmaki Makaurau Auckland destination proposition, highlight the breadth of the Summernova Festival line-up and particular stand-out events, and draw on the excitement of the racing amidst everything else Tāmaki Makaurau Auckland had to offer.

The campaign gained more than 24 million digital impressions across the activity, 138,000 views of the content created and reached an audience of 13.4 million across radio and Spotify.

The summer campaign hero video, which utilised the backing track of 'In the Air' by L.A.B, one of the concerts within Summernova Festival, was viewed more than 4 million times and ran as a commercial during the TVNZ America's Cup broadcast period. The Summernova Festival generated more than 130 pieces of earned media coverage.

Based on research undertaken as part of the campaign evaluation, by the end of the campaign 44% of survey respondents were aware of Summernova Festival, and 72% agreed Tāmaki Makaurau Auckland was the ideal place to take a short break over summer.

Figure 39: Summernova campaign examples



7.3.2 America's Cup "Race ready" campaign

A range of video and written content was created by Auckland Unlimited in the lead up to, and throughout the event period. This included a five-part video series developed to drive awareness of and engagement in AC36, highlighting key people and stories related to the programme pillars of **Place** (sustainability), **Economic wellbeing** and **Participation**.

Videos were shared across B2C and B2B channels depending on content and were successful in terms of reach, impressions and thru-plays.

A nine-part video series with content creator, Brodie Kane, 'Auckland's Summer of Sailing' campaign was also developed to encourage participation. This included stories related to getting around during the events, driving use of public transport; how to watch on-land; how to watch on-the-water; the history of the Cup and 'Sailing 101'; City Skippers' volunteering programme; Summernova and 'Meet the Challengers'.

Additionally, the videos were a vital tool in securing Hosts' storytelling and media coverage, forming the basis of several media pitches throughout the event period.

Race Ready videos reached 85,000 people, earning 182,771 impressions. Race-day social media updates reached 129,060 people on race days between December 2020 and March 2021.

The 'Auckland Summer of Sailing with Brodie Kane' campaign reached 77,000 people, earning 166,000 impressions and a total of 43,500 thru plays.

Figure 40: Tāmaki Makaurau Auckland's Summer of Sailing campaign with Brodie Kane



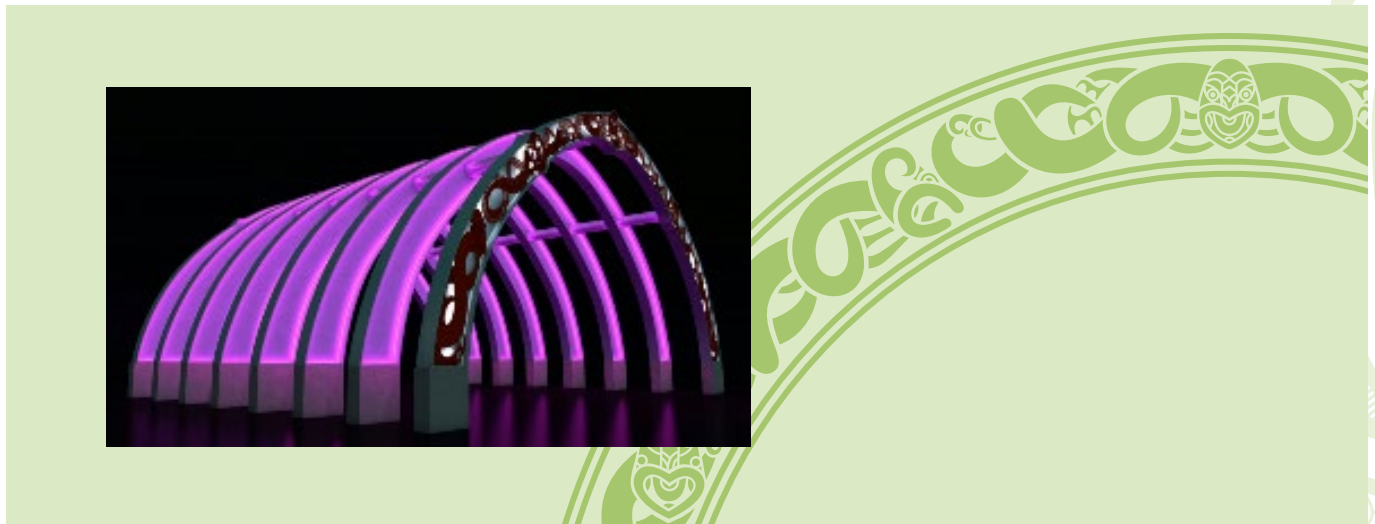
Further information on the Summernova and 'race-ready' campaigns, including campaign evaluation, is available in the *36th America's Cup Hosts' Operational Delivery Report*.²⁹

7.3.3 Māori identity and Te Reo

A key deliverable of ensuring our voices under the **Storytelling** pillar was the use of te reo and imagery in broadcast and marketing collateral.

A special brand and visual identity for Tāmaki Makaurau Auckland was developed by Auckland Unlimited, in partnership with mana whenua, and was intended to unite what was meant to be an unprecedented year of events for Tāmaki Makaurau Auckland in 2021. The ongoing impacts of the COVID-19 pandemic meant many of the events scheduled for 2021 were postponed and shifted to other years, which resulted in an even stronger focus on AC36.

Figure 41: The tomokanga developed by Katz Maihi (left) and the digital tomokanga motifs used in collateral (right)



²⁹ *36th America's Cup Hosts' Operational Delivery Report*, collated by MBIE and Auckland Unlimited on behalf of Crown and Council agencies, August 2021.

The concept of a tomokanga (a gateway) in the Viaduct Harbour area, which in Māori culture has a meaning of 'calling' people to a significant site, was discussed in early 2020. Katz Maihi, *Ngāti Whātua o Ōrākei, Ngāti Whātua ki Kaipara, Tainui, Te Waioua and Ngāpuhi*, a renowned mana whenua artist, designed the tomokanga based on the 19 iwi of Tāmaki Makaurau.

While a physical tomokanga was not able to be realised, a digital tomokanga was developed, along with supporting Māori motifs derived from the tomokanga. In line with the idea of 'calling', a tagline for the brand and visually identity was adopted utilising '...is Calling' across the Host City campaign work.

These designs were used throughout the city and venue dressing, flags and public artworks. A key aim of city dressing was to deliver an impressive and beautiful visual backdrop across the region to enliven the event experience for spectators, visitors and residents.

Figure 42: Images of brand use in physical collateral



Additional America's Cup Village branding highlights developed by the Host City such as 'Tāmaki Makaurau Auckland' and Māori motifs were added across the top of the gantry which enhanced the aerial shots for the broadcast (Figure 44).

Likewise, a special temporary public artwork was added to one of the silos and used the te reo translation of the 'Auckland is Calling' campaign messaging. Designed by artists Charles and Janine Williams, who had also been commissioned to do the artwork on Te Pou, the artwork on Silo 117 drew inspiration from Silo Park and the voyaging history of Aotearoa. The artwork was designed to tie in the narrative elements of Te Pou by using birds, in this case ocean birds, and an image of a waka to highlight the navigation theme. To tie back into the overarching campaign message, 'Auckland is Calling' was translated into te reo: 'Tāmaki Makaurau, tō ake ao – karanga rā' (Figure 43).

Figure 43: Tāmaki Makaurau, tō ake ao – karanga rā' on Silo 117**Figure 44: Dressing on the Silo Park gantry with Te Nukuao by Tessa Harris in the background**

Hosts also worked with the Event Deliverer to develop a broadcaster manual and ensure racing commentary reflected Tāmaki Makaurau Auckland and Aotearoa New Zealand's bicultural identity, Māori culture and language. In addition, Ngāti Whātua Ōrākei worked with the TVNZ lead host Scotty Morrison on the AC36 broadcast, and with the broadcaster on images, designs and kapa haka sounds (provided by Ngāti Whātua Ōrākei artists Atakatera Maihi and Te Pou Whakairo kapa haka members).

7.3.4 Tū Mai

A key aspect of telling our stories was the Tū Mai, the Auckland Ambassador programme for AC36 volunteers which was part of the 2021 Māori Outcomes Programme³⁰. The intent of the training module was to equip volunteers with the unique Māori values of Tāmaki Makaurau to create the best visitor experience in the world. Stories, photography and video assets and content were created which have a legacy benefit for the city and for future events.

Over 700 people received Tū Mai training across the City Skippers' (City and Auckland Unlimited) and ACE village volunteers and biosecurity ambassadors.

An evaluation of the cultural identity is provided in the *36th America's Cup Hosts' Operational Delivery Report*³¹.

30 The 2021 Māori Outcomes Programme was developed by Auckland Unlimited in partnership with mana whenua and Māori entities to create benefits for mana whenua and Māori businesses throughout AC36.

31 *36th America's Cup Hosts' Operational Delivery Report*, collated by MBIE and Auckland Unlimited on behalf of Crown and Council agencies, August 2021.

7.3.5 Cultural markers

The rich voyaging history and stories of Tāmaki Makaurau and Aotearoa are told in the artworks developed in collaboration with Māori artists which resulted in a number of visible cultural markers as a legacy of the development undertaken for AC36 (see Section 4.2.6).

Reuben Kirkwood drew on puhoro kāhui (the ebb and flow of the tide) for his design on the new breakwaters, te waka o rangi whetū (the stars used to guide waka hourua at sea) for his surface design on the Silo Park extension and ngā whakarare tīpona (lashing and binding of knots on waka) for the surface design in Hamer Street.

Tessa Harris drew on waka hourua sails as the design driver for the shade structure Te Nukuao in Silo Park.

In 2020, Graham Tipene, *Ngāti Whātua Ōrākei*, designed Te Mata Topaki (meaning 'to hover over the headland'), an extension of the Viaduct Harbour wharf to represent a taurapa (the stem of a waka) lying on its side.

The name Te Pou (gifted to New Zealand House by Ngāti Whātua Ōrākei) is derived from Te Pou Herenga Waka – the waka mooring post. It acknowledges the rich waka and seafaring history of Tāmaki Makaurau and the Waitematā, where many ancient Māori waka once traversed and moored near the current Auckland CBD and waterfront site.

Te Pou and Silo artists Charles and Janine Williams also drew on the narrative elements of ocean birds and to highlight navigation included an image of a waka for the Silo 117 artwork (see Section 7.1.5).

These artworks build on the legacy of artworks created in the Viaduct Harbour and Wynyard Quarter over the past twenty years and provide an enduring record of the stories of Tāmaki Makaurau. The story of these artworks is told in an Auckland Art Gallery publication *Te Paparahi, Toi Māori, Walks in the City*.³²

Auckland Unlimited also profiled the work of mana whenua involved with delivering AC36, highlighting the role mana whenua played right from the development of the infrastructure through to the art, use of te reo in the wayfinding and other activation in the Cup Village (Figure 45).

Figure 45: Auckland Unlimited digital promotion



³² *Te Paparahi, Toi Māori, Walks in the City*, Te Kaunihera o Tāmaki Makaurau, Auckland Council, 2021.

7.4 Lessons learned and recommendations: Storytelling

The key lessons learned and recommendations for future events from a **Storytelling** perspective were:

- In a COVID-19 environment, with a lack of international media present in Aotearoa New Zealand during the event period, a digital presence on broadcast is essential to establishing a global position and Host agencies have to be creative in how they engage with international audiences. Both Tourism New Zealand and the Ministry of Foreign Affairs and Trade undertook social media campaigns to engage with offshore audiences. Tourism New Zealand had to pivot several times on creative planning for delivering 'Rock the Dock' within changing COVID-19 Alert Levels in Auckland during the America's Cup period.
- For future events, Hosts should negotiate to have stronger input into and influence over the broadcast content so as to be able to incorporate stories beyond sports, and include things like aerial footage of the on-land activations. For AC36, little footage of the ACV from the air was included in the broadcast because of the lag in time between dock-out and racing taking place.
- Where content marketing and social media is a priority for a future event, it is recommended that creating event-specific social media channels, including a dedicated digital and social media resource to develop the strategy and content in the pre-planning and throughout the event period would help to maximise online engagement and communications.
- While te reo was able to successfully be used by Hosts in their collateral, it was not able to be deployed digitally on the course boundaries during the international broadcast. It is recommended that for future events this is included as a specific rights requirement, as part of the event agreement.



8. SUMMARY OF LESSONS LEARNED AND RECOMMENDATIONS

Project highlights and successes across the leverage and legacy programme include:

- The delivery of significant legacy infrastructure on the Tāmaki Makaurau Auckland waterfront, and the related best practice, on time, under budget and with zero harm to the environment or people.
- A successful national education programme led by Yachting New Zealand, securing financial support through MBIE's "Unlocking Curious Minds" funding programme.
- Strong partnerships with mana whenua to showcase Māori artists in the infrastructure, use of te reo and cultural iconography and Māori producers showcasing local food and beverage at Te Pua and through the project delivery of Te Pou New Zealand House.
- Successful Host and business partner engagement as part of the Emirates Team New Zealand guest programme.
- Offshore opportunities to showcase the marine industry and raise the profile of the 36th America's Cup in Aotearoa New Zealand were maximised in the lead-up to the event.
- Strengthened environmental and biosecurity messaging, and public engagement on the significance of the Hauraki Gulf Marine Park.
- Maximising social media campaigns to deliver domestic visitation, engage audiences online and position this event globally in the new COVID-19 setting.

The overall, AC36 high-level lessons learned and recommendations for future events are:

- As is the case for many events, the best results are achieved when dedicated resource (people and financial) are made available for leverage and legacy activities. AC36 was adversely affected by the impacts of COVID-19 from a planning and delivery perspective, but other than for the infrastructure created for and brought forward in time for AC36, by and large leverage and legacy activities were expected to be funded from within existing baselines. It is recommended that for future events, provision is made by Crown and Council agencies for dedicated resources to realise and maximise their leverage and legacy outcomes.
- AC36 presented a unique opportunity to deliver a powerful, collective call to action to improve the health and prosperity of the Waitematā and Hauraki Gulf, which was not able to be fully realised. The event platform had significant potential to act as a catalyst to inspire behavioural change in how New Zealanders and visitors treat our whenua and our waters. For future events, which utilise the Waitematā and Hauraki Gulf, it is recommended that specific environmental sustainability or educational outcomes are required (and embedded in the event agreements) to improve the health and prosperity of these taonga.
- The event delivery model did not have broader sustainability outcomes as an integrated delivery outcome, and Hosts had limited influence on how the Event Owner chose to profile any commitments to either environmental sustainability or educational outcomes (beyond its regulatory obligations). This is a key area for potential growth for future events to enhance the wider social and cultural value which can be derived by Hosts. It is recommended that specific social, cultural, environmental and economic sustainability outcomes be included as commitments in event contracts and that those non-financial benefits continue to be measured in any economic impact assessment of the event.

- To maximise benefits, leveraging and enhancing legacy opportunities through any major events platform, Aotearoa New Zealand and the Host City must identify dedicated budget and resources to support achieving these ambitions at the project initiation stage, and design these into the relationship (and contract) with the Event Deliverer from the outset.
- In particular, leverage and legacy projects are dependent on communications and marketing platforms and require dedicated budget and resources. For future events, if Hosts' want to amplify the environmental behavioural change, it would be beneficial to have a centralised, dedicated investment in marketing and public relations to contribute towards this desired outcome. Having dedicated resource and online and social platforms is equally important for a range of other critical activities, including marketing and promoting the event itself, promoting the cultural events developed to enhance the visitor experience and for public communications around the event.
- Having a less complex governance structure is recommended – a theme which is echoed across all AC36 post-event reports.
- The importance of best practise contracting is critical – with clarity on roles and responsibilities and the standard expected of deliverables – including specific reference in the case of leverage and legacy to ensuring mana whenua are engaged in the process for the outset.
- In future, it is important to include the environmental and cultural best practice models established by the Wynyard Edge Alliance for future infrastructure builds in sensitive coastal and marine environments.
- The leverage and legacy framework and programme structure should be simplified for future events. For example, one working group with clear objectives, parameters and roles and responsibilities is recommended.
- Establishing a framework to integrate and enhance mana whenua engagement was important. For AC36, there were mandatory forums established as part of the resource consent requirements associated with the infrastructure build, which ensured early engagement and ongoing connection for the construction work. For the wider leverage and legacy work, the Tāmaki Makaurau Mana Whenua Forum provided a very useful forum for mana whenua engagement in the early stages.
- For future events, a close working relationship between local mana whenua and the event delivery agency is required from the outset. This includes ensuring Māori businesses have an opportunity to participate in the event and in particular, in EOI and tender processes, in a timely manner.

9. CONCLUSIONS

AC36 was a very successful event for the participants, the Event Deliverer (ACE), for Tāmaki Makaurau Auckland and for Aotearoa New Zealand.

AC36 was delivered, with spectators, at a time when very few other events could take place anywhere in the world, because of the global pandemic. The broadcast made Tāmaki Makaurau Auckland and Aotearoa New Zealand look incredible the world over. There were few incidents on land or on water. As a whole, the event enhanced New Zealand's reputation as a destination and as a place to host major events.

Record numbers of people tuned in from around the world to watch the gravity-defying AC75s fly across the Hauraki Gulf, and New Zealanders came out in the tens of thousands to show their support for not only ETNZ but the visiting syndicates.

From a legacy perspective, the improvements to Tāmaki Makaurau Auckland's waterfront, specifically the Viaduct Harbour and Wynyard Quarter areas, have created attractive public spaces for residents and visitors, further improved the connectivity between land and sea, and provided facilities that can be used to host future major events. AC36 has also contributed to an increase in event delivery capacity and capability for the Aotearoa New Zealand staff and volunteers involved in the event, as well as the various public and private-sector stakeholders.

As is standard practice for major events, the Hosts (Crown and Council), were primarily responsible for the way Tāmaki Makaurau Auckland and Aotearoa New Zealand maximised the opportunities presented by AC36 to amplify the platform of the event to achieve benefits in addition to the event itself, through projects that delivered to Place, Economic wellbeing, Participation and Storytelling pillars of the leverage and legacy framework. A number of other agencies, such as Yachting New Zealand and the Royal New Zealand Yacht Squadron, and ACE as Event Deliverers, were partners in leverage and legacy.

Project success highlights included the Kōkōkaha schools' programme, building strong partnerships with mana whenua, maximising Aotearoa New Zealand's offshore opportunities to showcase the local marine industry and strengthening environmental and biosecurity messaging and public engagement, delivering social media campaigns to deliver domestic visitation, engage audiences online and through the Summernova Festival delivery and to continuing to position this event globally through achieved broadcast coverage.

The COVID-19 environment had a significant impact on the available planning time and resources to leverage and deliver the legacy ambitions for the 36th America's Cup. Some key events were postponed or cancelled and border restrictions prohibited the ambitions partners had to leverage opportunities with international visitors and media in New Zealand.

Understandably, baseline budgets were diverted to COVID-19 critical priorities, and despite the scale and complexity of the situation, organisations continued to play their significant part to ensure that the AC36 leverage and legacy activity and projects could mostly still be successfully delivered.

All events provide lessons for each party – delivery agencies, Crown, Council, other stakeholders – to learn from for future events. AC36 was no exception, and there is always a way to do things better. This report canvassed a number of these points and identified lessons learned and many of the lessons identified here will be transferable to any other event of scale. However, it is important that these lessons learned should be considered in the context of an event that was successfully delivered, with audiences during a complex and challenging international pandemic.

APPENDIX A: LEVERAGE AND LEGACY FRAMEWORK

AC36 Leverage Plan

Programme Outcomes	Place	Economic Wellbeing	Participation	Storytelling
<p>To accelerate the sustainable transformation of our communities, our water and our whenua</p>	<p>To maximise the opportunities to strengthen and profile sustainable destination management, whilst promoting positive environmental outcomes.</p>	<p>Creating shared benefit through connection, innovation and trade</p>	<p>Every New Zealander has opportunity to participate in and celebrate the America's Cup</p>	<p>The rich cultural and voyaging history, of Tāmaki Makaurau and Aotearoa are shared and valued</p>
<p>Leverage Goals</p>	<p>Protect and enhance the natural environment:</p> <ul style="list-style-type: none"> • Biosecurity Ambassadors andkaitiaki ^{L M*} (AKLC) • Kāwau Island conservation Project ^{L M*} (RNZYS/AKLC) • Waterfront Biosecurity Infrastructure ^{L M*} (AKLC) • Sea Cleaners/ Ngātī Whātua / ETNZ partnership project ^{L M*} • Summer visitor campaign (pest free AKL, know Before You Go, Kauri dieback) (DOC) • Ko Tatou This is us campaign – bio security (MPI) <p>Celebrating Waitematā and Hauraki Gulf:</p> <ul style="list-style-type: none"> • Harbour and Islands Summer campaign for Boaties, Islands residents and visitors 2020/21 (AKLC/DOC) • Gift to the Gulf Event – (Sustainable Business Network/AKLC) • Summer events (ATEED/event partners) <p>Celebrate - delivered so far:</p> <ul style="list-style-type: none"> • 20th Birthday of Hauraki Gulf Marine Park (DOC/HGF) ^{L M*} • 9th Birthday for Wynyard Quarter (Panuku) 	<p>Showcase - Domestic:</p> <ul style="list-style-type: none"> • GridAKL Business Lounge ^M (ATEED) tbc <p>Showcase - International:</p> <ul style="list-style-type: none"> • NZ Inc zoom with key offshore partners pre-event (NZTE/MFAT) <p>Hospitality - Domestic:</p> <ul style="list-style-type: none"> • Hosting of AKL/NZ business leaders and HNWII & key business contacts (NZTE/ATEED) • Official Host vessel ^M (NZTE) <p>Showcase/Hospitality - delivered so far:</p> <ul style="list-style-type: none"> • InvestAKL Platform (ATEED) (phase 1 delivered) • New York KEA Networker (NZTE) • New York Yacht Club Networker (NZTE) • Fort Lauderdale International Boat Show (NZTE) • Marine Equipment Trade Show (NZTE) • Monaco Yacht Show (NZTE) • Palma Superyacht Cup (NZTE) • French Business Delegation ETNZ visit (MFAT) 	<p>Educate:</p> <ul style="list-style-type: none"> • Kōkōkaha School's Programme ^{L M*} (YNZ) • 21 Day Challenge for Kids – plastic waste and environmental advocacy ^{L M*} (Young Ocean Explorers) • Kotahitanga and Black magic programme (NZMM) <p>Events:</p> <ul style="list-style-type: none"> • Bridge to Bean Rock Dinghy race (RNZYS) • City of Sails Auckland Regatta (RNZYS) • Super Yacht Regatta (RNZYS) <p>Programme:</p> <ul style="list-style-type: none"> • Tūi Mai Ambassador Programme ^{L M*} (ATEED) • City Skippers Volunteers (ATEED) • Kai Hāpai/Cup Crew Volunteer programme (ACE) • Tiaki Tāmaki Makaurau (AKLC) with Volunteer Connect project will be added, a resource for all volunteers to find the right initiative to join. (AKLC, DoC, MW) • Trophy Tour (ETNZ) • Regional fanzones (ETNZ/Regions) • Summer events (ATEED/event partners) 	<p>Celebrate:</p> <ul style="list-style-type: none"> • Tiaki Promise and 100% NZ PR campaign (TNZ) • NZ experience virtual programme (TNZ) • AKL is calling campaign (ATEED) • AC36 benefits storytelling project (ATEED) <p>Showcase:</p> <ul style="list-style-type: none"> • Intl media opportunities - NZ content (TNZ) • Marine Sector Story (NZTE) • Food and Beverage Story ^M (NZTE) • Auckland Food Story ^{L M*} (ATEED) • Mana whenua activations programme ^{L M*} (mana whenua)
<p>Leverage Activities</p>	<p>Facilities:</p> <ul style="list-style-type: none"> • Western Kiosk - (delivers on multiple leverage and legacy goals) repurpose Western Kiosk in ferry basin as a space for Mana Whenua kaitiaki and environmental education (AKLC) ^{L M*} 	<p>Showcase:</p> <ul style="list-style-type: none"> • Virtual investment showcase (NZTE/ATEED) • Bringing the world to New Zealand showcase (MFAT) • Investment summit (ATEED) 	<p>Education for sustainability showcase at village (YNZ, ATEED, ACE)</p> <ul style="list-style-type: none"> • Youth Sailors as ambassadors and have a go skippers perhaps using ET's RNZYS (YNZ/RNZYS) • Expand and sustain of RUNA schools programme YNZ, DOC, Sport NZ, MOE (National) • BIO Infographic for the gulf (DOC/MPI) 	<p>Innovation and creativity story content to be developed / Playground of Ideas (ATEED)</p> <ul style="list-style-type: none"> • Auckland a growing creative innovative city - 3D display (ATEED)
				<p>KEY:</p> <ul style="list-style-type: none"> ^L AC36 Leverage and Legacy goals ^M Mana whenua desired outcomes [*] Partial Funding secured ⁽⁾ Multi-partner strategic lead

Hosts' Rights and Benefits (linked to AC36 Leverage Plan)

Programme Outcomes	Leverage Goals	Place	Economic Wellbeing	Participation	Storytelling	
		<p>To accelerate the sustainable transformation of our communities, our water and our whenua</p> <p>To maximise the opportunities to strengthen and profile sustainable destination management, whilst promoting positive environmental outcomes.</p>	<p>Creating shared benefit through connection, innovation and trade</p> <p>To showcase business, trade and investment (with a focus on leading edge technology and innovation) both domestically and internationally.</p>	<p>Every New Zealander has opportunity to participate in and celebrate the America's Cup</p> <p>To develop opportunities for national pride by engaging New Zealand - Aotearoa in the 36th America's Cup.</p>	<p>The rich cultural and voyaging history, of Tāmaki Makaurau and Aotearoa are shared and valued</p> <p>To deliver authentic and powerful stories of/about Tāmaki Makaurau and Aotearoa, our people, business, place, history and future both domestically and internationally.</p>	
		<p>Facilities:</p> <ul style="list-style-type: none"> Race Village – Wynyard Quarter (Hosting Opportunities in New Zealand House) International Media Centre 	<p>Showcase:</p> <ul style="list-style-type: none"> New Zealand House to showcase New Zealand business and trade. Ability to Host Conferences <p>Hospitality:</p> <ul style="list-style-type: none"> VIP Hospitality Programme – Domestic and International opportunities 	<p>The Events:</p> <ul style="list-style-type: none"> Free to Air Broadcasting Observer Programme Fan Zones <p>Access:</p> <ul style="list-style-type: none"> Trophy Access Access to Personnel 	<p>Marketing and Communication:</p> <ul style="list-style-type: none"> Hosts' Marketing and Comms Plan International Media Programme Event Images and Asset Library <p>Promotion:</p> <ul style="list-style-type: none"> Hosts' promotional opportunities Council to set up information points in Auckland On Water / On Land events for promotion <p>Branding:</p> <ul style="list-style-type: none"> Race Village Activations - Te Reo Race Village Activations – popups Race Village Activations – Design of Te Wero stage Branding opportunities <p>Other:</p> <ul style="list-style-type: none"> Merchandise 	
		Hosts' Rights and Benefits				Host Venue Agreement

AC36 Legacy Plan

Programme outcomes	Place	Storytelling
<p>To accelerate the sustainable transformation of our communities, our waters, and our whenua</p>	<p>Cleaning up our waters (freshwater and marine) and our islands</p> <p>A unique opportunity to focus on the mauri, cultural and environmental health of the Waitematā, the Hauraki Gulf and the waters which flow into it.</p>	<p>To tell the authentic and powerful story of our mana whenua, the rich cultural and voyaging history of Tāmaki Makaurau and Aotearoa</p>
<p>Accelerating the social & physical transformation of Auckland's waterfront</p> <p>Continuing the transformation that began in 2000 when Aucklanders turned their face to the water and towards a publicly accessible waterfront - further opening gateways to the Waitematā, Hauraki Gulf and beyond.</p>	<p>Cleaning up our waters (freshwater and marine) and our islands</p> <p>A unique opportunity to focus on the mauri, cultural and environmental health of the Waitematā, the Hauraki Gulf and the waters which flow into it.</p>	<p>Our voices are reflected</p>
<p>Infrastructure Story</p>	<p>• AC36 infrastructure – opening-up access and connection to the waterfront^M (Panuku)</p>	<p>Ensure our voices are heard long after AC36 itself is over – to celebrate our cultural heritage and the taonga of the Waitematā and the Hauraki Gulf; so that New Zealanders and visitors understand, value, and protect Te Waitematā, Tikapa Moana and beyond.</p> <p>Western Kiosk, repurpose Western Kiosk in ferry basin as a space for Mana Whenua kaihiaki and environmental showcase and education hub^M (MWW/AKLC)</p> <p>Explore:</p> <ul style="list-style-type: none"> • Cultural Centre Feasibility Study^M (ATEED/Auckland Design Office/Panuku)
<p>Environmental Story</p>	<p>Creating a robust infrastructure to promote and facilitate environmental protection with:</p> <ul style="list-style-type: none"> • Daldy St Outfall – improved water quality^M • Sealink Fox Drain – improved biosecurity • Waterfront Biosecurity Infrastructure^M e.g. kauri dieback (AKLC) <p>Protecting and restoring our sea-beds through:</p> <ul style="list-style-type: none"> • Mussel reef restoration^M (Ngati Whatua Orakei, TNC, Revive our Gulf, UoA, MPI, DOC) • Regenerative ocean farming providing ecosystem services^M (AKLC, Port of A, MPI, TCN) <p>Developing our marine biosecurity capability through innovation:</p> <ul style="list-style-type: none"> • Engagement programme for international recreational skippers and domestic boating & yachting clubs and communities^{L,M} (MPI/AKLC) • A long term conservation and tree planting project on the RNZYS owned property on Kawau Island^{L,M} (RNZYS) 	<p>Kaitiakitanga approach adopted by Biosecurity Champions on the Auckland waterfront, a place-based knowledge developed over the millennia to sit alongside western scientific knowledge of environmental protection (Mana Whenua/AKLC).</p> <p>Connecting all volunteers' programmes in Tāmaki Makaurau, building synergies of messages across organisations and using Tū Mai a capability programme developed by ATEED to add mātauranga Māori to their training (AKLC, DOC, RNZYS, ATEED, MPI)</p> <p>Hauraki Gulf Forum, the governing body of the Hauraki Gulf Marine Park, has ambitiously increased its goals to protect the Gulf and has voluntarily decided to adopt a co-governance leadership model, a historic decision to appoint co-chairs in the spirit of partnership under the Treaty of Waitangi.</p>
<p>"Celebrate & Educate" Story</p>	<p>Fundraising campaign to support community-led action in shellfish restoration started by Auckland Foundation's Hauraki Gulf Regenerative Fund^{L,M}.</p> <p>Education:</p> <ul style="list-style-type: none"> • Kōkōhaka School's programme^{L,M} (YNZ) Runā Helps Kiwi kids to develop water skills for life while researching local history, harnessing the power of the wind, and restoring aquatic ecosystems. • 21 Day Challenge resource for primary school teachers to develop environmental advocacy^{L,M} (Young Ocean Explorers/MoE/AKLC) <p>Events to celebrate Waitematā and Hauraki Gulf:</p> <ul style="list-style-type: none"> • Harbour and Islands Summer campaign, for Boaters, Islands residents and visitors 2020/21 (AKLC/DOC) • Gift to the Gulf Event with (SBN/AKCL) • Summerova (ATEED/event partners) <p>Advocating for AC37, and other marine events, to be Zero Waste Event (AKLC, RNZYS)</p>	<p>Event to celebrate 20th Birthday of the Hauraki Gulf Marine Park (DOC/HGF)^{L,M}</p> <p>Western Kiosk – training and educational hub for Rangatahi and Māori community^{L,M}.</p> <p>Tiaki Tāmaki Makaurau, new conservation portal co-designed with Mana Whenua, which lists and promotes all conservation activity in Auckland. Volunteer Connect project will be added, a resource for all volunteers to find the right initiative to join. (AKLC, DOC, MWW)</p> <div style="border: 1px solid black; padding: 5px;"> <p>KEY:</p> <p>^L AC36 Leverage and Legacy goals * Funding needed</p> <p>^M Mana whenua desired outcomes () Multi-partner strategic lead</p> </div>
<p>Legacy Activities</p>		



