



36TH AMERICA'S CUP

PRESENTED BY

PRADA

AUCKLAND 2021

America's Cup Event Limited Final Event Report



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EXECUTIVE SUMMARY

The America's Cup is the oldest international sporting trophy and has been in existence since the first match race between the United States of America and Britain in 1851.

Emirates Team New Zealand (ETNZ) won the 35th America's Cup (AC35) as the representative of the Royal New Zealand Yacht Squadron (the RNZYS) in 2017. The RNZYS subsequently appointed ETNZ to conduct the defense of the 36th America's Cup (AC36) to take place in 2020/21.

America's Cup Event Limited (ACE) was formed to plan and deliver the 36th America's Cup Event presented by PRADA (AC36) on behalf of the Defender Emirates Team New Zealand (ETNZ) and the Challenger of Record (COR).

The AC36 comprised of three Regattas: The America's Cup World Series (ACWS) - 17-20 December 2020; The PRADA Cup - 15 Jan - 21 February 2021; and The America's Cup Match (the Match) - 06 - 17 March 2021.

Delivery of the AC36 Event incorporated the delivery of four key work streams: On Water, On Land, Air Operations and Broadcasting.

This report provides an overview of the Event including key highlights and challenges, lessons learned and recommendations for future events.

Hosting of AC36 in Auckland was an overwhelming success - the delivery of a

"World Class International Sporting Event" was achieved and was able to be measured in a number of ways.

New Zealand's reputation as a capable host of international sporting events was enhanced by AC36. ACE, Crown, Council and COR all made significant contributions to the success of the event. The integration of contributions from the various organisations was not always smooth and seamless, and the delivery model should be reviewed ahead of any future hosting of the event.

The International Broadcast platform delivered stunning and iconic imagery throughout the world and showcased New Zealand as "the place to be" during summer 2020/21. The extensive positive international profile delivered by AC36 provided an unrivalled showcasing of Auckland and New Zealand, and will no doubt encourage international visitation, once border restrictions are relaxed.

Although international viewership numbers were not available at the time of publication of this report, early indications are that AC36 was the most watched Americas Cup ever, surpassing the viewership of the 35th America's Cup in Bermuda in 2017. The broadcast graphics displayed continued to be improved throughout all three regattas and were simply world class.

From both a domestic and international global reach perspective, a comprehensive social media platform was critical to keep AC36 connected to its global fan base. Over the three-year period since ETNZ won AC35 in Bermuda, from a base of zero, ACE has developed a social media audience of over 1 million followers across different channels. The reach and engagement tripled from that in Bermuda and the audience has doubled.

The AC36 event successfully attracted global sponsors, some of whom partnered with ETNZ. International brands including PRADA, OMEGA, Medallia, G. H. Mumm, North Sails, Emirates, SPARK, Coca Cola and Yanmar, all had varying sponsorship rights and presence within the America's Cup Village (ACV). Sponsors assisted with advertising, activations and marketing of the Event via their own channels and investment.

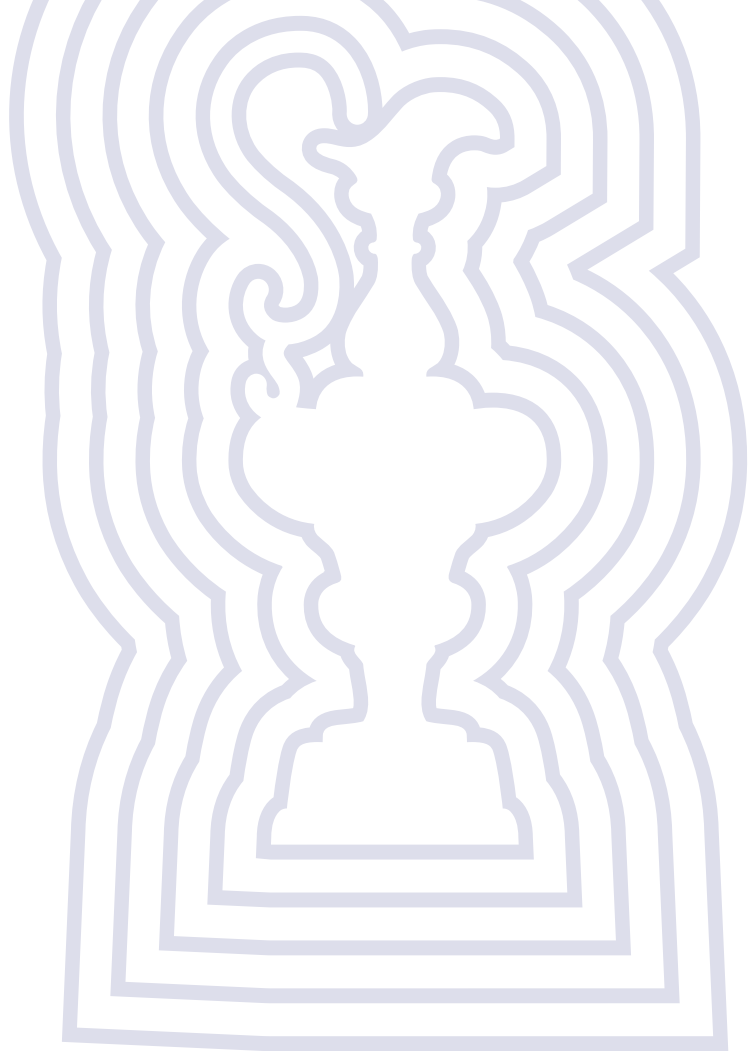
The ACV stretched from Eastern Viaduct to Silo Marina, inclusive of Hobson and Halsey Wharfs. The event hosted 860,000 visitors throughout the three-month event period, 21 days of which activations and hospitality was closed, due to raised COVID-19 alert levels.

ACE partnered with Auckland Unlimited to deliver New Year's Eve celebrations in the ACV. A capacity crowd enjoyed the free entry event, and contributed to a busy, fun, and vibrant waterfront, as well as injecting good spend into local hospitality outlets.

AC36 had tremendous support from the boating community with many spectators heading out onto the water to see the racing up close. Generally, the behaviour of the on-water spectators was commendable. The number of spectator boats on the water increased considerably when ETNZ was racing with the busiest day on the water being on of the final race days of the America's Cup Match, with approximately 1300 boats surrounding the course boundary.

From an event delivery perspective, operationally the event was successful and without major incident. Planning for and operating within a COVID-19 environment, with changing alert levels, was challenging. Effective planning and delivery however, ensured that key racing elements were not compromised, and a full racing programme was able to be delivered.

The volunteer programme involved 640 on-land volunteers and 128 on-water volunteers. The on-land volunteers alone contributed approximately 53,000 volunteer hours, AC36 volunteers provided outstanding service, demonstrating Manaakitanga, to all those visiting the ACV and viewing the racing on the Waitemata Harbour. For many of these volunteers, the time spent helping



to deliver AC36 will be the highlight of their year - contributing to the hosting of an international sporting spectacle, where New Zealand was prominent on the global stage.

Fan Zones of varying size and shape were set up throughout New Zealand, from Northland to Dunedin during AC36. These were well supported and enabled local communities of all ages to gather to watch Luna Rossa take on ETNZ and feel a connection to the Auckland hosted event.

ACE distributed thousands of New Zealand flags during the final few race days, and these flags were readily visible throughout the village, adding colour and reinforcing the support by kiwis for ETNZ and their boat - Te-Rehutai. The success of ETNZ in the America's Cup Match (7 wins and 3 loses over Luna Rossa) provided the perfect finale for local supporters.

A critical reason for investing in major international sporting events is the set of enduring legacy benefits that can be delivered. AC36 was the catalyst for the redevelopment of the waterfront and work will continue in this space over the coming years so that the area can be enjoyed by future generations. The support from the Lottery Grants Board in the purchase of course marshal boats (to then be donated to Coast Guards throughout New Zealand) and Sea Cleaner boats will assist with keeping our waters safe and clean.



VISION AND CONCEPT 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

EVENT CONCEPT:

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."*

This was to be achieved through adopting and delivering on the following key principles.

PRINCIPLES

Manaakitanga: A Warm Welcome

We share the abundance and spirit of generosity with our visitors.

Kaitiakitanga: Guardianship

Guided by mana whenua, we will actively care for our place, our environment and our people.

Kotahitanga: Collaboration

We will work together in unity.

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 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.



1. COVID-19

The first known case of COVID-19 was identified in China in December 2019 and has since spread worldwide, leading to an ongoing pandemic, with more than 3,000,000 deaths around the world. The introduction of this virus has changed the way New Zealand and the rest of the world operates and had a significant impact on AC36, both in the planning and delivery stages of the event.

The initial Level 4 lockdown period within New Zealand commenced on 25 March 2020. The borders were closed, other than to returning NZ citizens and permanent residents, who when entering New Zealand, had to self-isolate for 14 days. The sudden change in circumstances had an immediate impact on planning for AC36. Aspirations and expectations from all involved in the hosting of AC36 needed to be recalibrated, as the reality of the situation sunk in and the global pandemic continued to rage throughout the world.

The closing of a large number of businesses throughout New Zealand resulted in most New Zealanders working from home. This adjustment had the effect of slowing production and for AC36 this was seen in examples such as the building of Sea Cleaner boats, and redevelopment of Quay Street precinct (gateway to ACV). General AC36 planning was slowed by the inability to bring all partners together when required. Tele-conferencing such as ZOOM or Microsoft TEAMS calls, became the new temporary normal.

The cancellation of the ACWS Regattas that were planned for Portsmouth and Cagliari had both a financial and promotional impact for AC36.

As a result of the worldwide impact of the pandemic, the fourth challenger Stars & Stripes was forced to withdraw from the PRADA Cup Challenger Series.

The building of ETNZ's race yacht had to cease during the Alert Level 4 lockdown and six weeks (some 60,000-man hours) was lost. However, by working seven days with additional shifts and prudent management, the time was made up and Te Rehutai was launched on schedule in November 2020 ahead of the Auckland ACWS event.

The closing of the New Zealand borders greatly impacted the number of visitors to Auckland and the subsequent economic benefit to New Zealand. Not only were independent tourists unable to visit New Zealand, but cruiseliners also stopped operating and super yacht arrivals into Auckland greatly reduced. Restrictions were placed on the number of media able to visit which impacted the level of coverage for the event.

Even with the good progress that has been made

in New Zealand to keep COVID-19 under control, the continued movement of alert levels and partial lockdowns of Auckland had a continuous impact on AC36 and the event partners.

As New Zealand started to manage its way through this pandemic, it became obvious that a comprehensive COVID-19 Management Plan needed to be developed by ACE. This was to ensure that the operational delivery of the event did not compromise the wider health battle that was being fought. Critical to the success of AC36 was the completion of racing within the timeframes in which the event was designed. While the ACV was an important part of the fan experience, this was secondary to the completion of the on-water racing.

While ACE was able to develop a robust COVID-19 E Response Plan, which was approved by the government, the large number of people (22 people invited to each online meeting), from many agencies involved in the All of Government (AoG) Working Group [set up to work with ACE over a three-month period (November 2020 – January 2021)], meant that conflicting advice was often received. There was also mixed messaging from agencies as to which agency would be the approving or regulatory authority when the plan was implemented which was frustrating.

As part of the implementation of the COVID-19 Event Management Plan, ACE staff, suppliers and participating syndicates all worked hard to comply with their collective responsibilities within the plan, for the wider good but also in preparation for the possibility that racing may need to occur in Alert Level 3.

For racing (and the broadcast of) to take place under Alert Level 3, an exemption was needed from the Ministry of Health. An application could not be submitted until NZ was in Alert Level 3 and the Health Notice associated with that level, at that time, actually known.

Considerable work was put into developing an exemption application by ACE when Auckland entered Alert Level 3 in March 2021, which was peer reviewed by Professor Sean Hendy. Although this exemption application was formally declined, fortunate for the event, Auckland did not stay in Alert Level 3 for long.

The time and resource spent on COVID-19 planning and implementation was considerable for ACE and the impact should not be underestimated. Those planning and delivering events of any size in the future, need to ensure this part of their operation is well resourced and thought through, to enable events to continue and be reactive to whatever COVID-19 impact arrives.





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2. CLASS RULE & BOAT DESIGN

The initial Protocol for AC36, agreed at the time the first challenge was received from the Challenger of Record, required the class of yacht to be a 75 foot monohull (the one-design catamaran raced in Bermuda having been rejected for various reasons including size and safety).

The Defender was required to produce the initial schematic concept of the yacht showing its parameters as soon as possible for consultation with relevant stakeholders with the Class Rule due to be published within six months. The AC75 was originally anticipated to be a conventional high-performance planing yacht but the ETNZ sailing team firmly supported the foiling concept and after Bermuda ETNZ had become aware of the widespread public interest in high-speed racing with foiling yachts.

ETNZ initially developed eight different concepts all of which were extensively tested in the team's simulator by the sailing team and designers. Although a high-performance foiling monohull of this size had never been developed before, several foiling concepts were explored and tested before a final concept for what became the AC75 was finalised. That final concept underwent extensive testing in the simulator and refinement before being released, ETNZ was then the primary author of the complex and highly technical Class Rule.

There was initial scepticism in some international yachting circles before the yachts were launched but that soon turned to support once they were sailing, then racing. In the end, the class proved a spectacular success and has been highly praised by the sailors, officials and TV commentators involved in the event. The AC75 Class has also received worldwide accolades from journalists, the wider sailing industry and the watching public. In designing their own yachts to the Class Rule (a box rule rather than a one-design class) the teams all produced different looking yachts with varied strength and weaknesses depending upon the conditions which resulted in interesting racing.



In addition to the work creating the concept in the first place and being the primary author of the Class Rule, the ETNZ design team were later able, with their own design (a separate exercise to the creation of the concept and Class Rule), to produce the fastest yacht across the wind range and this was the critical factor to the victory in the America's Cup Match over Luna Rossa, despite all racing being in lighter conditions expected to favour the Italian Challenger.





AIRBUS



NEW YORK YACHT CLUB
**AMERICAN
MAGIC**



Parker

HH



PIRELLI



33rd AMERICA'S CUP
PADA

PANARAI

AIRBUS



ATRIOT

AIRBUS

3. CHALLENGER TEAMS

Although there was a small number of Challengers compared to the previous events in Auckland, all three Challengers were large extremely well-funded, highly competitive teams, and all were capable of winning the PRADA Cup Challenger Series. This is in contrast to the 2000 and 2003 where three or four of the teams were competitive and the remainder were making up the numbers.

The American Magic yacht was initially the fastest Challenger dominating the other Challengers Auckland ACWS but their campaign was destroyed

by their capsized in the PRADA Cup. After a difficult ACWS, INEOS Team UK dominated the early racing in the PRADA Cup but in the end, after improving throughout and easily beating American Magic in the recharge, Luna Rossa was dominant in the PRADA Cup Final against INEOS.

The campaign of the fourth Challenger, Stars and Stripes, was initially delayed by funding difficulties then by the time this was resolved and as a result of COVID-19 they were left with not enough time to complete the building of their race yacht and were forced to withdraw their Challenge.





4. STRUCTURE OF THE SAILING EVENT

The Rules

The Event was governed by the following rules:

- (a) the America's Cup Deed of Gift and decisions made by the Arbitration Panel;
- (b) the Protocol Governing the 36th America's Cup;
- (c) the AC75 Class Rule;
- (d) the respective Race Conditions for the Auckland ACWS, the PRADA Cup and the America's Cup Match;
- (e) the Racing Rules of Sailing America's Cup Version with schedules including an Anti-Doping Code; and
- (f) the respective Sailing Instructions for the Auckland ACWS, the PRADA Cup Challenger Series and the America's Cup Match.

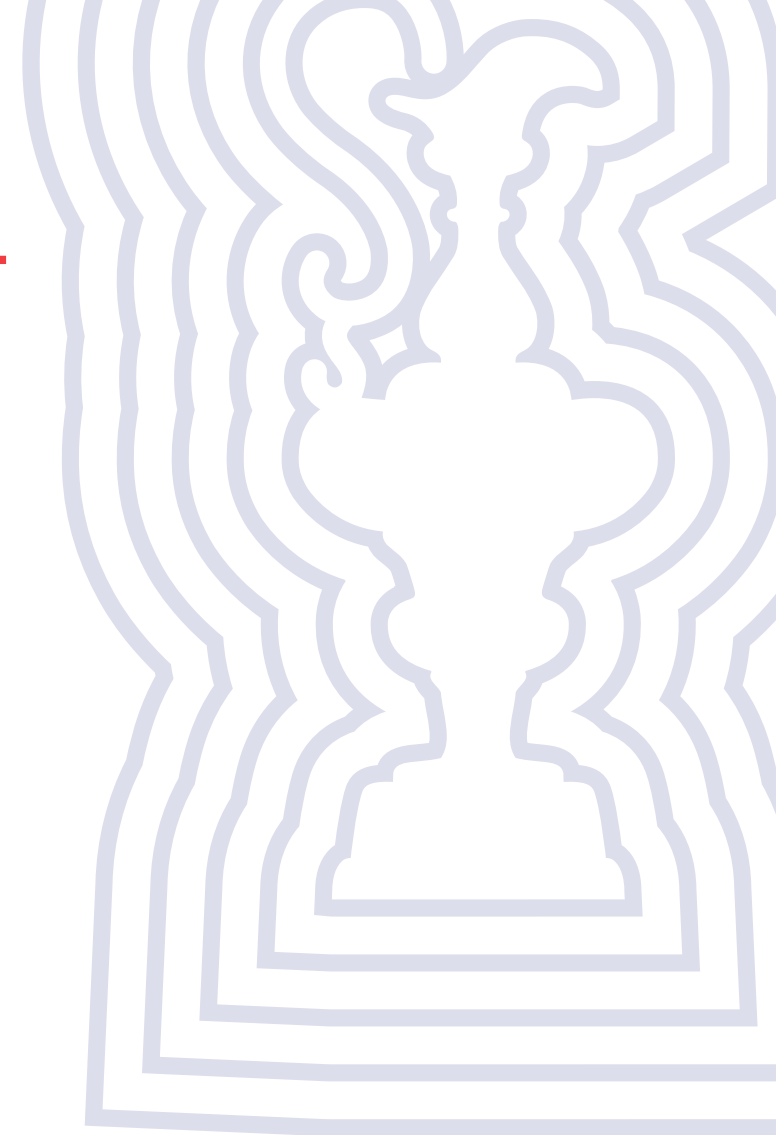
All racing was managed by an Independent Regatta Director, Iain Murray of Australia, a World Sailing International Race Officer jointly appointed by the Defender and the Challenger of Record. A vastly experienced sailor, designer and race officer, this was the third time he had been the America's Cup Regatta Director and he did an excellent job in at times quite difficult circumstances.

An Umpire and Jury team under the leadership of Richard Slater of Australia (World Sailing International Judge and Umpire) dealt with on-water adjudication of the rules and their work successfully featured virtual "booth" umpiring using the Race Management System.

Responsibility for interpretation of the AC75 Class Rule was under the jurisdiction of an international 3- person Rules Committee who delivered in excess of 90 formal interpretations and all measurement and scrutineering of the race yachts was undertaken by a 6-person Measurement Committee.

All off-water disputes were resolved by a specifically appointed Arbitration Panel consisting of three lawyers from Switzerland, New Zealand and Australia who adjudicated on a total of 19 cases.

The Sailing Event was organised to the standard expected of an America's Cup which is the pinnacle event of sailing and recognised as one of the most prestigious international sporting events in the world.



The Results

The Defender, ETNZ came up against three challengers in the ACWS, the Challenger of Record- Luna Rosa PRADA Pirelli (Luna Rossa), INEOS Team UK and American Magic. ETNZ came away with a successful win.

The PRADA Cup Challenger Series was the crucial event to determine which challenger, INEOS Team UK, American Magic or Luna Rossa, would take on the defender ETNZ in the 36th America's Cup presented by PRADA in March 2021.

The PRADA Cup consisted of four round robin races, with the winner qualifying for the PRADA Cup Final. The PRADA Cup semi-final was over in two days of racing as Luna Rossa scored four points in a row against American Magic. Luna Rossa progressed to the final against INEOS Team UK and came away as the winner, giving them the ultimate challenge of going up against ETNZ for the final in March.

ETNZ and Luna Rossa went head-to-head in the America's Cup Match in March. The Match concluded on 17 March 2021 with ETNZ winning 7-3 and retaining the America's Cup.

For full results see www.americascup.com



5. 36TH AMERICA'S CUP SUPERYACHT PROGRAMME

Panuku Development Auckland Limited (Panuku) own and operate several water space areas including the marinas and berths in the Auckland waterfront area. In 2019, Panuku, ETNZ and ACE entered into an agreement for the management of the Superyacht Programme for AC36.

In accordance with the agreement, Panuku was responsible for managing the berths and ACE was responsible during the period from 01 October 2020 to 31 March 2021, to provide certain management services to assist with the operation of the Superyacht Programme, including interacting and communicating with berth holders, facilitating berth holders' experiences, and providing third party logistic services. A total of 77 berths were available during the AC36 and all were occupied by the time the Match came around in March.

Rates for berthage were increased during the Event Period which meant that in some instances, local boats were relocated during this time. However, border restrictions did have an impact on the ability for international superyachts to come to New Zealand. Where this occurred, superyacht owners were refunded their bonds

and local boats were able to stay at the standard rates. Approximately 25 boats berthed during the Event Period were from overseas, the majority of which were here in New Zealand prior to the AC36 commencing.

As noted above it was a requirement for ACE to provide a Third-Party Logistics service (3PL). This was a service that aim to minimise the impact on delivery of services and good to superyachts during the Event Period, and mitigate the risk of increased traffic in Wynyard Quarter during the Event Period.

Although all berths were fully occupied by March 2021, the demand for the 3PL was less than expected and was able to be managed internally by ACE. It is anticipated that for future events, demand for this service will increase as borders restrictions are reduced and dedicated resource for this service would be required.

Feedback to date from the local Marina Teams and boat owners is that it is better to have an internal resource to manage this as opposed to a single independent 3PL company that boat owners are required to go through.





TOYOTA

Emirates
WILL BE BETTER



Spark^{nz}

PANERAI



AMERICAS CUP
PRADA
BY J/BOAT

LUNA ROSSA



AMERICAS CUP
PRADA
BY J/BOAT

AMERICAS CUP
PRADA
BY J/BOAT

6. GOVERNANCE

ETNZ won the 35th America's Cup Match in Bermuda in June 2017 as the representative of the RNZYS. RNZYS became the holder and trustee of the America's Cup pursuant to the Deed of Gift dated 24 October 1887 between George L. Schuyler and the New York Yacht Club, as amended from time to time, (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 selecting the host venue for the Events.

ETNZ established ACE to undertake its event management responsibilities regarding the staging of AC36, the PRADA Cup and the Auckland ACWS, all to be held in Auckland (Host City) between December 2020 to March 2021.

ACE appointed Mayo and Calder Ltd, (M&C), in January 2018 to provide services in relation to the delivery and provide high quality professional event management. In July 2020, M&C's contract was terminated, and new senior management was put in place in August 2020 to complete the delivery of AC36.

ACE Governance

ACE Board consisted of two directors, Tina Symmans and Greg Horton. The Board has an Executive Chair, Tina Symmans. Both Directors were actively involved, working closely together throughout the duration of the project. In addition to the frequent meetings between the Directors, the ACE Board met formally on a regular basis and the frequency of those meetings increased as the dates of the Auckland AC36 events approached.

The Board meetings were structured, followed set agendas and meeting minutes were recorded. Different ACE senior managers and subject matter experts reported in person in the Board meeting when a need arose.

Project Governance with Hosts

Three meeting structures were established as per the Host City Appointment Agreement to manage and provide project oversight between ACE and the Hosts.

Relationship Governance Board (RGB)

This RGB was established as part of the Host City Appointment Agreement with the purpose to "sort out issues that were unable to be resolved at a lower



governance level". The RGB was made up of two members from ETNZ and ACE collectively and one from each of the Council and Crown. The RGB was activated on two occasions.

Joint Chief Executive Group

The Joint Chief Executive Group (JCEG) was formed to provide the strategic leadership, decision making and integration across both the infrastructure and event elements of the AC36 Programme.

JCEG was initially Chaired by the Council chief Operating Officer Dean Kimpton but was then chaired by the Chief Executive of Auckland Unlimited following completion of the infrastructure. The JCEG met monthly and was a key forum for engagement and ensuring information was shared accurately with senior Hosts Chief Executive's and executives along with Mana Whenua. The JCEG meet monthly prior to the Event and then as required during the Event Period.

Event Steering Group (ESG)

The Event Steering Group (ESG) facilitated the strategic direction of the event between ACE, government and council agencies. The ESG provided guidance to the JCEG to support the integration of the event elements and event infrastructure.

The ESG was chaired by an ACE Chair and was attended by representatives of each of Auckland Unlimited, Panuku, The Crown, Auckland Transport, New Zealand Police, and Ngati Whatua Orakei, along with the Challenger of Record (COR) from mid 2020.

The ESG met monthly until just prior to the ACWS, when further operational terms of reference were agreed with the provision for meetings every race day for both ESG & JCEG. This requirement was not needed and therefore meetings occurred once or twice during the Event Period.

At the end of each regatta, a full debrief was held by ACE, Crown and Council and key findings, discussed. The development of a strong working relationship between ACE Chief Operating Officer and ATEED/Auckland Unlimited General Manager Destination ensured issues could be solved, quickly.

Challenger of Record (COR) and Syndicate Management

ACE was solely responsible for the liaising with the COR and all of the other Challengers in relation its event management responsibilities and delivering its obligations to the Challengers under the Protocol regarding the staging of AC36, the PRADA Cup and the Auckland ACWS.





Emirates

Ω
OMEGA

TOYOTA

Emirates
FLY BETTER

McDonald's

Spark

中体产业
CHINA SPORTS INDUSTRY

PIRELLI

THE MARKET.COM

TOYOTA

AUCKLAND

Ω
OMEGA

7. OPERATING RHYTHM WITH THE HOSTS

In acknowledgement of the Hosts' contributions to AC36, the parties agreed that all information necessary to ensure a successful event for AC36 would be shared between parties. ETNZ / ACE agreed to submit the following documents to the Hosts;

- Quarterly Funding Reports.
- Final Event Report and KPI's.
- Reports as required to obtain funding milestone payments.
- Progress Reports for ESG meetings.

In addition to this Auckland Unlimited, set up On Land Operation, On Water Operation and Control, command, co-ordinate and communicate (C4) meetings. These forums were chaired by Auckland Unlimited and attended by nearly 40 people from all agencies including emergency services and at times key stakeholders such as the Viaduct Marina and Tramco.

Unfortunately, due to the number of people who attended and the fact that they were led by Auckland Unlimited who was not responsible for delivering the Event, they became very unproductive, and required outcomes were not able to be achieved.

In total there was 32 different regular meeting forums that ACE attended most of which were unproductive and resulted in conflicting information and "instructions" being delivered to ACE.

MBIE assumed the role of All of Government facilitator which required ACE to direct all issues, meetings and discussions with government agencies through MBIE. This was cumbersome and time consuming. To create efficiencies ACE went direct to the various agencies it was required to work. This was not viewed positively by MBIE but ensured key event issues and plans could be agreed in a timely manner.

Although ACE had ultimate responsibility through the HVA to deliver the event, roles and responsibilities were subject to difference of opinion between ACE and Hosts. At times ACE considered that the Hosts believed they had ultimate control of the event and in attempting to exercise this control, created unnecessary additional time and resource demands on ACE.

As the event moved from planning into operational delivery ACE's interaction with Hosts was limited to the leadership staff of Auckland Unlimited to ensure smooth delivery of the event.



8. PRE-EVENT

Host Venue Agreement

On the 26 March 2018, the parties executed the 36th America's Cup Host City Appointment Agreement to record the essential terms and conditions in relation to the appointment of Auckland as the Host City, and New Zealand as the Host Country for AC36.

Host Venue Agreement (HVA) was executed early in the event planning phase. The overarching purpose of this agreement was to facilitate the successful promotion and staging of AC36 and the events while showcasing and promoting Auckland and New Zealand.

Resource Consent

On 25 September 2018, the Wynyard Hobson Resource Consent was granted to enable the design and construction of infrastructure and event related activities required to deliver the AC36 Event.

Although Panuku holds the Resource Consent an agreement was reached whereby the Wynyard Edge Alliance (WEA) took responsibility of the development of the management plans relating to the design and delivery of infrastructure, and ACE took responsibility for the development of the management plans relating to Event Delivery.

In late 2019, there was still uncertainty about the number of Challengers who would partake in AC36. As this was the case WEA on behalf of Panuku sought approval to amend the resource consent conditions to provide for flexibility in the delivery of infrastructure and the configuration of the syndicate bases. Approval was granted by the Duty Commissioner in April 2019.

The resource consent gave provision for a maximum of six syndicate bases to be built. One on the Hobson Wharf Extension and five at Wynyard Point. As the final number of challengers reduced to three, there was an opportunity to repurpose three of the syndicate bases at Wynyard Point and it was agreed that the syndicate bases would be used for the International Broadcast Centre, On Site Operations Centre, Volunteer Centre and hospitality. A new resource consent was granted in December 2020 to enable these activities occur.

The Wynyard Hobson Resource Consent contained Design Guidelines for the construction of the team base buildings with Technical Advisory Group (TAG) approval being required.

INEOS Team UK and American Magic complied with the requirements and obtained the necessary design approval. However, the Challenger of Record, Luna Rossa, circumvented these requirements after previously proposing two building designs, and applied for a new resource consent to enable them to build a temporary building On Hobson Wharf Extension. Approval was granted by Auckland Council in 2020.

While it was appreciated that the design guidelines were necessary, operational requirements were not always able to be easily aligned. For future events, it is important that this is considered early.

Major Events Management Act

AC36 was declared a Major Event under the Major Events Management (36th America's Cup) Order 2020 (the "AC36 Order"), an order made under the Major Events Management Act 2007 ("MEMA").

The AC36 Order was put in place to protect the rights of commercial partners of the AC36 Event through the prevention of unauthorised commercial exploitation by a party not officially associated with the AC36 Event.

In return for the significant financial contribution made by commercial partners of the AC36 Event, these commercial partners were granted certain exclusive rights to associate themselves with the AC36 Event.

The AC36 Order related to the 36th America's Cup presented by PRADA and the other yachting events held on the Waitematā Harbour from December 2020 to March 2021, including the PRADA America's Cup World Series Auckland, the Christmas Race and the PRADA Cup during the protection period (September 2020 - April 2021).

Clean Zone

A decision was made by ACE early on in the planning phase not to apply for a "Clean Zone" as part of MEMA. This would have provided ACE with a stronger base from which to manage MEMA breaches.

Protected Emblems

Under MEMA, specific words and emblems associated with the AC36 Event were declared as major event emblems or major event words and were therefore protected. As a result, no unauthorised use of these words or emblems could be made unless such use fell within an exemption set out under MEMA.



MEMA Management

MBIE was responsible for enforcing the Act, with proactive measures from ACE and Auckland Unlimited. MBIE also provided ACE with detailed advice and support on the enforcement of the Act.

ACE developed an information document which was sent to interested parties to outline what was and was not allowed under MEMA. Auckland Unlimited also included MEMA information in their Americas Cup promotional material.

ACE worked with the New Zealand Marine Transport Association (NZMTA) to ensure that all charter boat operators were fully aware of what restrictions there were in regard to use of protected emblems and words. NZMTA were supportive and helpful.

MEMA Breaches and Management

MEMA breaches included:

- a. unauthorised use of protected emblems and words – primarily by commercial charter boat operators offering spectator viewing opportunities to watch the racing.
- b. the delivery of a “pop-up” bar activation by a liquor brand - in Market Square - located in Viaduct Harbour - just outside of the ACV.
- c. On water sales and delivery by a competing liquor brand
- d. unauthorised use of protected emblems and words by companies offering incentives / prizes.

Once breaches of MEMA were identified, ACE contacted operators who were in breach.

On some occasions e.g., “pop up” bar activation and several recalcitrant charter boat operators, MBIE were asked to assist. MBIE were helpful, but on some occasions quick action was not possible due to the need to have their legal team check out any complaints before enforcement could occur.

Operators who did not make the required changes were sent a “cease and desist letter” by ACPI lawyers based in New York.

It is recommended for future events that an application for a “clean zone” be considered as part of a MEMA application and that MBIE assign a dedicated resource to assist with timely MEMA enforcement during event time.

Major Maritime Event Permit

The purpose of section 200A of the Maritime Transport Act is to enable event organisers to

have practical management of public spaces in the Marine environment. Section 200A specifically outlines in subsection (d) the authority to determine who may or may not enter the designated areas. A Major Maritime Event Permit was approved and issued for AC36 by the Minister of Transport.

To enforce the permit, considerable powers are available to “enforcement officers” which include police. Police have the experience and functional expertise to exercise these powers appropriately. All ACE’s on-water Course Marshalls were warranted as Enforcement Officers by Auckland Council for the duration of the Event.

Having control of which vessels may or may not navigate or remain within the designated area is critical to the event organiser’s ability to be able to manage and exercise its responsibilities for safety as well as managing its commercial rights.

For AC36, the On Water Operations Manager had specific and detailed knowledge of every vessel operation within the public spectator perimeter. This was obtained through a contractual agreement and the ability demonstrated to exclude any of these vessels from the course area, should they not comply with the contractual agreement.

Air Space Licence

The America’s Cup Air Space consisted of four distinct areas. One over the ACV and three over the racecourse areas. ACE required a licence approved by Civil Aviation Authority prior to the event that would provide ACE with the authority to manage the relevant airspace areas and aircraft entering within the relevant areas on race days. An Air Space Licence was granted in November 2020 and managed by the ACE Air Space Coordinator.

Building Consents

It is noted that suppliers and Syndicate teams were responsible for obtaining the relevant building consent approvals. ACE facilitated the relationship with the Auckland Council Building Consent Team to ensure that the necessary approvals were sought and granted within the required timeframes.

A total of 13 consents were required for temporary structures within the ACV excluding the Syndicate Bases. Timeframes were challenging for Auckland Council due to the delays that occurred with procurement and design of structures. However, all required consents were obtained in time to ensure delivery of the structures for the opening of the ACV.



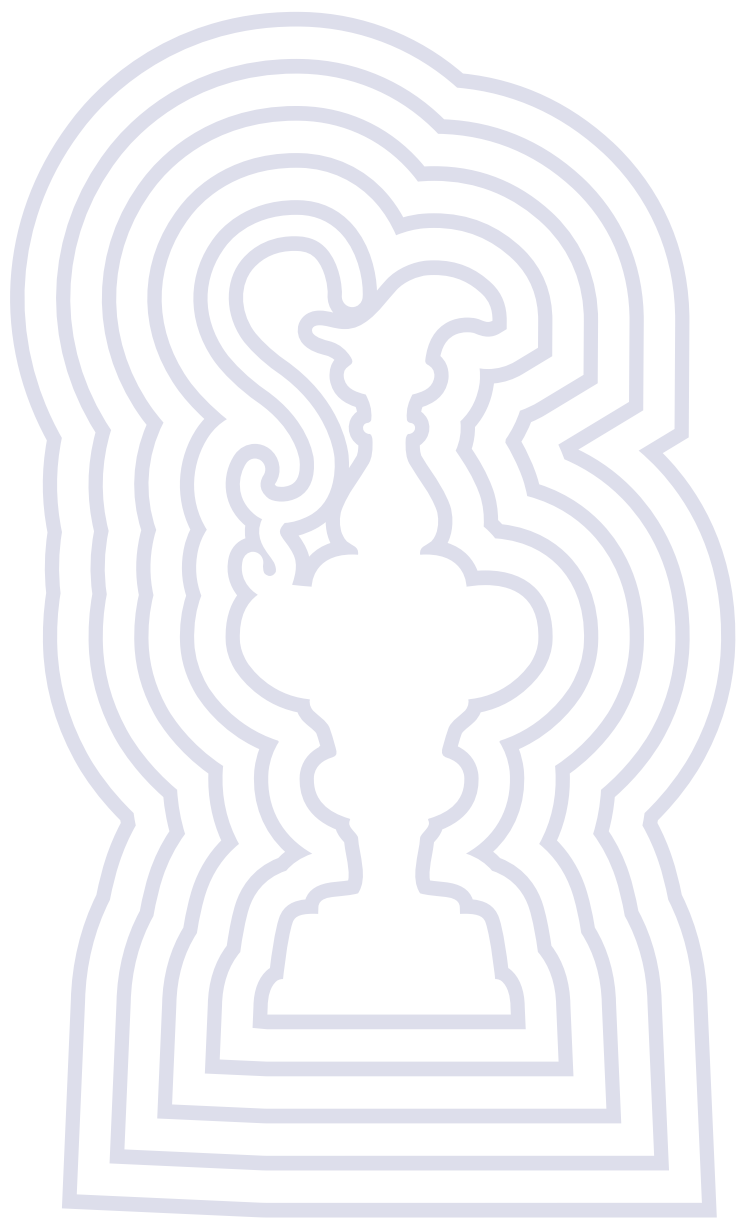
Event Permit

On 13 November 2020, Auckland Council granted ACE an Event Permit for the delivery of the AC36 Event under COVID-19 Alert Level 1 & 2 restrictions. To obtain this Event Permit, ACE was required to develop the following management plans for approval by Auckland Council:

- Event Concept
- Marketing & Communication Plan
- Stakeholder & Engagement Plan
- Venue Brand Manual
- H&S Management Plan
 - Safety & Wellbeing Charter
 - H&S Stakeholder Responsibilities
 - Managing Risk Charter
 - Managing Contractor Risk
 - Emergency Procedures
 - Event Safety Plan
 - Event Evacuation Plan
 - COVID-19 Management Plan
- On Land Operations Plan
- On Water Operations Plan
- Air Space Operations Plan
- Village Logistics Plan
- Security Management Plan
- Crowd Management Plan
- Traffic Management Plan
- Connectivity Brief
- Waste Management Plan
- Alcohol Management Plan

In addition to the above management plans, ACE was required to have in place all necessary regulatory approvals from Auckland Council in accordance with the resource consent and any building consents required. There were an additional 13 Management Plans associated with the Resource Consent, all of which formed part of the Event Permit documentation.

The process for obtaining the Event Permit was challenging and inefficient. The Host Partners were not clear on expectations which meant that the required deliverables changed at each HVA milestone. The Hosts made it mandatory for ACE to provide updated versions of the management plans at every milestone for review. These plans were then reviewed by multiple agencies and multiple people within even if it was not their area of expertise. This made the process ineffective and inefficient.



There were a total of 32 forums established for the purposes of 'informing' the details relating to the 13 Management Plans.

It was not clear to ACE on the mandate of Auckland Unlimited and their authority to only approve an Event Permit for COVID Alert Level 1 & 2. ACE was of the understanding that the Government Guidelines for COVID Alert Level restrictions would dictate what could or could not be achieved from an event perspective. It was accepted by ACE that had NZ been under COVID-19 Alert Level 3 at the time of racing, an exemption from the Government would have been required to progress.

Licence to Occupy

In accordance with the HVA, Panuku on behalf of Auckland Council as the owner of the land required to deliver the event, provided a Licence to Occupy to ACE to provide the exclusive use of the land for the Event Period (15 November 2020 – 21 April 2020). The Licence to Occupy set out Panuku's expectations of use of the land and how it was to be reinstated following completion of the event.



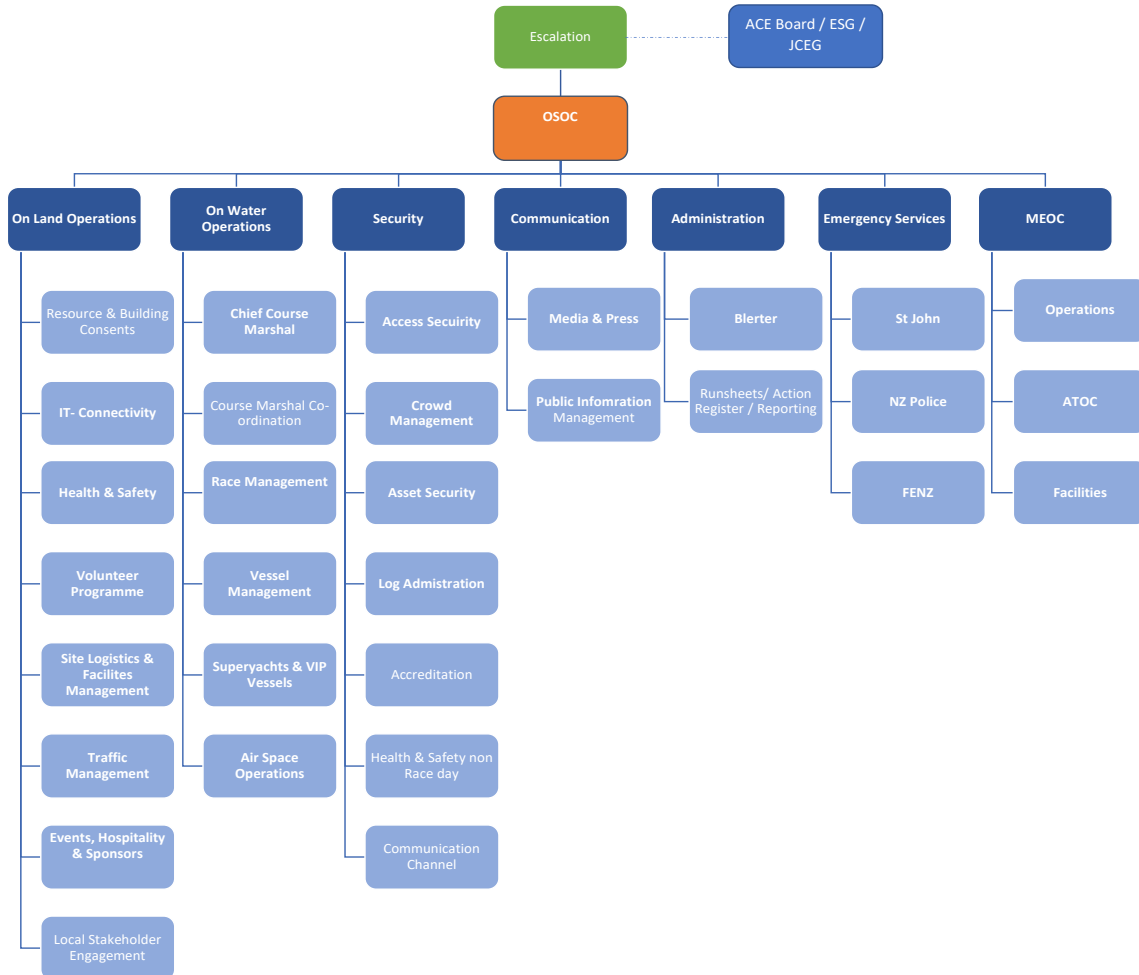
9. EVENT DELIVERY

Operational Delivery

Delivery Structure

ACE was initially established with a relatively flat organisational management structure, with a Chief

Executive reporting to the ACE Board. When new senior management was put in place in August 2020 a new event delivery structure was established for the operational phase as shown below. The chart shows both ACE and Host's agencies involved in delivery.



Procurement

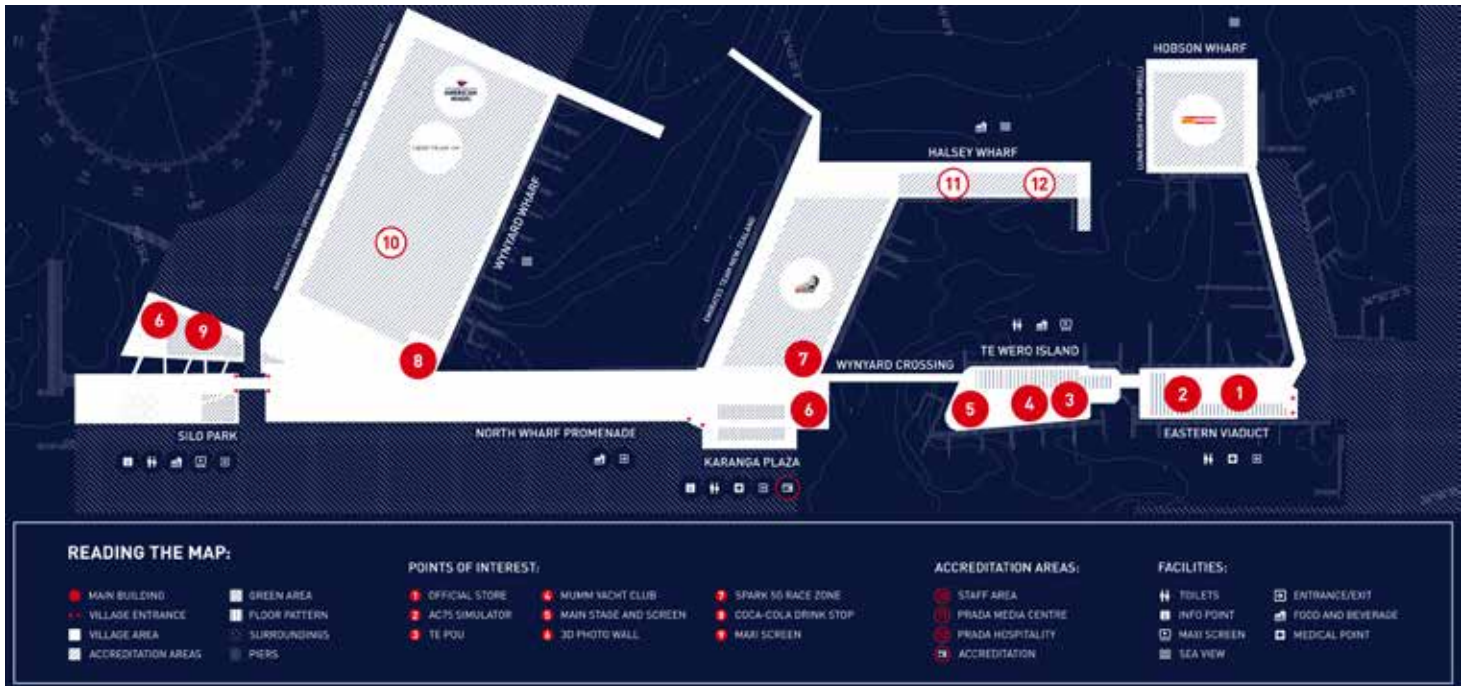
External suppliers were required to assist in the delivery of the AC36 Event. Services were procured through a Request for Tender process.

In theory this was the right process to follow however, it became challenging as the COR did not comply with the agreed process. COR engaged in negotiations with suppliers who they had existing relationships with while the tender process was still live which caused a significant number of issues and delays. In some areas, it also led to the appointment of suppliers who did not have the experience or equipment that was needed to deliver the best outcome for AC36.

External suppliers were appointed to deliver the following elements of the AC36 Event:

- On Site Operations Centre – The Event Works Group
- International Broadcasting Centre – Portacom & The Event Works Group
- Entrance & Wayfinding Towers – Event Base
- PRADA Media Centre – AMG
- Simulator – AMG
- Merchandise Centre - AMG
- Main Stage – Event Base
- NZ House – Event Base
- Security – Platform 4 Group
- Volunteer Catering – Sky City
- Branding – Network Visuals
- Sound & Lighting – Monstavision & V3Tech
- Outdoor Screens - Monstavision
- Temporary toilets – Prestige Loos
- Fencing (construction & event) – Event Hire / Rapid Fencing





America's Cup Village

America's Cup Village

The ACV was situated on Auckland's Waterfront. It extended from the Quay Street entrance of Eastern Viaduct through to Silo Marina inclusive of Eastern Viaduct, Hobson Wharf Extension, Te Wero Island, Karanga Plaza Halsey Wharf, North Wharf, Silo Park and Wynyard Point (Zones 1-8).

The layout of the village and where structures were located, was driven by the approved Wynyard Hobson Resource Consent. The look and feel of the village were predominantly driven by the Challenger of Record and PRADA.

Pack In

In addition to the syndicate bases, 13 temporary structures were required to be delivered.

Pack in of the village was scheduled to commence on 15 November, being one month prior to the ACV opening. An early access agreement was required to ensure that timeframes could be achieved.

Challenges were had with satisfying Panuku's expectations of building fixtures and how they were to be secured to the wharf. Following numerous discussions, a methodology was agreed that would future proof the use of pins for future events which was a great outcome for Auckland Council.

Throughout the Event Period, the logistics team facilitated access and deliveries for the entire site. ACE had a number of suppliers and sponsors who were only in the village for limited times so being able to have them pack in and pack out safely and efficiently.

Hours of Operation

The ACV was open daily from 15 December 2020 – 17 March 2021, except for Christmas Day and when Auckland was in COVID-19 Alert Level 2 & 3.

The initial scheduled opening hours of the ACV were 0900-2300hrs on race days and 1000-2200hrs on non-race days. However, following the ACWS, a review of the opening hours was undertaken and due to moderate crowd demand the decision was made to reduce the hours to 1000-2000hrs on race days and 1000-1800hrs on non-race days.

Service delivery times for berth holders and businesses were restricted to prior to 1030hrs for the Wynyard Quarter area and prior to 0830hrs for Eastern Viaduct. This was to ensure that the ACV was clear of vehicles prior to opening.

Sky City was responsible for operating Te Pou and Mumm Yacht Club. Initially opening hours were the same as the ACV. However, due to the demand and the impact of COVID, hours were modified to only Wed – Sun and race days.

COVID-19 On Land Operations

COVID-19 alert levels changed during the Event Period., ACE was required to respond with agility. Significant work went into the preparation of the approved COVID-19 Response Plan which was implemented as required. Over 30 QR Codes were installed in highly visible locations throughout ACV along with a number of hand sanitisation stations. Security Guards and Volunteers were briefed to encourage the public to scan the codes



and promotional messaging was pre-recorded and broadcast on the site PA and big screens.

To mitigate the potential impact of COVID-19, ACE implemented the operation of two separate teams working on separate rosters. This required the maintenance of strong communication between the two teams to ensure there was consistency in approaches and decisions.

Temperature scanning protocols were implemented as required under the relevant Alert Level, along with separate toilets for COR, Race Management and OSOC, and an increase in the daily cleaning protocols.

COVID-19 planning with key stakeholders continued at pace. Stakeholders were reminded of the key protocols to mitigate COVID-19.

On Site Operations Centre



Based in a temporary building at Base E, OSOC was located adjacent to the Volunteer Centre and the COR / Race Management building. These buildings were constructed by Event Works Group Ltd.

OSOC consisted of a control room, ACE working area, police working area, meeting rooms, storage areas and kitchenette. Portable toilets (trailer units) were located at the rear of the compound along with some storage containers. During Race Days OSOC was used as a base for both the ACV Police Team and Maritime Police prior to their departure on the water.

Access to OSOC was available 24/7.

Operational Operating Rhythm

Following the opening of ACV on Tuesday 15 December, the ACE team moved to an operating rhythm which included pre-ACV opening site inspections, daily morning briefings, development of a daily run sheet, and an end of day hot debrief report.

The OSOC was managed by an ACE appointed Controller for every day throughout the period 9 December 2020 – 21 March 2021. The Controller was supported by an ACE Security Manager and a Team Administrator. At 0800 daily, a briefing was held at the OSOC with remote access available,



for all ACE and COR event personnel. A runsheet for the day was produced and circulated a daily debrief held at the end of the day and a debrief report circulated.

On race days other parties joined the ACE OSOC team including Police, St John, FENZ, ATOC, Panuku, MEOC liaison, Traffic Management, and a P4G Comms/Log operator. Other ACE functional areas would also be represented in or around OSOC including Logistics, Activations, On-Water, Communications and Volunteers.

Set up in the control room were large screens displaying CCTV cameras in and around ACV with access provided by Tramco, AT and Panuku. The control room also had access to and was able to display the Race Management System and multiple broadcast feeds.

Prior to the event and particularly during race-days, agency liaison and cooperation was excellent. The OSOC was a good space for agencies to collaborate during race days.

The OSOC operation worked well and coordinated village-wide activities, safety, security and logistics. During non-race days, Maritime Police utilised the wider office area of OSOC as a mess room. However, this space was significantly larger than required and not utilised as often as the Police had indicated.

IT support of OSOC was exceptional. CCTV connectivity with multiple infrastructure owners was integrated in a user-friendly platform enabling OSOC operators to monitor hotspots and incidents in real time. Radio communications site wide was also very efficient with clear and reliable transmission through base sets and mobile units.

The operating rhythm (OSOC Control Room / Briefings / Run Orders / Hot Debrief / Debrief Report) continued through until the completion of the Match in March.



10. OPERATIONAL WORKSTREAMS

Health / Safety / Risk Management

Key Objective: Develop and implement health, safety and risk management support to ACE.

Resource: Health & Safety Manager

Associated Management Plans: Health & Safety Event Management Plan and associated guidelines and standards.

All About People Limited were contracted by ACE to provide health, safety, and risk management support from July 2019 to March 2021.

The adoption of a risk management approach by the Event Management Team at the planning stage and the significant amount of planning by managers leading each workstream, meant that all challenges were well managed and there were no significant incidents resulting in major injury, or property and environmental damage.

Key responsibilities for All About People were as follows:

- Supporting ACE leadership on health, safety and wellbeing matters
- Developing, managing and updating the various plans, standards and guidelines that

formed part of the Event Safety Management Framework

- Developing and maintaining the Event Registers
- Developing, managing and updating Event Safety and Emergency Management Plans
- Managing and updating the online BLERTER health and safety system
- Managing and updating Contractor / Supplier health and safety requirements
- Engaging with major stakeholders on health and safety related matters (COR, Syndicates, IBC, Contractors, Community Liaison Group)
- Assisting with health and safety inductions for Volunteers / Contractors / Employees
- Managing the COVID-19 preparation and response
- Health and safety role on OSOC / OWOC
- Health and safety role in Crisis Management
- Responding to specific risks and incidents as required
- Taking part in scenarios





Key Achievements (Health & Safety)

- Changes to Covid Alert levels required an agile and flexible approach to be adopted. All About People developed a COVID-19 Management Plan for Alert levels 1, 2 & 3 which was accepted by government. This plan was successfully implemented during AC36.
- Successfully developed and implemented health & safety plans.



Lessons Learned (Health & Safety)

- **Crowd management on the final day** – ACV was at full capacity (agreed evacuation capacity) and the Crowd Management Plan was successfully implemented with access restrictions in place. Counting methodology (manual counting) created challenges in terms of real time accuracy and decisions on access restrictions for zones / ACV were reliant on site assessments by experienced senior ACE management.

Experience from AC36 should be taken into account in the design and planning of crowd management for any future event. This should include a review of; security levels and locations, capacity numbers in zones based on structural activations and number and location of big screens.
- **Event Permit Process** – ACE was required to send draft plans to over 40 people from different organisations, (many of whom were not experts in the relevant fields) for feedback. This feedback was collated by Auckland Unlimited and presented to ACE. ACE was expected to adopt all feedback (whether relevant or not or based on sound knowledge) often within short turn-around timeframes. A review of event permit requirements for any future AC event is recommended, including the streamlining of any reviews of draft plans.
- Prior to AC36, ACE were encouraged by Auckland Unlimited's consultant to use the **Blerter App** (the cloud-based online safety management system). Blerter was seen by the consultant as the perfect tool for the job. Initially the App was used by ACE personnel, security and key stakeholders to record incidents and communicate actions. Blerter did not live up to expectations and did not meet the requirements expected. It is recommended that ACE implement a thorough procurement selection process for any health and safety management tools rather than rely mainly on the recommendation of Auckland Unlimited.
- It is important to ensure that there is someone on site within the village who is able to manage health and safety and compliance of suppliers and syndicate teams.



Connectivity

Responsibility: Ensure the required infrastructure is delivered to provide 5G Network and wifi to the Event Village and On Water platform.

Resource: ITC Manager, Support Engineer

Associated Management Plan: AC36 Connectivity Brief

The AC36 Connectivity Programme consisted of a “Greenfields” solution design and implementation of ICT infrastructure required to host the AC36 and supporting events. ACE were able to successfully meet all key deliverables, delivery goals and timeframes. There were no major outages or service disruptions during the event.

The key objectives of the connectivity project were as follows:

- Ensure that the technology partner’s 5G network/technology covers the area of the AC36 Event Venue, including the Cup Village and the Race Area in order to deliver a sporting event with world class network services and speed and digital connectivity.
- Ensure Mobile Services and coverage for spectators, volunteers, competitors, and officials of the ACE36 Event within the ACE36 Event venue and Race Area, including during peak times (i.e., during AC36 Event races) providing on a 99.9% availability basis.
- Ensure the ability for the Partner’s 5G technology to be accessed and used on spectator vessels (subject to appropriate devices and plans being purchased from the Partner) and the AC36 Event vessels such as support race official vessels, to increase the quality and efficiency of data sharing, communications, and officiating.
- Enable the ACV to be Partner “Wi-Fi-Zone” or similar, with Wi-Fi being available to all persons with a Wi-Fi capable device within the ACV.
- Ensure that the following areas within the ACV are able to access and receive mobile and fixed line digital and data series from the Partner at the speeds required for the relevant area considering the areas likely data usage and purpose.

- Media Centre
- International Broadcast Centre “IBC”
- Host Broadcast Centres “HBC”
- Hospitality Areas
- Activation installations within Cup Village
- Big Screen and entertainment hubs
- Participating AC36 team bases / areas
- Vendors and concessions within Cup Village
- Onsite Operations Centre “OSOC” / ICT-1 Room
- Challenger of Record 36’s Operations Centre
- Volunteer centre; and
- Any other area within the AC36 Event Venue reasonably requested by the Organisers from time to time during the Term.

- Ensure uninterrupted 3G/4G/5G mobile services for television broadcasters covering the AC36 Events.

ACE and COR entered into a sponsorship agreement with Spark NZ as the primary technology partner for the AC36 and supporting events.

Due to a lack of detailed requirements during the initial stage of the engagement, “Delivery Objectives” were outlined to assist in identifying key areas for connectivity and technologies. These “Delivery Objectives” went on to form the basis of the solution design and overall delivery of the connectivity infrastructure.

Included in the network infrastructure installed was:

- Approx. 5km of fibre cabling.
- Approx. 8 km of CAT6 ethernet cabling.
- 21 x physical network distribution points throughout the Cup Village
- 80 x network and security devices, including 40 x wireless access points, 20 x switches, 2 x 4G gateways, internet peering routers, core firewalls, core network switches, and core metro ethernet switches.





Key Achievements (ICT)

- Met all key deliverables, delivery goals on time and within budget.
- No major outages or service disruptions during the event.
- Negotiated and secured access to key perimeter security systems throughout the Cup Village to facilitate asset security and public safety.
- Commissioned a fully functional Event Control Centre with integration to the SaferCities CCTV platform, Broadcast feeds, and crowd counting analytics.
- Design & commissioning of required technology for the On Water Operations Centre.



Lessons Learned (ICT)

- For an event of this size and calibre, contract a small “inhouse” team to plan, deliver, and operate the technology requirements. Reliance on a single person approach (ICT Manager only) carries risk in regard to the high level of engagement involved and as a “single point of failure”.
- Based on (lack of) uptake of usage of free wifi, we do not believe that the investment required to provide this service was justifiable. Based on the fact that most mobile plans have data included, the need for the provision of free wifi should be reviewed.



Security & Crowd Management

Key Objective: Ensure the delivery of a safe and secure village for all staff and visitors.

Resource: Security Manager, Security Consultant, Platform 4 Group.

Associated Management Plan: Security Management Plan; Crowd Management

The C4 framework was used as the baseline for developing and delivering the security programme of work.

The key responsibilities of the security team were as follows:

- Plan security delivery and align this to the overall requirements of the broader business including recommending to the risk owners, mitigation strategies and treatments to manage security risks.
- Build and maintain excellent and highly efficient working relationships with all event stakeholders including Police, FENZ, St John and security provider P4G..
- Develop operating procedures for the On-Land Operations Centre (OSOC) and manage the OSOC effectively and efficiently.
- Ensure the adoption and use of the event C4 principles and that the relationships between all organisations working within OSOC, On Water Operations Centre (OWOC), Major Events Operations Centre (MEOC) and the wider city and country security planning are effective to enable a smooth delivery framework.
- Prepare an all-Event Readiness Exercise programme, both externally and internally, to ensure ACE and its staff and contractors are well prepared to deliver a successful event.
- Plan security rosters that meet the risk setting and overall business objectives.
- Value management.

ACE developed over time, an effective working relationship with other agencies, particularly Police and FENZ. This contributed to greatly to ensuring public safety and satisfaction with the event. Throughout the planning period, Emergency Services gained confidence in the operational capability of ACE. This confidence was further confirmed with the successful delivery of a safe and secure event.

P4G was contracted by ACE to deliver security services on a 24/7 basis. Services included an event security management team, overnight asset protection team, and supply of an incident logger and a supervisor on Race Days. A full security

complement was on duty for all race days. This consisted of up to 65 guards during peak times as well as a team to look after overnight asset protection. At times security levels were reduced in response to crowd demand.

P4G responded well with change requests and supported the ACE Security Team on a 24/7 basis. A dedicated Operations Manager was assigned for the planning and delivery period and the individual was professional and attentive to ACE management requests. A General Manager was also available for escalation and support. Both managers had respect for their team and from their team. While there will always be people related issues on an event site so diverse, and spanning such a long period, in general, the standards required were delivered very well.

There were no major / significant safety and security matters during the event. Routine crowd control and alcohol management procedures along with asset protection practices, ensured a security rhythm was established early and that it was effective. A well prepared and planned security delivery for each regatta culminated with a professional delivery to a full house on the final day of the event, that assured safety and security for all stakeholders.

Public safety underpinned all planning and delivery with daily pre-event safety checks, hourly white-level safety checks and ongoing management attention to public safety ensured a thorough and coordinated approach which delivered a safe operating space.

P4G personnel were used at entrance gateways to encourage contact tracing (QR code scanning) by the public. During Alert Level 2 settings, P4G security personnel resources on non-race days included extra teams of roaming staff to re-enforce social distancing requirements. During significant milestones during Level 2 eg. the PRADA Cup Final, security personnel handed out masks to gatherings of more than 30 patrons.

Asset protection resources were deployed on a scalable basis from pack-in to pack-out. As new assets were introduced into the Village, risks were assessed and mitigated through physical barriers and personnel deployments. No significant damage or loss occurred throughout the duration of the event which indicates that a well-considered security approach was used. Some minor branding theft occurred on site and a set of display feature lights were also stolen. This was not unexpected given the scope and duration of the project.

The Security functional area delivered a safe and secure event, in full, on time and as specified.



Accreditation

AC36 Accreditation was managed by COR. An Accreditation Centre was set up inside the entrance to Gate 2 off Halsey Street.

Accredited individuals were allocated to a specific group and were assigned restricted zones they were able to access. Those entering restricted areas have their accreditation pass scanned by mobile scanner.

The accreditation system delivered to requirements and no significant issues were reported.

Event Delivery | Accreditation Concept

GROUPS		ZONES	
	GUESTS ACWS	A	PRADA MEDIA CENTRE
	GUESTS PRADA CUP	B	HOSPITALITY
	GUESTS AC36	C	MEDIA BOATS
	MEDIA	D	GUEST BOATS
	BROADCAST	E	OSOC
	STAFF	F	IBC
	SECURITY	G	VOLUNTEERS CENTRE
	TEAMS	H	TECHNICAL AREAS
	VOLUNTEERS	I	STAGE
	SUPPLIERS	J	ACCESS POINTS
		K	PRIORITY LANES

Crowd Management

The Crowd Management Plan worked successfully over the period of AC36 and was only put under pressure on New Year's Eve and during the final day of racing [Wednesday March 17].

The layout and nature of ACV presented some natural bottlenecks and crowd capacity challenges, particularly in the case of the Main Stage area located on Te Wero Island. This area is a pedestrian/cyclist commuter thoroughfare with significant volumes of users at peak times. It was accepted early on in the planning phase that there would likely be periods during the event when capacity would reach the agreed ceiling (5800) and access to the zone would have to be temporarily restricted.

It should be noted that the capacity limits that were agreed for each zone were based on safe evacuation levels rather than a maximum number of people that each zone could accommodate. When access restrictions were imposed on the ACV on Wednesday 17th, questions were asked by some about the need to restrict entry given that there was still room available. Enhanced communication at entrance gateways may have assisted this confusion.

The absence of large crowds early in the event (World Series and Christmas Cup) meant that

most of the event capacity concerns weren't realised. Exceptions to this were for brief periods on New Year's Eve, Saturday 13th March, and for the final day of racing on Wednesday 17th March.

Initial planning was undertaken on various scenarios of forecast crowd attendance. Resources were deployed based on these assumptions. However, in reality the forecast scenarios did not fully take into how dynamic the site was. A risk assessment process was then used to determine mitigation settings that were more aligned with the environment.

Once this methodology was applied, efficiencies were realised, and resources were allocated on an actual requirement rather than a scenario. This created the capability to be more flexible and able to adapt to changes in relevant situations e.g. when COVID-19 alert levels were changed.

A component of the Crowd Management Plan involved the use of Volunteers in various crowd management support roles. Overall, the Volunteer Team performed well, particularly in assisting crowd flows over the Wynyard Crossing bridge and with facilitating the movement of ETNZ and families for the presentation on the final day. When a zone or ACV access restrictions are required, it is recommended that only qualified staff be used to manage and communicate relevant messages. The use of volunteers who may or may not have the experience and /or confidence in these situations is something that should be avoided if possible.

The site wide PA was of limited use from a crowd management perspective. Enhancement of the PA system at entrance gateways and ability to have control and messaging on a zone by zone basis is recommended.

Crowd Counting

The need for accurate crowd counting was recognised as an essential requirement for the effective implementation of the crowd management plan. During the period of operation ACV was visited by 860,030 people.

Various crowd counting/assessment options were considered prior to the commencement of the event. Auckland Unlimited's crowd management consultant advocated that a CCTV based video analytics option be used and assured ACE that it would provide highly accurate (99.9% accuracy) and timely data. The video analytic option proved to be significantly inaccurate and could not be relied upon.

The existing aged technology on Bascule Bridge operated by Panuku did provide throughput data but this could not be supplied in real time (only 24 hours after the fact).



Manual counting was the methodology adopted. This required volunteers to operate in/out clickers at various entry points. While the methodology was simple and generally accurate on low and moderate crowd days, accuracy challenges emerged on busy days.

Collecting and collating the data proved to be frustrating with results at times not aligning with what could be seen across the Village. Factors influencing this included the counting timescale over an hour, porous venue access/exit points, human error/accuracy e.g. when a volunteer was distracted with enquiries, and the dependence on a spreadsheet that was one dimensional in analysis.

The crowd counting process was cumbersome and time consuming. While a count-in and out was made at entrances and within some zones, the transient nature of the site visitors, combined

with a one hour measuring window, produced a retrospective result that at times was hard to reconcile with what could be seen. As there was no confidence at all in the CCTV analytics data, the more rudimentary manual spreadsheet was persevered with.

Generally, the manual counting in Eastern Viaduct and Te Wero reasonably closely matched the electronic counts over the Bascule bridge. Manual counting was still far more accurate than the video analytic system. It should also be noted that the manual counting system provided the most accurate baseline of crowd attendance that has ever been recorded at a free entry event at the Viaduct.

It is recommended that an electronic technology solution be adopted for any future use of the venue for a major event where free/un-ticketed access is provided.



Key Achievements

- Successfully delivered a safe and secure village with only minor incidents occurring.
- Crowds on days such as New Years Eve and the Final day of Racing were managed successfully.



Lessons Learned

- Scenario planning is not realistic for a public environment. Would recommend the adoption of a risk-based assessment as was implemented.
- The analytical cameras were not accurate. Manual crowd counting was a more effective way of counting.
- Need to stay flexible and be able to adapt quickly in changing settings. This was successfully delivered by ACE and P4G.
- Staff need to be well informed of the happenings in the village.
- An electronic technology solution for crowd counting should be adopted for any major event venue where free/un-ticketed access is provided.



Kaihapai (Village Team)

Key Objective: Provide support to the AC36 Event in every way we can; support one another, ACE, ETNZ, COR, PRADA, the other Teams, our city and our nation.

Resources: Volunteer Manager & Volunteer Assistant + 640 Volunteers

Associated Management Plans: AC36 Event Management Plan

“My strength is not due to me alone but due to the strength of many.” [Maori proverb]

A USA based software system, Volunteer Local, was used as the online Volunteer Registration / scheduling system. This enabled volunteers to register their information, choose their role/s, and select their preferred days and shifts over the total event period. A total of 640 volunteers took part in supporting the event.

Due to Covid, approximately 50 overseas volunteers were unable to enter New Zealand due to government border restrictions.

Volunteer Centre

The Volunteers were based in the Volunteer Centre at Base E on Wynyard Point next to the OSOC. Volunteers were provided with catering along with ACE, COR and Race Management staff. Sky City provided the catering which was delivered on site daily. A lunch serving ran from 1130hrs – 1400hrs and dinner from 1730hrs – 1930hrs. As the event progressed, increased demand for delivery of meals to staff and volunteers located throughout ACV led to significant logistical pressure being placed on the volunteer team.

Volunteers worked either of two shifts (morning or afternoon) and supported a range of AC36 activities including: International Broadcast Centre, PRADA Hospitality Centre, PRADA Media Centre, Accreditation Centre, ETNZ Hospitality, Information Centre, Information Kiosks, Simulator operation/welcome desk, Crowd Management and footfall counting, Wynyard bridge, Entranceways, AC36 Photo Wall.

Training

A pre-event training and team building programme was implemented. It included aspects such as; Health and Safety, COVID requirements, role descriptions, cultural values and day to day scheduling. Two briefings were held on 4 December 2020 and 8 January 2021 and were attended by 380 Volunteers. At both sessions, the Challenger of Record gave out PRADA gifts to all those in attendance.

Each volunteer was provided a comprehensive Volunteer Handbook for reference to a wide range of information relating to the various teams, race schedule and courses, Health & Safety, ACV, events, Te Reo, Emergency Management, Transport and Traffic, biosecurity and sustainability.

450 AT HOP cards were also provided by AT / Auckland Unlimited for those volunteers using public transport in the Auckland area. This covered all buses and trains for the event period.

Uniforms

Each volunteer was provided with a uniform from PRADA. The uniform included:

- yellow polo shirts x 2;
- one pair of black shorts;
- one black sweatshirt;
- one black bomber raincoat;
- one yellow belt;
- one black cap.



COVID-19 significantly impacted the delivery plan. Volunteers Managers were put under stress constantly managing the late arrival of uniforms and allocation to volunteers.

The ordering of uniforms (and sizes) in mid-2019 without consultation with the Volunteer Programme Manager meant mismatch of sizes. A lack of larger sizes necessary for the typical kiwi body size and to match those registered was contrasted with a surplus of smaller sized uniforms. PRADA pursued other uniform options in January in order to kit out our larger volunteers.

All personnel (ACE, COR, Race Management and Volunteers) had the same uniform colour. This led to some confusion by the volunteers and the public as to who was responsible for what role. It is recommended that in the future, staff and volunteers have a different colour uniform.



Event Time

Each volunteer worked an average of 7 shifts for an average of 7 hours per shift. A total of 7,600 shifts were required to be filled which represented a contribution to the event of 53,000 volunteer hours. The no-show rate was approximately 8% over the whole event period, which compares favourably with other major events.

Daily shift briefings were also given to cover the general aspects of the volunteer programme and role specific training was given on site. The daily briefing formed the foundation of each shift and was vital to maintain consistency, absorb new volunteers into the establishing team and hold up the important team culture.

The Volunteer Programme supported P4G with crowd management which included counting footfall numbers at each of the entrance gates every hour on a daily basis. During the busy times, there would be an increased presence of

volunteers to provide guidance for the public and assist security when required.

On the final day of racing, volunteers used rope to separate public from the teams. This was instrumental in managing crowds around Karanga Plaza and Te Wero Island as they facilitated a 'guard of honor' for the winning team ETNZ and families to make their way across Wynyard Crossing bridge to the stage.

Thank You Function

Prior to the start of the Match, a successful Volunteer Thank You function was held at ETNZ on 28 February. The function was attended by over 400 volunteers and speakers included Grant Dalton and Bianca Cook. Gifts were given to those volunteers who gave above and beyond the expected. Each volunteer was given a uniquely designed Thank You Volunteer Certificate. The function was supported by Steinlager, Brancott Estate and Coca Cola.



Key Achievements

- Successfully managed and delivered the Volunteer Programme within changing COVID environment.
- Developed a team of volunteers who were engaging and made visitors to the ACV feel welcome.



Lessons Learned

- The length of the event (91 days) meant that there were significant demands on the 2 Volunteer Managers and little opportunity for breaks over that period. Managers worked most days on the double shift system. It is recommended that an additional paid resource be looked at if the event is to extend for 3 months again.
- Consideration should be taken to the length of time between racing regattas and if it is necessary to have the village open when racing is not on.
- Uniforms need to be provided early. A significant amount of time was spent after the event started on sorting uniforms. Many people did not receive their full uniform, or it was the wrong size.
- It is important that volunteers have training on using radios.
- It is recommended that event staff have a different uniform colour to volunteers to avoid confusion.



Traffic Management

Responsibility: Traffic management within the Wynyard Quarter including management of access, parking, drop offs and service delivery. The key objective was to ensure that members of the public could access the village safely, there was minimal impact on businesses and residents and traffic did not increase.

Resources: Traffic Manager, Traffic Management Co-ordinator

Associated Management Plans: AC36 Transport & Traffic Management Plan.

A series of different closures (scenarios) were designed and trailed to get the right balance between protection for the patrons, health & safety, vehicle control and disruption to the businesses and residents in the immediate vicinity.

Close consultation was carried out by ACE (with the support of Panuku), with stakeholders including local businesses, commercial operators, retailers, corporate bodies and residents.

The main scenario used for the busiest days - Scenario 1 - involved closing Halsey St (at Madden St) and Jellicoe St (from Halsey to the Silo Park Marina). As the day peaked traffic controllers were also deployed to the pedestrian crossing on Hamer Street to assist with the flow of patrons through Silo Park.

Permitted vehicles were allowed access into the closure area mentioned above. Yellow permit holders were free to move through the closures for deliveries, drop-offs/pick-up of goods, accessing off street parking (such as ASB parking) but were ultimately not able to park on the roads. Blue permit holders had allocated parking with the majority of ACE staff members allocated Jellicoe West car parks. Other blue permit holders were allocated parking at Beaumont and Jellicoe East.

The permitted parking was managed by a long-term parking resolution that covered the blocks of racing with the parking being reinstated if there was a break in the racing schedule or during lockdowns.

AT Metro buses were put on diversion on race days when the TMP was active in Wynyard Quarter. This was one area that did not go as well as planned and controls were put in place in order to assist buses on their diversions towards the end of the event.

Event Hire Ltd were contracted to control and organise the services listed below:

- Planning and design of closures for different scenarios that could come to fruition throughout the course of the event.
- Issuing permits
- Removal of parking for permitted vehicles
- Prewarning via VMS boards
- Implementation of the closure and evaluation each day of the success of the closure
- Adjusting what is required for the next race day, staffing levels and crew times.
- Keeping buses on diversion
- Controlling entry points into the closure
- Controlling pedestrian crossing
- Towing of non-permitted vehicles from the closure
- Report all activity in a log, sent to OSOC at the end of the day
- Reporting through to ATOC
- Collaboration and comms with the AT closure on Quay Street

Alliance Services provided the on-ground traffic control over the 4-month event period. This included supply of the plant, people and vehicles needed for the scenarios on race day. During the Christmas cup there was an average of 11 staff on each day which was refined for the PRADA Cup and America's Cup down to 6-7 staff members each race day. VMS Boards and parking resolution were managed Event Hire Ltd.

On race days there was also a Traffic Management Representative stationed in OSOC from approx. 1100hrs – 1800hrs.

Overall, the correct level of traffic management was applied to mitigate risk. The calm and orderly feeling on the ground was a testament to this. Stakeholder consultation and hand delivery of permits helped draw a connection between the use of the permit and the closure seen on the day. This resulted in very little confrontation at closure points and positive vehicle behaviour overall.





Key Achievements

- Successful implementation of the Traffic Management Plan approved by Auckland Transport.
- Collaborative working relationship with Auckland Transport.
- No visible increase in the level of traffic within Wynyard Quarter.
- No complaints received by the public during the Event Period.



Lessons Learned

- Keeping Jellicoe Street closed on race days was a must. It was clear that it would have been overrun by Uber drivers and Taxis lining both sides and just general poor traffic behaviour. During race days there was often a steady flow of pedestrian traffic around, crossing from the restaurants on Jellicoe into the village - having the road closure in place mitigated risk to pedestrians.
- Having a no entry at Madden and Beaumont and therefore minimising the traffic at the intersection of Jellicoe and Beaumont worked well and had many benefits. It was put in place on race days when traffic behaviour was becoming unacceptable for the number of pedestrians in the area.
- The TMP kept buses on their diversions and stopped most customer confusion at the Jellicoe bus stop – something that ACE had ongoing problems with.
- The TMP kept the permitted parking area clear and therefore resulted in less requirement to tow vehicles, meaning a better experience for stakeholders and public.
- Levels of traffic seeking to drive along Hamer Street and therefore over the pedestrian crossing was reduced, which enabled better and safer egress in the evenings from Silo park. (most foot traffic headed to Eastern Viaduct or down Beaumont St).
- The Yellow and Blue permits worked well. They were easy to recognise and allowed the large number of delivery and service access to businesses in the area.
- Locating St John and Security in OSOC allowed for quick comms on injuries. On the few occasions when St John were needed, an excellent service was provided
- It is important to have a closure point where buses needed to be diverted otherwise, they would stay on the normal route and confuse passengers by still accessing bus stops that were closed.
- Keeping designated motorcycle parking in place proved popular.

Suggested improvements for any future events include:

- Leave traffic closures in later – particularly on the Match. During the Match, the site was opened up when pedestrian numbers dropped but as a consequence Taxis and Ubers crowded Jellicoe Street and the entrances creating a potentially unsafe environment.
- Increase the level of mobility parking.
- Ensure a firmer closure is in place from day one and have the same consistent closure each race day.
- Turn Madden street into an Uber/Taxi Rank for the finals and all other traffic using Pakenham including buses.





Entertainment & Activations

Responsibility: Bring vibrance to the America's Cup Village

Resources: Event & Activation Manager, Event & Activation Assistant, Production Manager

Associated Management Plan: AC36 Event Management Plan

The COR was responsible for delivering the activations for the ACWS and the PRADA Cup Challenger Series. Initially there were a number of engaging village activations that they intended to have that were planned for the Cagliari World Series Regatta. However, due to COVID-19 and the uncertainty that it created, COR decided to only ship the Simulator, Giant PRADA Cup, and replica AC75.

The Simulator was very successful and was generally booked out every day.

ACE was responsible for leading the entertainment and activation programme for four core periods throughout AC36.

- Opening Dawn Ceremonial Blessing December 15th, 2020
- New Year's Eve Celebrations December 31st, 2020
- Auckland Anniversary January 29th to February 1st, 2021
- Americas Cup – The Match March 10th to March 17th, 2021



Opening Dawn Ceremonial Blessing

Prior to the official opening of the ACV, a dawn ceremony led by Ngāti Whatua Orakei and presented by ACE was held at 0515hrs on 15th December. Halsey Wharf, PRADA Hospitality and Media Centres, Karanga Plaza, Te Wero Island and Eastern Viaduct were blessed as part of this. Following the ceremony, guests were invited to a breakfast at Te Pou (New Zealand House).

An official opening ceremony led by Ngāti Whatua Orakei and presented by the COR was held at 0900hrs on the same day (15th December) followed by COR hosting guests at the PRADA Hospitality Centre.



New Year's Eve

With funding support from Auckland Unlimited, ACE produced a New Year's celebration at the Village.

Two stages (Main stage at Te Wero and Silo Park) were used and performers entertained crowds of 40,000 during the late afternoon / evening.

The event proved to be a great success and no major incidents were reported.



Auckland Anniversary Weekend

Auckland Anniversary Weekend was one of the busiest weekends in the ACV with ACE hosting the Auckland International Buskers Festival. Top busking acts were featured in Silo Park in the afternoons and on the Main Stage in the evenings. Other family entertainment and activities were also delivered at Silo Park and Silo Park Extension. Footfall during this weekend was approximately 30,000 people each day.



The America's Cup Match

The Match was a key focus area for ACE when it came to entertainment. Due to COVID-19 the start of the Match was postponed from the 06 March until the 10th March which meant that entertainment planned for the scheduled opening weekend was also postponed.

Pre-Race Shows

Pre-race shows commenced at 1pm on the main stage on race days. This was an opportunity for the public to see the sailing team up close and personal. The pre-race show was short and sweet and went for approximately 15-20min.

Weekend 13-14 March

The 13th & 14th March was the only weekend that fell within the America's Cup Match timeframe

that was available for entertainment. On both days there was approximately 50,000 footfalls. The key success for this weekend in addition to the racing was the entertainment and activations that ACE provided for the public which included the following:

- Air Force Fly Past over the ACV and Racecourse A.
- Rock the Dock – delivered by New Zealand Tourism
- Main Stage – Pre-Race Show and entertainment.
- Karanga Plaza Entertainment – face painters and roaming acts.
- Additional Big Screen and food vendors on Halsey Wharf for people to enjoy the racing.
- Silo Park and Mana Whenua Activations – led by Auckland Unlimited.





Mana whenua Activations

The Auckland Unlimited's Maori outcomes working group with support of Auckland Unlimited contracted Fresh Concepts to deliver entertainment and activity at Silo Park which had a strong cultural footprint.

Included in the weekend's activities were live entertainment, market stalls, food vendors, waka carving, weaving, mirimiri hauora lounge, children's games.

In Silo 6, Mana whenua activated (Short Films (Silent Disco Headphones), Manuauete Making with O Te Motu, Poi Making, Weaving (Wet Weather) Korero Zone, (Centre Space) and Ta Moko.

Overall, Silo Park proved to be very popular with large crowds visiting over the weekend. Despite crowds of up to 50,000 per day, offerings from the market stalls were targeted more at an international audience who were noticeably absent because of COVID-19.

Although Mana whenua had limited opportunity to activate over AC36 because of COVID-19, the weekend of 13th-14th March showed there is a strong community appetite for this type of activation.

Closing Ceremony 17 March 2021

The Final Race day brought significant crowds to

the village. The decision to install a third screen on Halsey Wharf provided the opportunity to spread the crowds within the ACV and balance the crowd numbers within the zones.

The vision of the America's Cup Winners Ceremony was to create a memorable, impactful event for both the live and the broadcast audience.

The Closing Ceremony was held on the Main Stage at Te Wero Island at 1845hrs. ETNZ team members, accompanied by families walked from the ETNZ base across the Wynyard Crossing bridge to the stage, led by warriors from Ngati Whatua.

The Volunteer team using rope created a pathway / guard of honour for the large group to move through the crowd. Luna Rossa team members and families also joined the ceremony, travelling from their base on Hobson Wharf.

Pack Out

Pack out commenced on the night of the 17 March after the entertainment had finished and the ACV had been vacated. In accordance with the Licence to Occupy the ACV was required to be packed out and remediated by 21 April 2020.

The ACE Logistics Team worked closely with Panuku to ensure that any potential impact was minimised or mitigated.





Key Achievements

- Successfully delivered with Auckland Unlimited the New Year Eve celebrations.
- Successfully delivered the Opening and Closing ceremonies for the America's Cup in collaboration with Ngati Whatua Orakei.
- Enabled Mana whenua to deliver on maori outcomes as agreed through the Maori Outcome Steering Group.



Lessons Learned

- Activations that the public can participate are key. Would recommend investing more in engaging activations.
- Wider range of food options was required. Te Pou and Mumm Yacht Club were not effective in serving target market and families.
- Big screens within the village were successful. Creating different hubs that people could go to was key in managing crowds.
- Needs to be an increase in drinking water access and shade.



On Water Operations

Responsibility: Develop and implement an On Water Operations Plan that would ensure the safe delivery of the on-water component of the AC36 Event.

Resource: On Water Operations Manager, Chief Course Marshal, On Water Operations Communications Manager, On Water Spectator Communications Manager

Associated Management Plans: On Water Operations Plan

Racecourse Areas

Within the Inner Hauraki Gulf, five racecourse areas (A–E) were identified as the location for the AC36 Regattas. This provided for a range of wind directions and sea conditions depending on the day.

Each individual course area was predetermined, oblong in shape and approximately 1.8 x 0.8 nautical miles.

Transit Lanes were required to be established for Courses C, B and D due to the close proximity to the coastline and the restricted ability for vessels to navigate past these courses when in situ.

Courses A, C & E were predominantly used. During COVID-19 Alert Level 2, it was agreed with the Government that courses A & E would be used as they were less likely to attract large numbers of on water spectators due to the distance from local marinas.

By defining the location of these courses' expectations were set that when a course area was selected the course would remain in that location with little flexibility available to relocate if weather conditions required.

This lack of flexibility with the course areas was challenging as this defies the reality of Auckland weather and place unreasonable restrictions on the Race Director to alter the proposed course area or geometry as wind conditions developed.

Selection of Racecourse

The selection of a particular course area on any given day, was based on the likely wind direction and stability, with a view to providing viable yacht racing between 1500hrs and 1800hrs (during the initial series of races), and 4 pm and 6 pm during the PRADA series finals and the America's Cup match.

The time of day was selected considering international broadcast commitments and local weather variability.

The 6 pm finish time related to the latest possible time a race could start. A race had to be completed within 45 minutes, meaning a race could continue until at least 1845hrs.

While this time frame had been planned due to take advantage of local weather peculiarities it was also relevant to sunset time and the need to ensure that most of the event spectators would be safely off the water before dark.

The Race Director was responsible for selecting the racecourse area to be used on any given race day. At 6pm the night before a race day, the Race Director would advise an indicative decision with the final decision to be made at 1000hrs on the race day.

Prior to making the final decision, the Race Director, On Water Operations Manager and the Harbour Master met to discuss the intended racecourse to ensure that all parties were comfortable. Once the decision was made, the Course Area with relevant details was distributed to the Operational staff and Sailing Teams.

On Water Operations Centre (OWOC)

A private vessel suitable for use as the On Water Operations Centre was generously provided by its owners for use during the event. This vessel proved to be ideal in terms of size and fit out.

The vessel was fitted with IT infrastructure that provided event IT systems and communication back up for race management.

Personnel who were based on the OWOC were as follows:

- On Water Operations Manager
- Chief Course Marshal
- Air Space Operations Manager
- On Water Operations Communications Manager
- On Water Spectator Communications Manager
- Race Management System Technical Advisor;

As well as personnel from the following agencies:

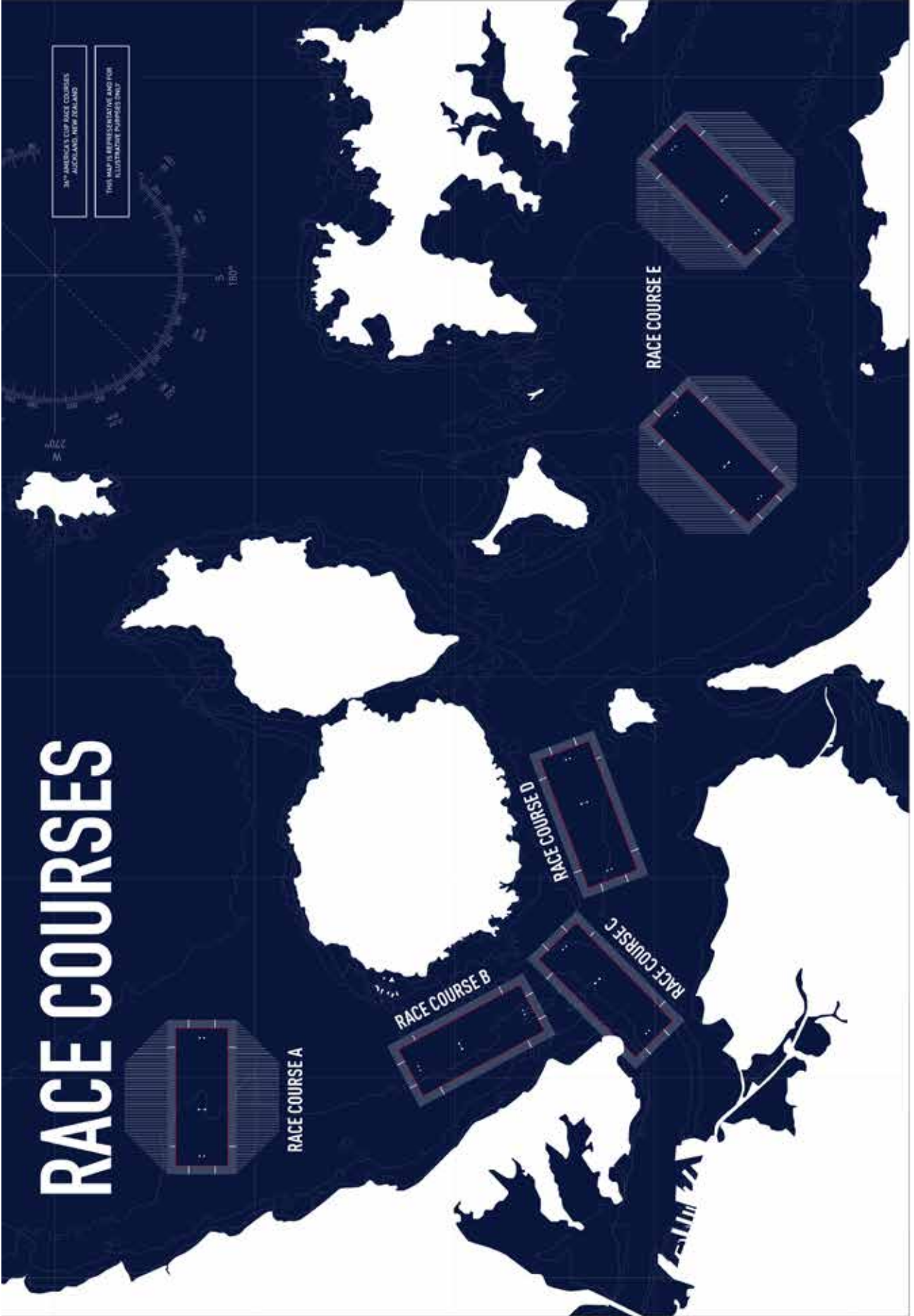
- Harbour Master
- Police
- Coast Guard
- St John
- Maritime NZ



RACE COURSES

36TH AMERICA'S CUP RACE COURSES
AUCKLAND, NEW ZEALAND

THIS MAP IS REPRESENTATIVE AND FOR
ILLUSTRATION PURPOSES ONLY



On Water Assets

The majority of course marshal vessels were identical in appearance and branded. This livery made them easily identifiable to the general boating public.

The Sea Cleaner craft were of a different type of vessel and were of an entirely different colour scheme.

Supplementing the 9-meter Protector course marshal vessels with a number of solid pontoon vessels and 4 small yacht club tenders was not ideal and led to sub optimal deployment at times.

Vessel numbers planned for to deliver the event were as follows:

17 x Course Marshal vessels (12 x 9 metre Protectors and 5 x 4.5 metre open RHIB's)

9 x Sea Cleaner vessels (5 x 6-7 metre solid pontoon boats + 4 x misc craft <5 metres)

The full number of boats were not available or deployed in the early stages of the operation for a variety of reasons.

In practice even with a total of only 21 course marshal and Sea Cleaner vessels (combined) deployed on most days all operational requirements were achieved.

It is recommended that consideration be given to deploying only 22 professionally crewed RHIB vessels. Course Marshal vessels need to be greater than 8 meters LOA to meet all course marshal functions and need to provide adequate sunshade and crew comfort facilities.

Event Vessels

The following vessels were provided for the Sailing Event Team:

- 6 x 9-meter Mark set vessels
- 1 x 12-meter Signal Boat
- 2 x 10-meter Umpire vessels
- 1 x 12-meter Photo boat
- 3-4 specialist cameras and media boats

Course Marshal Programme

The Course Marshal Training Programme was led by the Royal New Zealand Yacht Squadron (RNZYS).

160 Volunteers were inducted into the training programme with the final number of on water volunteers reducing to 128.

On completion of the training all course marshals were appointed as "Enforcement Officers" under Section 200 of the Maritime Transport Act.

Despite considerable training both through the RNZYS training program and from police

maritime staff, the reality is that volunteers are still volunteers and over a period of just three or four months will never develop into experienced enforcement officers.

The delivered training program was designed prior to and in isolation to the final operational plan being developed. Training was delivered based on the trainer's intent on how the course marshal duties would be delivered.

Course marshal skill sets and their belief on how the on-water aspects of the event would be delivered had to be refocused as the event was being delivered. This change of operational methodology caused considerable angst and considerable inefficiencies during the early stages of the event.

Volunteers self-rostered and availability was not always apparent to the On-Water Operations Manager until the morning of each race day which caused uncertainty.

Daily Course Marshal Briefings occurred on race day. These briefings were led by the On Water Operations Manager. Due to the Course Marshal Programme being run and operated from the RNZYS, briefings were done virtually. This also caused further logistical challenges as the with vessels being berthed at the Wynyard Basin.

Electronic Systems

Delivery of the on-water component of the Event required a significant investment and reliance on technology.

This included:

- UHF Tetra radio network that provided robust private communications between all parts of the operation.
- The Yacht-bot system which was used to track all event and selected other vessel resources.
- The Yacht-bot display system used on the Course marshal vessels for determining the location to deploy spectator perimeter buoys.
- The Yacht-bot hub established aboard the On Water Operations Centre (OWOC) that provided detailed information about the course, the spectator perimeter, and the locations of all agency resources.
- A transmitter and management system for the broadcast of 16 ATON's (Aid to Navigation) that enable AIS (Automatic Identification System) enabled receivers to identify key locations with publicly available navigation systems.
- Backup cellular and Wi-Fi systems to support the event data network in the racecourse vicinity.





All the technology worked extremely well except for the following:

- The large display on OWOC and tablets issued to each course marshal vessel were exceedingly difficult to use on bright sunny days. During the Event, the OWOC display was replaced by a fit for purpose outdoor display screen which proved ideal. For the course marshal vessels, this issue was addressed by exporting the GPS coordinates of key locations via a messaging app. These locations were then manually entered into marine SIMRAD plotters, on the vessels that had them.

This solution was workable but added significantly to the course marshal workload and slowed the process of deploying or redeploying spectator perimeter buoys.

The same position technology with improved daylight viewable displays is highly recommended for future events as well as a large screen display viewable by multiple members of the on-water management team is critical for situation awareness.

Permit Area Control Enforcement

The boating public in New Zealand generally have a healthy respect for formal enforcement agencies as there is a clear understanding that failure to comply with directions has legal consequences.

ACE acknowledged its clear responsibilities and at all times ensured it undertook all actions required to enable racing could occur as scheduled and public safety was not compromised.

The communication plan, the electronic course perimeter app and the presence of installed visual references were highly effective and together with course marshal guidance the majority of

boat operators were positioned safely in a timely manner on all race days.

Even though course marshals had been appointed as enforcement officers, there were a small number of spectator vessel operators who ignored course marshal advice and direction when given.

ACE's expectation of the Police and Harbourmaster was that when an issue with non-compliance of a spectator vessel such as this would occur, then support would be provided by the Police and Harbourmaster as it was evident that uniformed enforcement officers such as the Police and Harbourmaster will inevitably achieve a higher level of compliance. However, this was not the position that the Police and Harbourmaster had. From their perspective, they would only assist when it was a matter of National Security or an area outside of the racecourse, respectively.

This resulted in mixed messages to spectator fleet and inefficiencies. It is recommended that Police and the Harbourmaster proactively support and assist course marshals and are coordinated with the Event resources to ensure there is one team and consistency of messaging to the public.

On Water Spectator Communications

A registration system was developed for on water spectators to subscribe to for the Event. By subscribing, spectators received information about race day plans including, weather forecast, racecourse, race schedule, location of spectator boundaries and VIP boundaries. Approximately 4000 people registered throughout the Event Period.

Public communications were required to be highly flexible and timely due to the dynamic nature of the event on water. From approximately 1345hrs on race days, the Spectator Communications Manager would commence communications to spectators via VHF and continue every half hour until the first race. Communications via VHF would continue as required between races and following the completion of racing to ensure key messages such as the 5 knot speed restrictions were communicated often.

Implementation of a comprehensive and effective communication plan was critical to the success and safety of the event. The success of the communication plan was largely due to the practical and cooperative relationship established and maintained between the Spectator Communication Manager and the On-Water Operations Manager. Establishment of a functional and collaborative working relationship with the On Water Operations Manager is critical to ensuring the communication is effective and contributes to successfully delivering the Event.





Key Achievements

- On Water Operations Plan was delivered safely with no serious injury reports.
- On Water Spectator Communications Plan was successfully delivered to ensure that the spectator fleet were well informed.
- Total of 10,468 spectator boats attended the event throughout the Event Period.
- Approximately 35,000 people used the Live GPS viewing platform.



Lessons Learned

- Effectiveness of the volunteers as course marshals was highly variable and some had difficulty being firm or forceful as “enforcement officers” and some had difficulty with being managed in this environment. For AC37, it is recommended that consideration be taken to the employment of qualified commercial vessel operators.
- It is recommended that during the planning it is agreed that proposed course areas enable the flexibility necessary to ensure there is no unreasonable impediment from authorities and other parties to establish and alter courses as required by actual wind conditions.
- 5 knot speed restriction worked well to ensure that spectator fleet and other users of the harbour travelled at a safe speed when travelling back to the marinas after racing.
- On Water Operations Manager and Spectator Communications Manager need to work closely together. Having the Spectator Communications Manager on the On Water Operations Centre was key to being able to proactively inform spectator fleet.
- It is important that the messaging between course marshals and police is consistent. Consideration needs to be given to the role of police on the water and how they interface with the course marshals.
- It is recommended that for the next event that the Event organiser engage already trained on water course marshals.







Air Space Operations

Key Objective: Develop and implement a set of airspace procedures that enabled all the aviation participants to achieve their objectives whilst at the same time ensuring that safety was maintained over the racecourse areas and the Village. This was achieved by ensuring that procedures were sufficiently robust to enable formal designation of temporary restricted airspace.

Resource: Air Space Co-Ordinator

Associated Management Plan: Air Space Operations Plan.

The America's Cup Air Space consisted of four distinct areas. One area above the Cup Village that was permanently active for the duration of the event and three overwater areas about the racecourses that will be selectively activated on race days dependent on which racecourse is selected by the Race Director.

Management of the airspace above and surrounding the venue had the dual goals of delivering an appropriate level of aviation safety and protecting the public interest.

Temporary restricted airspace was designated

under the Civil Aviation Rules for the event period. It covered the sky above the on-water racecourses and the Cup Village, with ACE authorised to administer flight operations therein.

Engagement with local aviation companies began in late 2019 and was ongoing throughout the lead up to the event and during the event itself. This direct communications process, coupled with the well documented learnings from both previous America's Cup events, enabled the early development of an event airspace plan addressing normal, contingency, and emergency scenarios.

The airspace plan was then operationalised via a Briefing Package for Pilots. The package was provided to and signed for by all pilots wishing to fly within the event airspace and was supplemented by an extensive email distribution campaign to those pilots seeking details of how to remain clear and avoid disrupting the event.

Pilots wishing to operate within the America's Cup Airspace, including those wanting to fly drones, were required to contact ACE to obtain the America's Cup Briefing Package for Pilots which included details of the flight operations procedures applicable to entry into flight within and exit from the airspace. The package included



a declaration that the pilots had to sign and return to ACE confirming that they have received, understood and will comply with the briefing requirements.

During the month leading up to the event period, and during the event period itself, we had dedicated phone/text/email contacts for all airspace related matters. On each race day, the airspace overhead the racecourse in use was directly administered by ground-to-air radio from the event On-Water Operations Centre.

The imagery captured by the host broadcast helicopters and transmitted globally speaks to achievement of the public interest goal. Twenty-one race days flown by a mix of helicopters and fixed wing aircraft without major incident speaks to both the professionalism of those involved and the level of aviation safety achieved.

Drone Geofence

Whilst the drone geofence performed far beyond expectations, its existence did bring with it a need to issue unlocking approvals to individual

operators who needed to fly drones in the vicinity of the Cup Village and racecourses for non-event related purposes. It would be recommended that a pre-event briefing be prepared for drone operators. This could be similar to that used for the helicopter and aeroplane pilots. This would have front-loaded the work required but had the benefit of reducing one-off approvals throughout the event whilst also giving the drone operators more certainty around when they could operate.

Communication

Two dedicated aviation VHF frequencies were licensed for use by all aircraft within the air space.

The On-Water Operations Centre has a mains-powered operator tunable (118-136 MHz) aviation VHF base radio station with omni-directional antenna. A battery powered aviation VHF handheld radio (with provision for mains-powered charging) is also available. Both radios are configured with a headset adapter and PTT capability to ensure clarity of reception whilst preserving a quiet environment within the Operations Centre.





Key Achievements

- Successfully conducted air operations at the 36th America's Cup. Having the Airspace as an Event component for a Major Event benefited the Event by enabling aviation activities to be built into the event planning at an early stage.
- Drone Geofence was successful and contributed hugely to the lack of drone incursions during the event period.
- Aviation operator commitment was exceptional. The local aviation community engagement with the airspace planning at an early stage and as a result ended up with a solution that benefited everyone.



Lessons Learned

- Develop a scope of what the event is going to look like early in the piece including dates, times, locations. If in doubt, start big as it is always easier to downsize rather than upsize at a later date. Take as much detail as you can and engage with the local aviation community at the earliest opportunity. Keep a list of those contacted and ensure they all receive updated information as and when it comes available. As soon as those operators potentially affected by the event see that everyone is getting the same information at the same time, a relationship of trust is built and open dialogue follows.
- Be aware that a number of agencies with zero influence over aviation activities will be only too willing to make their views known. These views need to be considered and actioned as appropriate, but it is important that addressing this input doesn't become all-consuming and overwhelming. It is ok to say to someone "I will not be responding any further as that matter is not your responsibility, it comes under the purview of XYZ agency".
- It is important that the event management organisation has in place a mechanism to shield its team, either collectively or individually, from questionable actions by external agencies. Whether you call it head cover or air cover, the critical point is that throughout any event, the organising team have interfaces with numerous agencies and a Plan B needs to be in place to handle situations where the demands being received are unreasonable.
- The Civil Aviation Rules governing temporary restricted airspace specify that an application must be submitted not less than 3 months before the airspace is required. ACE made an application 9 months in advance. It would be recommended that for future events the application be made much closer to the specified 3-month timeframe.
- Whilst the drone geofence performed far beyond expectations, its existence did bring with it a need to issue unlocking approvals to individual operators who needed to fly drones in the vicinity of the ACV and racecourses for non-event related purposes. It would be recommended that for future events a pre-event briefing and approval process for drone operators, similar to that used for the helicopter and aeroplane pilots be put in place. This would have front-loaded the work required but had the benefit of reducing one-off approvals throughout the event whilst also giving the drone operators more certainty around when they could operate.





11. MARKETING & COMMUNICATIONS

Key Objective: Engage and proactively inform and educate New Zealand Public while promoting the 36th America's Cup presented by PRADA as the most inclusive and most viewed America's Cup

Resources: ACE Communications Director, ACE Spectator Communications Manager, ACE Press Officer, ACE Digital / Social Media Manager, AU Marketing Communications Manager, AU Media Manager

Associated Management Plans: Public Information Management Plan

The Media and Communications program for the 36th America's Cup was all encompassing to include all communications, including Event and Public Information and Spectator Communications, Management of America's Cup social media channels and Official Website as well as media centre, conferences, media mixed zone, event photography. All of which the responsibilities lay between ACE & COR who was responsible for organisation of the ACWS Auckland & PRADA Cup regattas.

The programme focused on engaging and proactively informing and educating the New Zealand public and promoting the 36th America's Cup presented by PRADA as the most inclusive and most viewed America's Cup ever via predominantly via owned, earned and both direct and indirect event stakeholders' communications about the America's Cup event and racing competition including:

- All event infrastructure, development and planning information.
- All event operational information.
- All event / racing and competition information and promotion including racing schedules, results, coverage and highlights.
- On-water operational information including racecourses locations, spectator boundaries, speed restrictions, on water safety messaging, Air space restrictions, environmental and marine mammal messaging which included a daily on water information newsletter which highlighted each days race course area, speed restrictions, weather, restricted anchoring zones and any other relevant information.
- On-land spectator and operational information including all daily race village information, crowd capacity and COVID19 messaging.

- Building effective relationships with Hosts for all media and communications related issues and enquires and cross purpose promotion and activation across all available channels including city wide dressing and theming promotion of the 36th America's Cup presented by PRADA.

The key responsibilities were to as follows:

1. Establish and promote the 36th America's Cup and all associated event and competition information communications.
2. Build an engaged local and international audience and following via all available communications channels (owned and earned)
3. Communicate safe and secure participation and spectating of the AC36 Event on land and on water.
4. Provide proactive educational communications to mitigate potential risk scenarios.
5. Identify clear lines of internal and external communication between event spectator & PIM communications and other including: C4 Control Procedures and Hosts for BAU and emergency scenarios.
6. Manage all Media request and requirements associated with all AC36 events, via media management personnel outside of race time as well as the PRADA Media Centre during race days.

PRADA Media Centre

The PRADA Media Centre and all operations were organised and run by the Challenger of Record / PRADA for the ACWS, PRADA Cup and America's Cup Match.

It operated from 10am – 6pm on non-race days and 10am – 9pm on race days.

Staff included:

- Media Centre Manager
- Media Centre Assistant
- COR Press Officer
- Press Conference MC
- Accreditation Manager
- Volunteers
- 2 x Media Photo boats



The responsibilities of COR / PRADA on running the media centre was on them to organise and run the media centre and all of its facilities including daily weather briefings, assignment of media photographers (15+ per day) on to the photo boat resource and the running of press conferences and media mix zone on days when required.

ACE had limited input or influence on a number of aspects of the running of the media centre but worked as collaboratively as possible to ensure the smooth running and effective and accurate output of information through the PRADA Media Centre where possible.

Due to COVID and border restrictions, the PRADA Media Centre was very under subscribed.

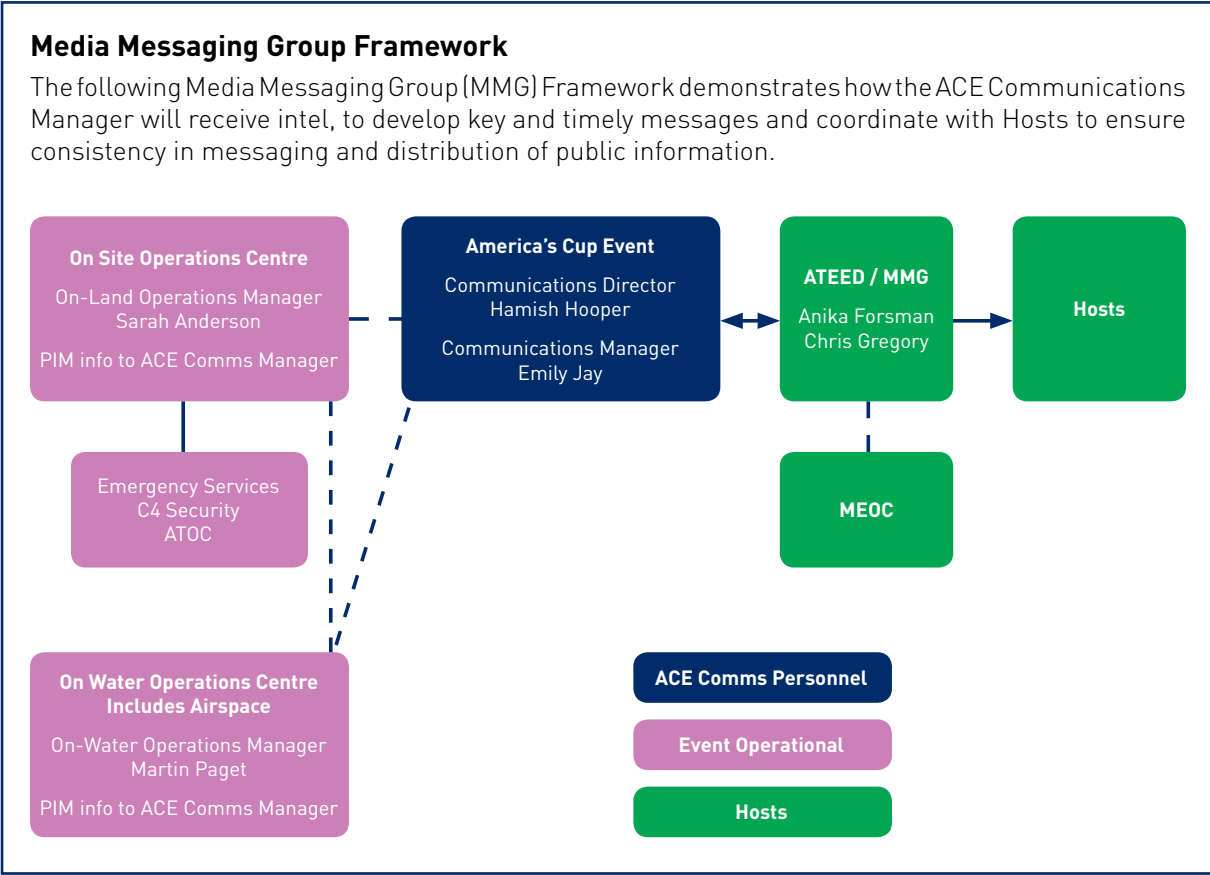
Media Messaging Group

The Marketing Communications Managers and Media Manager from ACE and Auckland Unlimited were the key conduit to ensuring smooth and

consistent messaging between ACE, the Hosts and other stakeholder agencies via the Media Messaging Group.

The Media Messaging Group (MMG) was the mechanism for how the ACE Communications Manager received and gave information to collaboratively develop key and timely messages and coordinate with the Hosts to ensure consistency in messaging and distribution of Public Information. The Hosts and associated agencies supported ACE by:

- Aligning their messages with ACE as developed by or in co-ordination with ACE.
- Sharing ACE’s messages when requested.
- Restricting their own messages to their field of expertise
- Referred important media inquiries to ACE.
- Relayed emerging themes or reoccurring media enquiries to ACE.



Social Media

At the beginning of 2019, the Social Media Team was established to be neutral custodians for the future of the America's Cup public facing social media channels while at the same time driving excitement and engagement for the AC36 Event.

The key social media channels that were used were the website, www.americascup.com, You Tube, Facebook and Twitter. In comparison to AC35, we doubled the following of the social media pages.

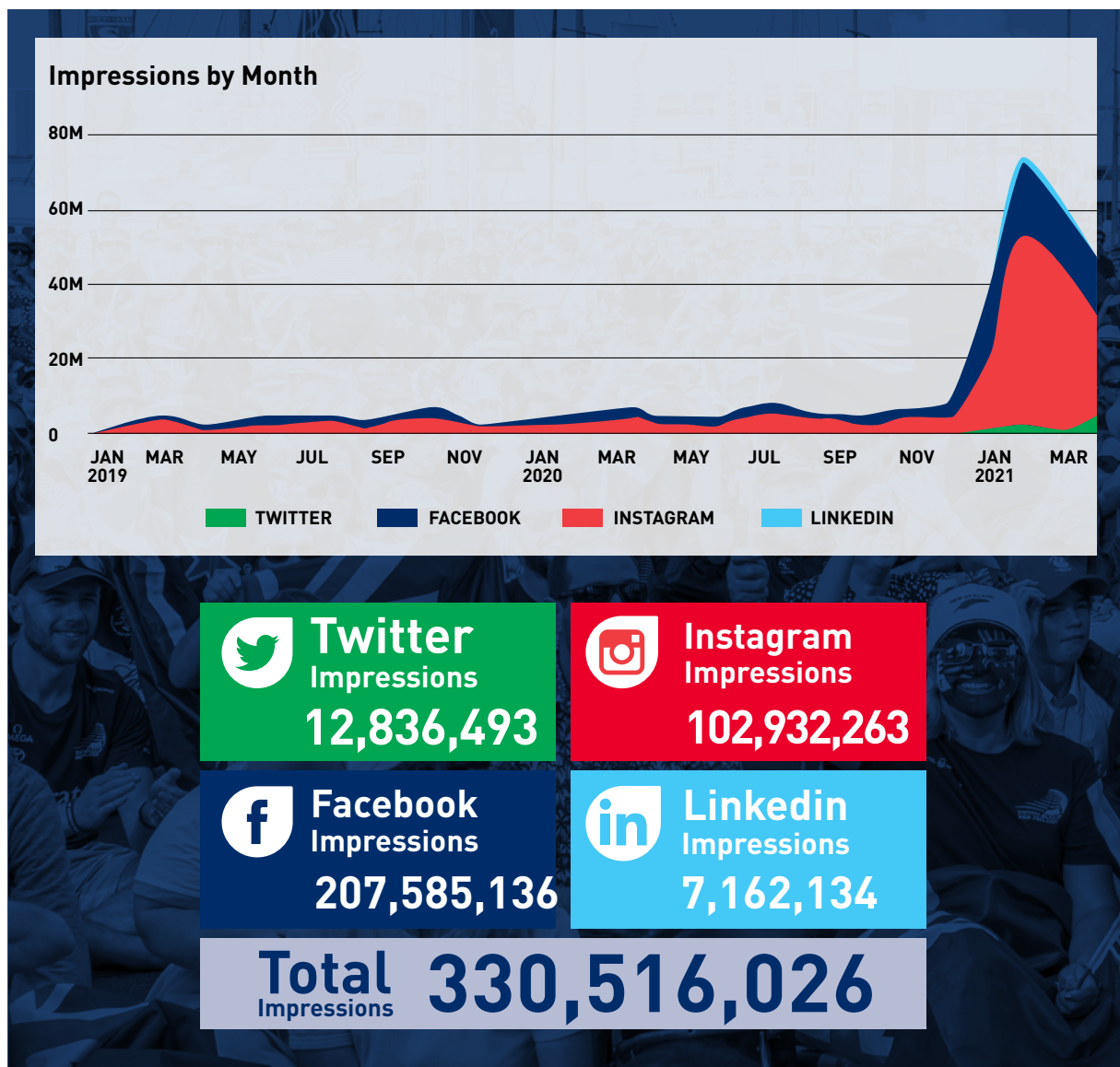
From a social media, branding, and exposure perspective the pre regattas generally provide a high level of interest to the event. If delivered

frequently throughout a campaign, this would deliver a far better outcome for total visibility of brands and the event.

The results of social media success tripled that of Bermuda. There were near on 500million social media impressions, 29 million Facebook views and 52 hours of live broadcast views. The results are shown in the graphs below.

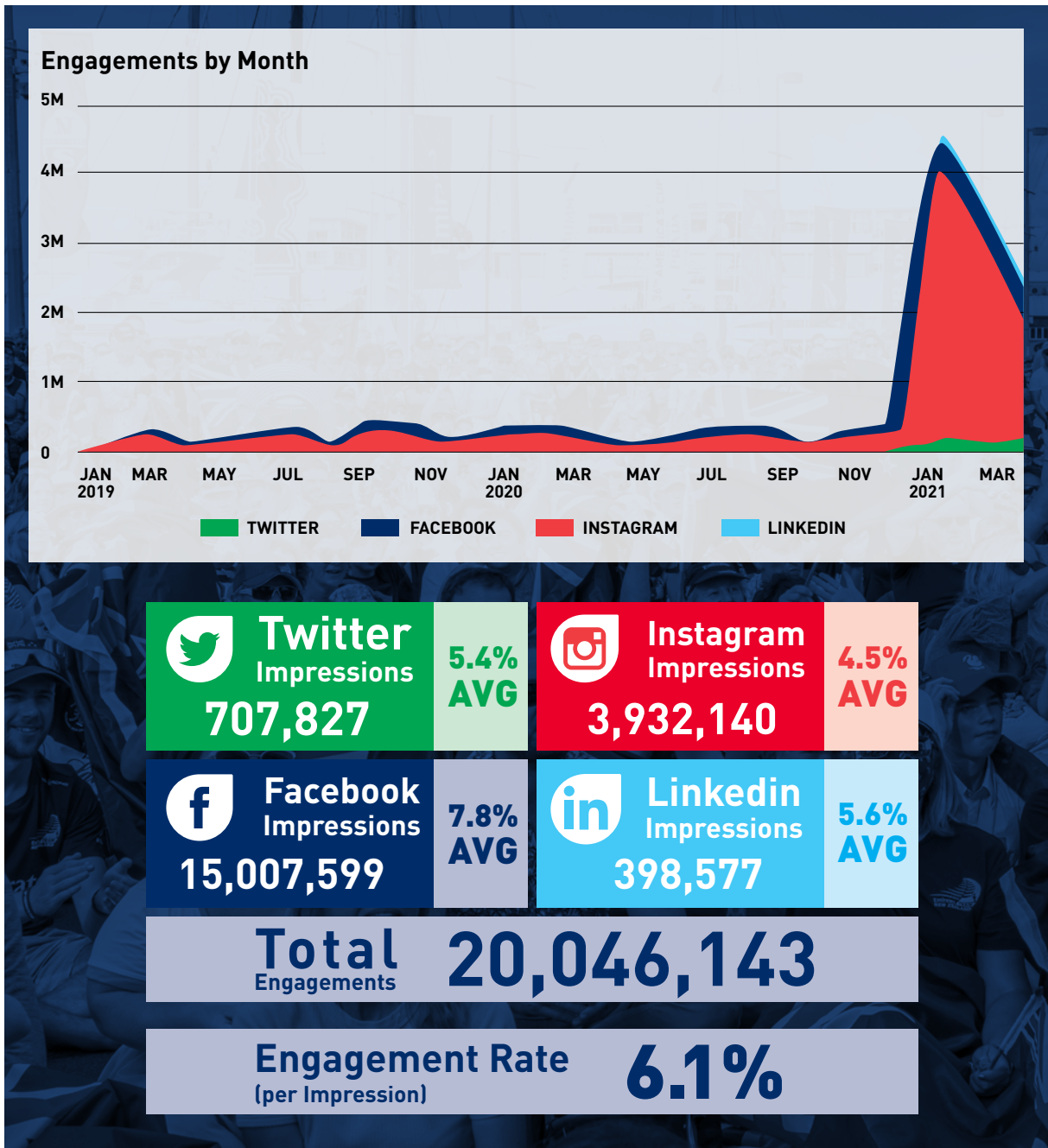
Total Impressions

Over 330 million impressions between Jan 2019 and March 2021 which does not include YT which delivered another 430 million over the same period.



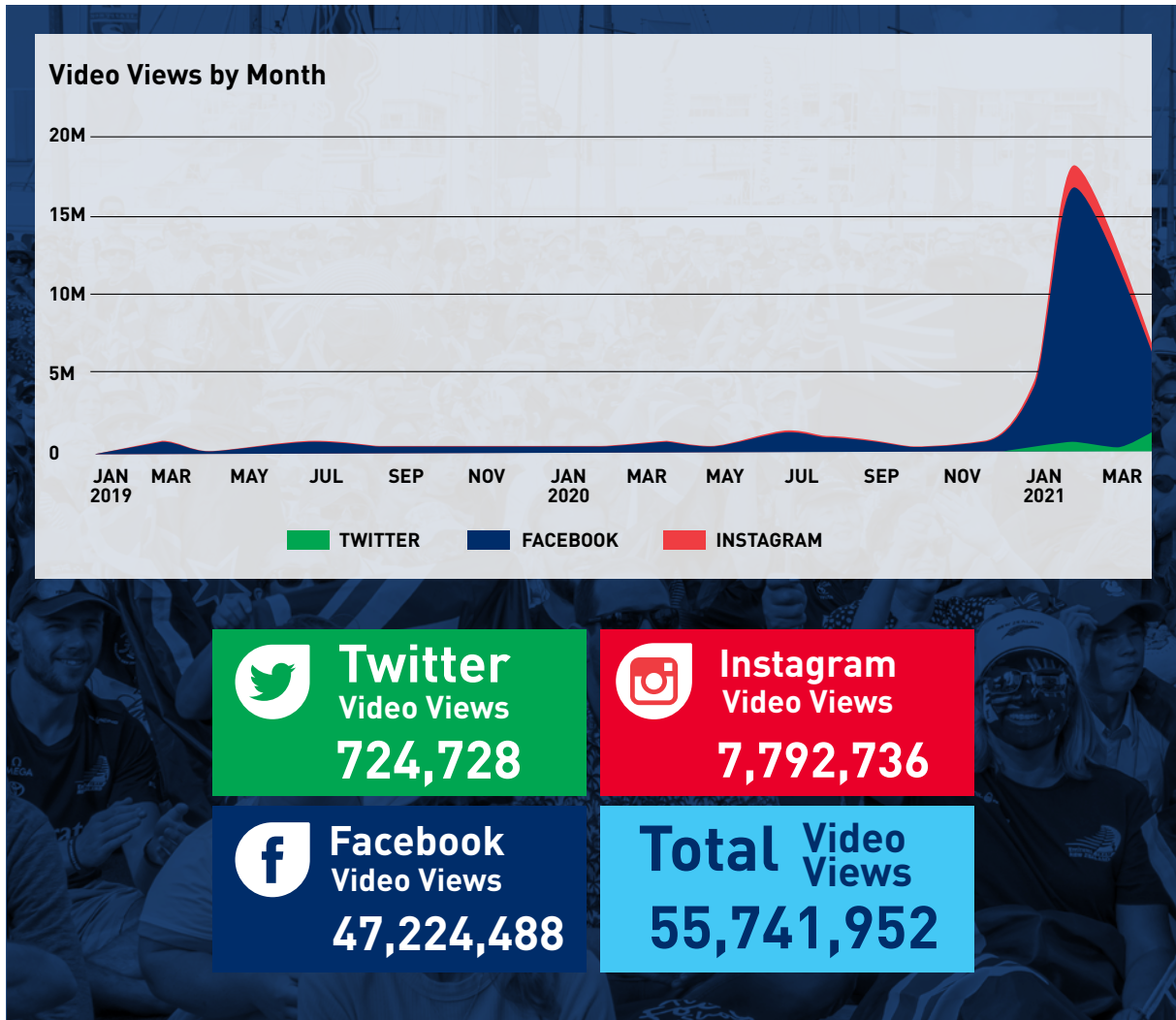
Total Engagement

Engagement was well above the industry average across all platforms. We only saw a small decrease in engagement on IG from 4.0% to 3.8% which is likely due to the increase of Italian fans which then went on to not really likely the outcome of the Cup after the PRADA Cup Final.



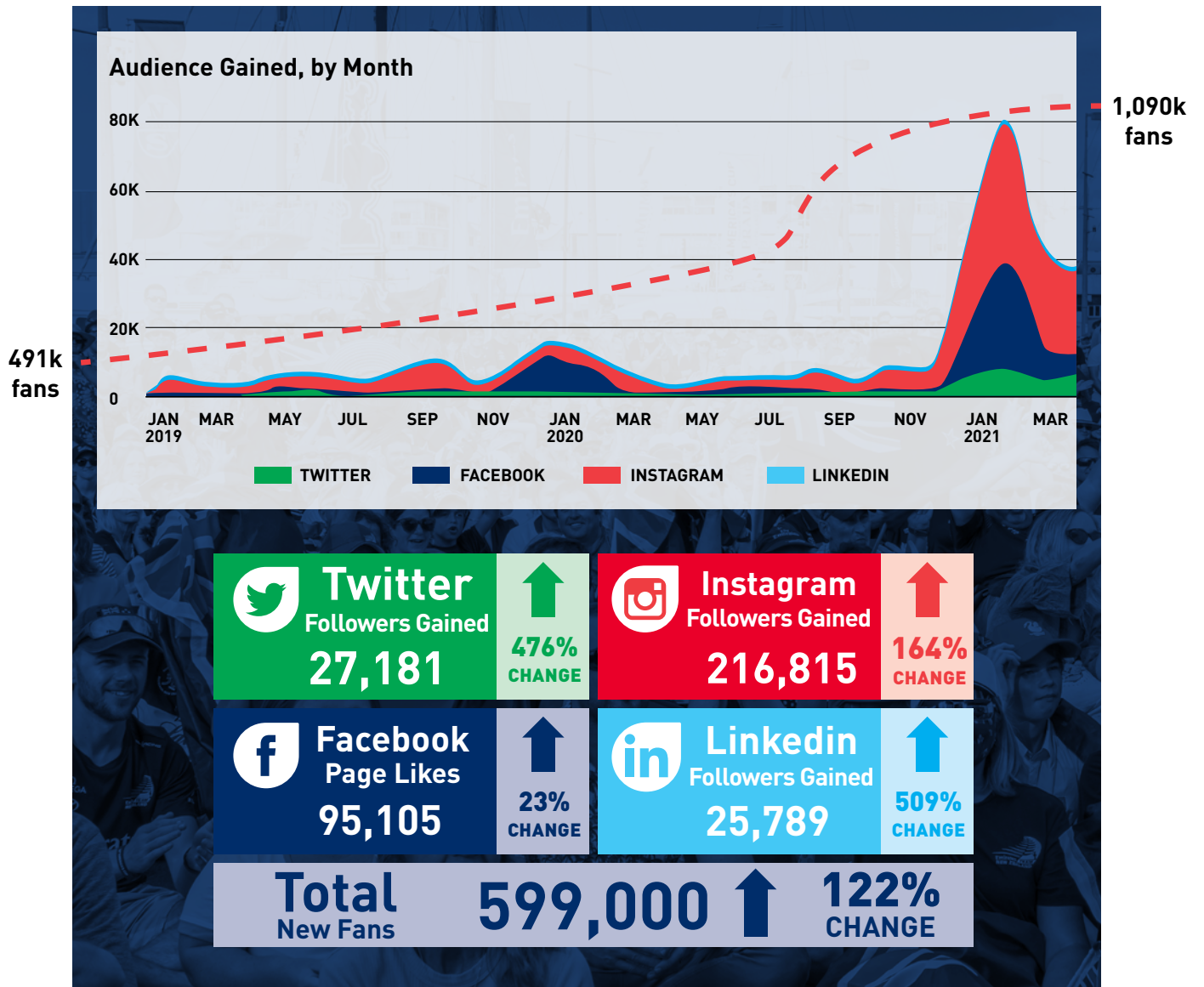
Total Video Views

As expected, the events delivered the major viewing experience, but we did manage to keep people coming back to the channels throughout the 2 year build up.



Total Follower Growth

Fan growth has been phenomenal across all platforms except Facebook, where a paid strategy was put in place to boost growth ahead of racing in 2021, with mixed results.





Key Achievements

- Audience has grown to over 1 million followers across the social media channels. This is tripled from the America's Cup in Bermuda in 2017.
- Successfully engaged the nation and the world via the broadcast and social media communications which shone the spotlight on Auckland and New Zealand to the world.
- Developed and maintained strong and respected relationships across a number of media outlets as effective 'earned' media channels with regard to event communications and public information.
- Developed successful and strong working relationships with the small and effective MMG working group lead by Auckland Unlimited.
- Safely engaged Auckland fans and spectators on and off the water to full a vibrant event village, significant spectator fleet on the water.
- COVID-19 messaging was a complex and fluid challenge for the communications due to significant changes in event operations depending on levels. The communications needed to reflect the public safety information and event operations information clearly, effectively and in a time critical manner to keep the spectators or visitors to the village safe and informed with. All communications appeared effective with no major confusion due to the public messaging via the America's Cup Channels or media partner messaging eg: TVNZ broadcast.
- Almost 1,000,000 page views on www.americascup.com on March 17th, the final day of the 36th America's Cup.
- Daily imagery of Auckland and New Zealand distributed around the world each race day via the broadcast, America's Cup Media cloud, VNR's and social media that showcased the stunning country that is New Zealand.
- Almost 500 million impressions.





Lessons Learned

Marketing & Comms

- Less is more. Early in the planning phase for the event there were large monthly communication meetings that had attendees from all agencies. These were not effective due to the number of people who attended. The real collaboration between event and hosts on the communications came when this was disestablished and downscaled to a more funnelled approach via two representatives from ACE and two from hosts that could work through any issues from each side efficiently and effectively on a fortnightly basis with information disseminated back to each side respectively.
- There were not enough international media present in New Zealand. 6 months prior to the Event, ACE communicated to the Hosts the need for consideration, planning and allowance for international media to be able to have visas to come to New Zealand for the America's Cup. This was a significant missed opportunity, that needs to be considered for other major international events in New Zealand in a COVID-19 effected world.
- Be flexible. Very few aspects are set in stone with the America's Cup. Important to be open to being flexible and adapting as required.
- On water information was identified as a fundamental area to ensure the safe and efficient running of both the event and the racing itself. Following the second race day of the World Series Event in December, the Public Information Comms Manager was moved from being situated in OSOC to onboard OWOC. This was due to the challenge in communicating to spectators when the spectator boundary had to be moved for the race course to be rotated. This was a significant lesson as it was critical for the Comms Manager to directly work with the On Water Operations Manager in real time and to receive intel that could be given back to the MMG and immediately distributed to the on water spectators via VHF radio and text message service to the on water database.
- As the event was a 'free' / non ticketed event, the marketing aspect of the event really became a Public Information piece focused on event information awareness.
- An identified strategy was to market the event via partnerships with event partners plus targeting paid promotion to reach new fans and grow the channels and awareness of the event. However, earned media was by far more effective in reach and cost than any paid marketing. Demand for access and news stories was always significant so there was no lack of news coverage and therefore overall awareness of the event being on with dozens of news stories each day across all media outlets domestically.
- A paid digital marketing campaign was employed to try and help boost Facebook followers. While this was reduced to a very cost-effective conversation, ACE would not recommend a paid strategy for future events.
- Furthermore, with positive partner relationships and clear oversight of all event and team partner & sponsor marketing and promotions, brand awareness of the America's Cup and Emirates Team New Zealand was significant on top of the specific event strategy. This included the ATEED marketing and city-wide dressing and promotions (both specific to AC36 and part of Summernova) which was great and well executed.

Social Media

- A paid strategy was employed to try and help boost Facebook followers, and while we got this down to a very cost effective conversation, the cost just isn't worth it and wouldn't recommend a paid strategy on Facebook going forward.
- Over 60% of users access the site from a mobile phone or smart device and 50% of those used an iPhone. A mobile first design and Race Day content Delivery strategy is a must for AC37.
- Looking at content production outputs, a dedicated person who could create engaging articles, stories and infographic ideas would be well utilised to start in the 6 month lead up to the next event.





12. BROADCASTING & PRODUCTION

Key Objective: Provide a world-class production of AC36 via free-to-air television and social media broadcast (where possible), equal-to or better than the high-quality coverage provided for AC35 in Bermuda to make AC36 the most watched America's Cup.

Resource: Managing Director of Production and Media Rights, Director of Production, Rights & Distribution Manager + 75 broadcast staff.

Broadcasting

The underpinning philosophy for the television and social media broadcasts for AC36 was wherever possible it would be free-to-air, and open and accessible to all. This was a defining strategy, established in opposition to that of AC35, with the goal that it would best serve the Event, team sponsors and suppliers.

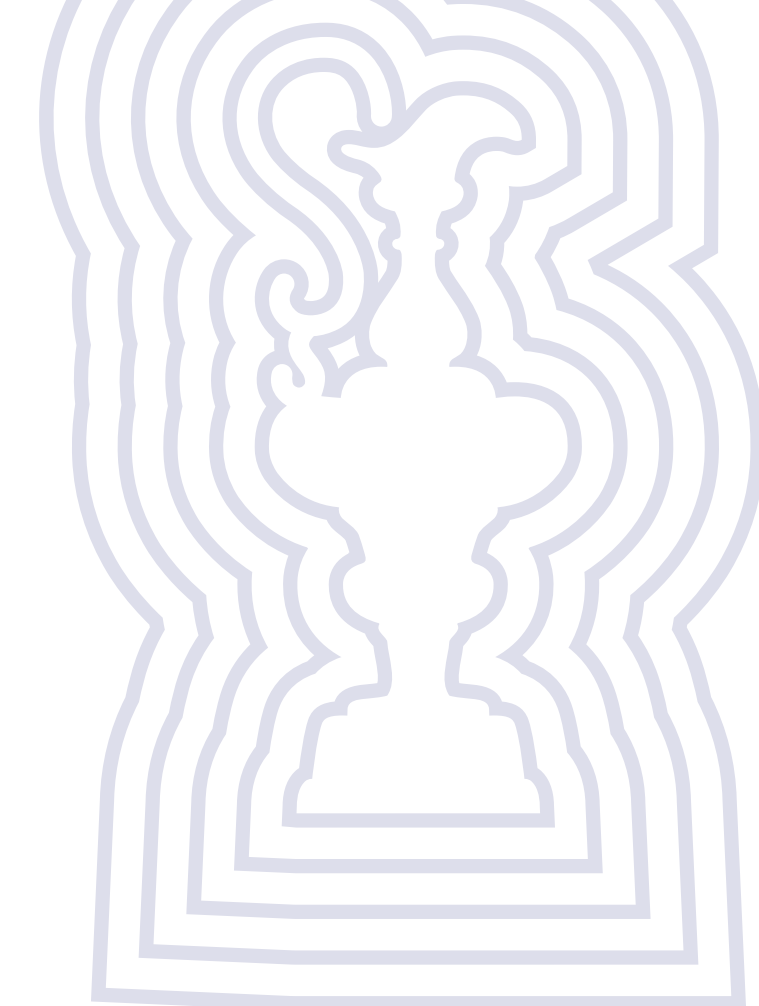
To achieve this, relationships were pursued with established broadcasters in key territories who were able to offer free-to-air and video-on-demand (VOD) broadcasts of AC36, while maintaining the digital rights within the relevant territories for the event website and social media channels for sponsors, Teams and stakeholder channels.

On TV, live or highlights coverage was available via partnerships with broadcasters in 198 territories.

Live and highlights coverage was available direct from the America's Cup on www.americascup.com and the event's YouTube and Facebook channels. Streaming and highlights were available globally noting that live streaming was not available in the US and YouTube and Facebook do not themselves stream globally (e.g. China, North Korea are excluded).

Production

The original scope of the Production Team was to facilitate the coverage of a global America's Cup World Series, PRADA Cup Challenger Series and the America's Cup across the southern-hemisphere summer of 2020-21. Included, also, was the remit to develop from scratch a new digital Race Management System that would enable the effective and efficient establishment and management of the racecourses as well as provide for an interface between the competing syndicates.



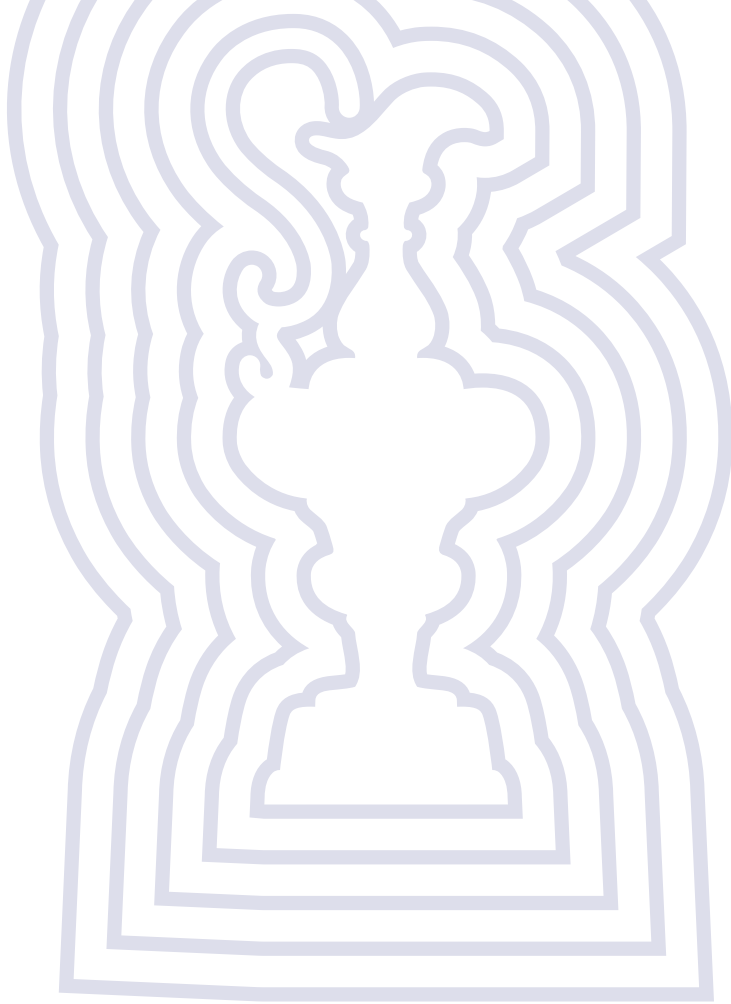
The scope required identifying a production partner who could spear-head the engineering of a range of systems and equipment, including the onboard media systems carried aboard the AC75 race yachts, used to land the video, audio and crew communications for the event. These were complemented with helicopter and chase boat signals, land-based camera feeds and the broader television infrastructure required to compile the show at the International Broadcast Centre (IBC). Finally, the system needed to deliver the data required for the safe administration of the Event and for accurately officiating the competition.

To enable the illustration of a range of information, including the racecourse boundaries, yacht performances, athlete and statistical data, a new way of applying augmented reality graphics was required.

All in all, it was an enormous, technical, challenge. Thus, key suppliers, with specialist skills and proven track records in America's Cup and other sailing-based productions were identified to help underpin the quality of production required.

Applying the engineering solutions in Auckland required the support and buy-in of some key groups in the community, and the support of Auckland Council, Auckland Unlimited and Panuku, particularly in the establishment of remote-RF locations which were needed to cover the five racecourse areas. RF locations were





36th America's Cup is the most viewed America's Cup ever.

The 36th America's Cup achieved its clear broadcast and viewership objectives to be the most watched America's Cup ever with the dedicated viewership audience 3.2 x the size of that from the 35th America's Cup in Bermuda in 2017.

An in-depth broadcast and media analysis undertaken by Nielsen revealed the AC36 events (ACWS Auckland, PRADA CUP & America's Cup Match) between November 2020- March 2021 reached a total global TV and live streaming audience of 941 million people globally.

The record audiences delivered significant value for the sponsors and hosts of the 36th America's Cup. The measurement and evaluation analysis shows a Total Gross Media Value of over NZD\$1.4 billion for the event, teams, hosts and sponsors.

At 68.2m, the dedicated TV audience for the 36th America's Cup was more than 3 x that of the 35th America's Cup in Bermuda (20.5m). The dedicated audience includes all those who watched the event LIVE, delayed or highlights on TV, americascup.com, YouTube and Facebook.

The aim of the 36th America's Cup's global TV coverage was to inspire new fans and grow the sport of sailing and the America's Cup. This was delivered by prioritising free to air broadcast partnerships, supplemented by additional major pay TV networks, and by retaining live streaming rights on americascup.com and America's Cup social media channels.

The culmination of this approach in distribution saw the live and highlights 36th America's Cup TV broadcast from Auckland, New Zealand screened across 55 major network broadcasters covering 198 territories. The live streaming online via digital channels was live and free in 236 territories across the world.

The coverage consisted of:

- 21 live production days
- 25 live press conferences
- 21 daily 26min highlights
- 7 weekend/event 52min highlights
- 30 video news releases
- Racing clips + melt reels
- 140 features each lasting 3min
- 3 magazine/preview shows
- 1 post event documentary: The Last Call

The TV graphics by Animation Research Ltd in

set up on private property on Tamaki Drive, Te Naupata (Musick Point), Takapuna and inside the Sky Tower. Future America's Cup productions will rely on a similar footprint if the desire is to maintain such diverse course locations.

By the culminating phases of the competition, when racing, 10-cameras and 12-audio feeds were available live from each race yacht. These were supported by two live helicopter feeds, two live TV-chase boat feeds, and two land-based crowd cameras.

During the ACWS when there were four races per day, the live broadcast lasted 3 hours. For the PRADA Cup and the America's Cup Match there were two races per day. Broadcasts for each day were two-hours long.

Two versions of the World Feed were produced – the "standard" version that included all event sponsors and a "compliant" version for European broadcasters that only featured Auckland, New Zealand and (to a reduced degree) PRADA. Four channels of coverage were created – the world feed, two yacht feeds allowing viewers to go onboard their favourite yacht and a data feed. These were accompanied by daily VNR, live press conference, 26-minute highlights programme, and a further 52-minute highlight programme at the conclusion of each major phase. All were distributed globally to rights-holding broadcasters and shared via the Event's own channels.



Dunedin continued to lead the innovation through the implementation of on water augmented reality graphics which helped to tell the story of the dramatic racing in the AC75's, as well as providing additional highly effective exposure to the event sponsors.

Social media was a further area of strong growth across all the America's Cup channels. Followers more than doubled from 491k to 1.09m between the 35th and 36th America's Cups. Social media channels delivered over three times more impressions than the previous 35th edition, increasing from 159m to 499m impressions during the racing period and totalled 715m impressions over the entire 36th America's Cup campaign.

Viewing of racing online and through social media was integral to the overall viewership strategy. By reserving the digital rights for the event to enable live streaming of the racing for free to as many people globally as possible and by streaming on YouTube, Facebook and americascup.com, the America's Cup grew the dedicated audience by 10.2m viewers, which is equivalent to 19% of the TV audience.

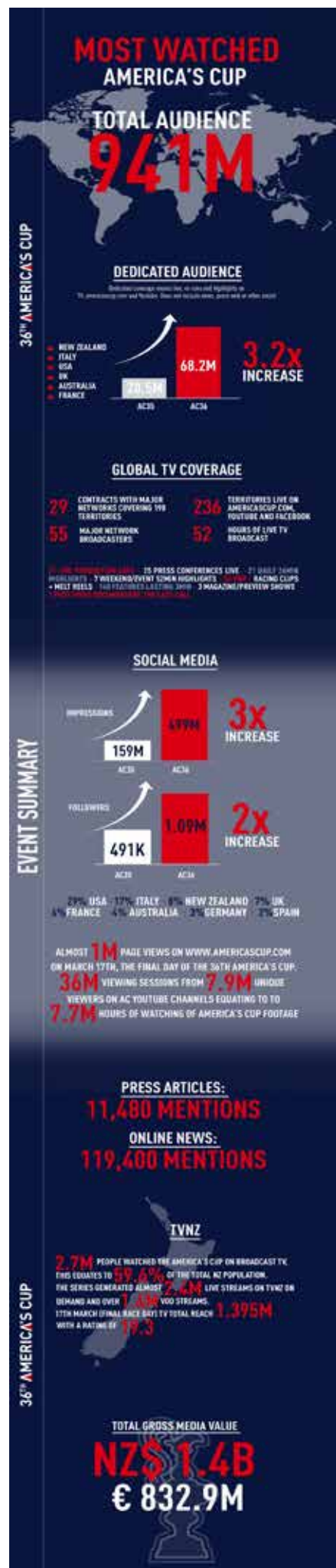
The America's Cup YouTube live streamed every race and press conference from the opening of the ACWS through to the prize giving of the 36th America's Cup leading to 7.9 million viewers watching 7.7 million hours of America's Cup content over 36 million sessions. Simply put, on average, each user consumed just under an hour of America's Cup racing while the event was on.

"Dedicated Coverage" refers to programming entirely comprising coverage of the 36th America's Cup – e.g. live, delayed and highlights programming.

"Dedicated Audience" includes all those who watched the event live, delayed or highlights on TV, americascup.com, YouTube and Facebook.

"Total Coverage" comprises Dedicated Coverage plus news and sports magazine programming that featured the 36th America's Cup.

"Total Audience" represents all viewers of Total Coverage. It does not include press or other online distribution which would increase the total reach of the 36th America's Cup.





Key Achievements

- Broadcasting reached 198 countries. The top markets are Italy 24%, United Kingdom 14%, United States 12%, New Zealand 9%, Australia 6%, Canada 5%.
- 85% of NZ TV audience watched the America's Cup Final which means that the 36th America's Cup is set to be the most watched show on TV in NZ this year.
- Nearly 2.7 million people in NZ watched the America's Cup series on broadcast TV, which equates to 60% of the total NZ population.
- The America's Cup Series generated almost 2.4 million live streams on TVNZ On-demand and over 1.4 million VOD streams.
- AC36 social media statistics are 6 x the entire AC35 Event.
- Initial results suggest that distribution on www.americascup.com, YouTube and Facebook adds 20% to the global TV audience.
- 34 million viewing sessions from 6 million unique 'viewers' on AC YouTube Channels equating to 7.2 million hours of watching America's Cup footage.
- The reach on Facebook is 4.1m (defined as anyone who watched at least 1 min of racing).
- 38 knots (44mph, 70km/h) - the top speed of our main on-water camera boat, which is made from a recycled America's Cup catamaran.



Lessons Learned

- Proximity to the ACV was key to ensure efficiencies. This enabled the production team and on water team to work closely together and also be a part of the ACV.
- Procurement was challenging due to the multiple decision makers and the tenure of the lease. Clarity upfront is required for further events.



13. STAKEHOLDER ENGAGEMENT

The AC36 Event was delivered within a complex environment. There were a significant number of stakeholders, both strategic and operational who ACE needed to engage with to ensure the successful delivery of AC36.

Mana whenua

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

ACE attended the ACEKEP forum to provide updates and work alongside Mana whenua to ensure that cultural values are recognised and conveyed to the teams and visitors to Auckland.

In addition to the ACEKEP, Auckland Unlimited established the Maori Outcome Steering Group with representatives nominated by the Tamaki Makaurau forum. The Maori Outcome Steering Group was responsible for identifying leverage and legacy opportunities for Mana whenua.

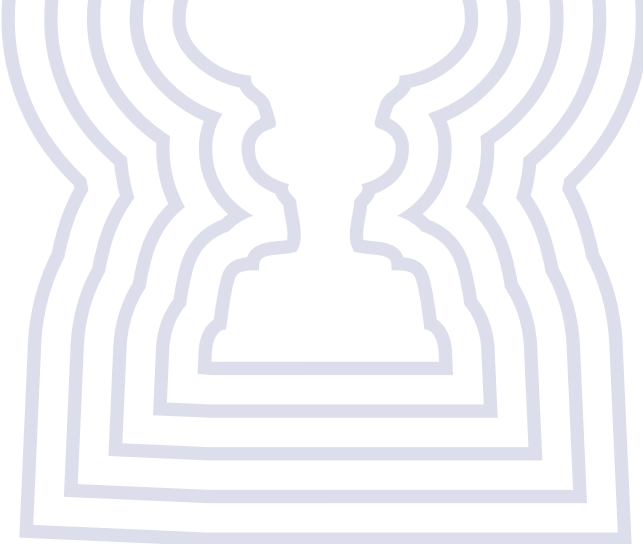
The key opportunities that were delivered as part of AC36 was the internal and external design of Te Pou and the Silo Park Activations programme for the America's Cup Match.

Ngāti Whātua Ōrākei

As a key stakeholder for ETNZ, and as kaitiaki of the Waitematā from the shores of Ōkahu Bay and Takaparawhau, it was important that the cultural narrative from Ngāti Whātua Ōrākei was prominent throughout the event to contribute to a wonderful visitor experience.

Working closely with ACE, Ngāti Whātua Ōrākei provided cultural support including the blessing of racing boats, the AC36 racecourses, and the gifting of names for buildings and boats, including the Emirates Team New Zealand winning racing boat Te Rehutai and the Aotearoa premier hosting venue Te Pou in the heart of the ACV and the Village Team, Kaihapai.

Ngāti Whātua Ōrākei played a prominent role in key ceremonial occasions including Village Opening and America's Cup trophy presentation



and also has a long-standing relationship with TVNZ who were the event's broadcasting partner.

Local Stakeholder Engagement

Future Approval Working Group

The Future Approvals Working Group was established to ensure that any issues with consent applications and the event permit could be dealt with efficiently. This working group included relevant parties of the Auckland Council Regulatory Team, ACE, Wynyard Edge Alliance, and relevant Council Owned Organisations. This forum was key to ensuring the necessary regulatory approvals were obtained within relevant timeframes.

Community Liaison Group

The CLG was established in accordance with condition 22 of the Resource Consent. The CLG members included parties who had submitted for or against the resource consent. The CLG are required to meet bi-monthly at a minimum of 10 years, being the life of the resource consent.

The CLG provides a forum for which information about the Project, Operations and Events can be provided and enables members of the community the opportunity to provide feedback on the development of management plans as outlined in the consent conditions.

Due to COVID-19 restrictions, workshops on management plans for AC36 were required to take place virtually.

Local Stakeholder Working Groups

Working Groups for local businesses who were directly impacted by the delivery of AC36 were established by WEA. Following the delivery of the infrastructure, ACE, Auckland Unlimited and Panuku worked collaboratively to keep these working groups going to ensure that stakeholders were well informed about event elements, including but not limited to, traffic management, service delivery, security and activation plans. A number of one-on-one meetings were also held to discuss any specific issues.



Wynyard Quarter Transport Association

The WQTA is an independent group of businesses whose mission is to be the voice of the Wynyard Quarter (WQ). They advocate for the businesses within the WQ to create connections and drive transport initiatives to improve accessibility, improve transport related safety, support and enhance economic development and make sufficient use of parking.

ACE attended these meetings to inform the forum on traffic management plans and impacts to the WQ as a result of the event. This was a key forum leading up to the event to ensure that business operations were understood, and impacts communicated.

Viaduct Harbour Holdings & Panuku Marina Teams

The relationship with Viaduct Harbour and Panuku Marina teams was critical to ensure that access to Te Wero Island and Eastern Viaduct was able to be managed safely and efficiently. ACE co-ordinated with Viaduct Harbour the timing of the Wynyard Bridge closures for dock out and pre-race shows, as well as for the opening and closing ceremonies. As well as coordinating access to the viaduct marinas when vessels returned from the racecourses.

Key learning was that we needed to be clear on the communication channels being used. There was some confusion on the final day. It is also recommended for any future events that consideration be taken to the size of the muster area outside the marina.

Local Boards

Local Boards provide governance at the local level within Auckland Council. They are charged with decision-making on local issues, activities and services, and provide input into regional strategies, policies, plans and decisions.

The four local boards that were impacted by the delivery of the AC36 Event are:

- Orakei
- Waitemata
- Waiheke
- Devonport

Auckland Unlimited hold the relationship with the local boards and were responsible for ensuring that they were well informed about planning for the Event. Members from ACE would attend as required.

14. HOST BRANDING PROFILE

The AC36 branding programme started with the development of the Brand Guidelines between PRADA/COR and ACE in 2018/2019. Following the finalisation of this document PRADA/COR began the development of the Venue Brand Manual which included visual elements of the race village, on-water assets, TV 2D graphics, uniform, media backdrops, accreditation and broadcasting.

A lot of work was undertaken by PRADA/COR in the first instance using the Brand Guidelines and ACE became involved in mid-2020 through a review, refinement and approval process which included the commercial partners and also the Hosts who had commensurate rights (similar to PRADA) as allowed for in the HVA.

The final result was a 100+ page document which held the detail of all of the branded assets and elements involved in the event. The document

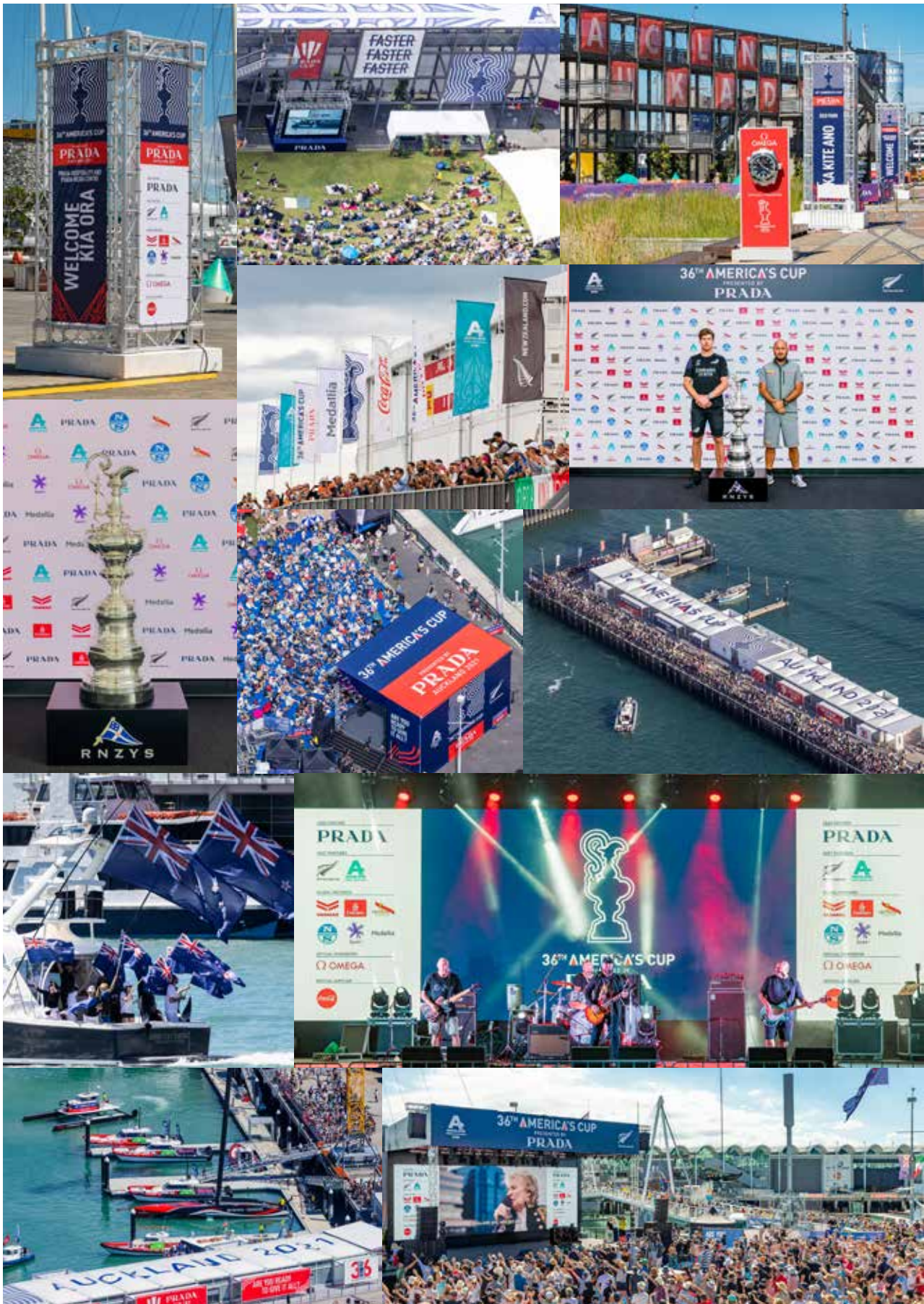
defined the look and feel of the event and was a useful document through the ACWS to PRADA Cup to America's Cup Match changeovers.

In accordance with the HVA, the Key Performance Indicators were as follows:

- (1) Auckland and New Zealand brands are prominent in all forms of media coverage, and consistent with brand manual.
- (2) Prominence must be commensurate with the investments made by Auckland, New Zealand and other partners as per HVA.
- (3) Host brands are prominently displayed in the Cup Village (including aerial), on all event collateral, and in any other physical areas managed by ACE.
- (4) Delivery against what was agreed in the venue brand manual, demonstrated by photos.



Village Branding



15. FINANCIAL ANALYSIS

The Event Investment Dashboard was developed in 2019 for the Host Partners. The below table shows the actual cost for ACE's share of the Event:

America's Cup Event Dashboard	
Category	Actual Spend (NZ\$)
Administration	26,958
Challenger or Record Event Cost	7,000,000
Procurement/Fundraising	1,473,552
Insurance	443,255
Course Marshal Programme	744,947
Professional Fees	5,527,944
Race Officials/Umpires	1,212,127
Race Operations	747,490
Race Village	2,417,133
Social Media	1,140,527
Team NZ Event & Class Design	3,000,000
Team NZ Shared Services	684,000
Circle-O TV Production	15,972,999
TV Production	3,712,928
Volunteers	251,281
Website	629,074
World Sailing Fees	151,980
Total Expenditure	45,136,194

Elements of cost including Professional Fees, Race Officials, Race Operations, Race Village, Volunteers and website costs were shared with the COR. ACE's share of these costs ranged from 37.5-50%. The total of ACE's share of the event totalled approximately \$45M of which the Crown was the main contributor. The additional cost was met through sponsorship, TV revenue and other sundry revenue.



16. COMMERCIAL

The 36th America's Cup commercial programme included the following Event Partners:

- Host Partners – Auckland Council and the Crown through MBIE
- Naming & Presenting Partner – PRADA
- Official Airline Partner – Emirates
- Official Champagne Partner – G. H. Mumm
- Official Clothing Partner – North Sails
- Official Telecommunications Partner – SPARK
- Official Marine Partner – Yanmar
- Official Soft Drink Supplier – Coca-Cola
- Official Time Keeping Partners - Panerai (ACWS & PRADA Cup) and Omega (the Match)
- Official Feedback Partner – Medallia (the Match)
- Official Structures Supplier – AMG (PRADA Media & Hospitality Centres, Simulator and Merchandise Centre).

The Hosts and Commercial partners were offered rights and benefits as part of their partnership. These were structured to reflect each partners contribution.

Rights and benefits ranged from flags in the ACV to 2D boundary graphics and bumpers as part of the domestic and international TV broadcast.

A number of partners activated their partnership within the ACV and some also leveraged their event sponsorship at Emirates Team New Zealand Fan Zones throughout New Zealand. Those partners that activated within the ACV are as follows:

- PRADA – Event Structures, 3D photo walls, uniforms, advertising of the Event, broadcasting graphics
- G.H.Mumm – Mumm Yacht Club bar and eatery within the ACV, champagne provided for all hospitality functions and celebratory functions associated with the Event.
- North Sails – Merchandise outlet
- SPARK – SPARK 5G Race Zone, wifi hotspots and smart benches

- Coca-Cola – Coca Cola Drink Spot café, Pump station, soft drink provider for all offerings within the village
- OMEGA – 3D photo wall, giant clocks, event history totems.
- Medallia – feedback plinths for spectators.

Partners were all offered onshore and on-water hospitality as part of their contracts. For all events the COR hosted its guests in the PRADA hospitality lounge and on its guest boat. For all events ACE hosted, guests were hosted in the ETNZ lounge and on their guest boat alongside the ETNZ partner guests.

ACE and the COR worked independently and together to secure the above-mentioned partnerships. ACE also engaged the services of Influence Sports & Media UK to support its efforts to attract global partners.

The partners secured for AC36 were a mix of NZ and global companies with some of the global companies being supported financially, operationally and from a marketing and communication perspective, by their NZ businesses (e.g. G.H.Mumm through Pernod Ricard NZ).

A number of the partners signed up as early as 2017/2018 with the understanding that there would be multiple ACWS events offshore in 2019 and 2020. Unfortunately, there was an issue with the foil cant system that was designed by Luna Rossa PRADA Pirelli which meant that the foils had to be redesigned, built and shipped to the respective syndicate countries. There was not sufficient time for this to be completed to enable the teams to be race ready in 2019 therefore no sailing took place in 2019 and two remaining events scheduled for 2020 in Cagliari and Portsmouth were cancelled due to the COVID-19 pandemic. This meant that a number of the partners' rights and benefits were drastically reduced. ACE and COR enhanced those offered in Auckland through the ACWS, PRADA Cup and America's Cup Match events.



16. CULTURAL, ENVIRONMENTAL & SUSTAINABILITY IMPACT

Responsibility: Ensure that our cultural values are recognized and that the impacts on our waterfront and the marine environment of the Waitematā Harbour and Hauraki Gulf through the delivery of the AC36 Event are minimised and managed.

Associated Management Plan: Environmental & Sustainability Management Plan, Waste Management Plan, Stakeholder Engagement Management Plan

Cultural Values

The ACKEP, created for the Wynyard Hobson Resource Consent, has assisted ACE and the Challenger teams through the development of the management plans that provide the framework for delivery of the AC36 Event. The America's Cup Kaitiaki Engagement Plan provides the framework for ensuring that our cultural values are recognised and the impact environment minimised.

Through ACKEP Mana whenua provided a kaitiaki statement for ACE that outlined the guiding principles that needed to be upheld to ensure that mana whenua were able to undertake their kaitiakitanga role and important cultural practices.

The guiding principles were as follows:

- **Tino Rangatiranga** – acknowledge Mana whenua have autonomy and have each iwi/hapu and individually and distinctiveness.
- **Tamaki Makaurau** – provision of authentic stories of place.
- **Kotahitanga** – collaborating and working together.
- **Te Rerenga Ora Iti** – representing the original reclaimed coastline and original landscape.
- **Manaakitanga** – welcoming and caring for visitors to Tamaki Makaurau.
- **Taiao Whakaruruhau** – protection and enhancement of the environment.

The key initiatives that ACE included as part of the Event Delivery were as follows:

- Consultation with Mana whenua through the ACKEP on Resource Consent Management Plans and incorporation of feedback received.
- ACE provided cultural awareness through cultural inductions to Volunteers who were working as part of the Event.

- Incorporation of Mana whenua cultural footprint as part of the venue branding. Examples of this were the entrance and wayfinding towers and the design of Te Pou (NZ House).
- Recognition of cultural value through the blessing of the village, opening ceremony, pre-race shows and closing ceremony celebrations.

Zero Waste & Water Quality

It was acknowledged that large events such as the AC36 would bring with it increased waste and in this case both on land and on water.

The presence of large numbers of spectator boats on the water during events had the potential to increase waste materials entering the marine environment. This includes litter and waste generated through consumption of food and drinks on board vessels and sewage.

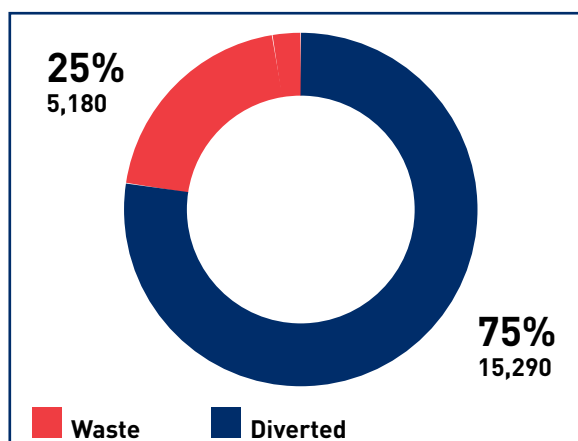
Effective waste management on land and education were key to reducing the effect of litter entering the marine environment directly and via the stormwater system.

The initiatives identified recognised the national significance of Tikapa Moana, the Hauraki Gulf, and the importance of relationship between the Event, the Waitematā Harbour and Hauraki Gulf, as well as the importance of sustaining their life supporting capacity.

On Land

Clean Events Limited were engaged by ACE to manage the collection and waste disposal of litter on land. The below graphs show the results from the 15 December through to the 17 March:

AC36 Waste Diversion Report



AC36 Waste Disposal Percentages



Marina & Hauraki Gulf Waste Management

On race days it was expected that there would be a significant number of spectator boats surrounding the racecourse chosen on the day. We anticipated that this would bring with it the potential for increase litter and waste on water. ACE as the Event Delivery Agent recognised the importance of minimising the potential impact through active waste management.

ACE and ETNZ worked closely with Sea Cleaners, a charitable trust, led by people dedicated to improving the declining health of the marine environment. The joint objective was to ensure that on-water waste was minimised.

Sea Cleaners focus on having a smaller environmental footprint year on year, whilst removing more and more marine waste and engaging a wider level of community support for our mission. They will be responsible for the recycling of more waste than we are collecting.

During the Event Period they collected waste from the Auckland Region and wider Hauraki Gulf Marine Park. Over the Event Period they collected a total of 375,290 litres of waste that was taken to Green Gorilla and Northland Waste for sorted.

Bio Security

Biosecurity is an important factor influencing both land and marine ecological landscape in the Auckland Region. The on-water component of the Event involved a large number of spectator vessels many of whom may have traveled elsewhere within the Hauraki Gulf during the Event.



ACE's key objective was to raise awareness to the challenger teams, spectators and visitors on the significance of biosecurity risk in relation to the islands of the Hauraki Gulf and how we can plan a role in its conservation.

The key initiatives that were adopted were as follows:

- All teams were to take a routine inspections of support vessels to ensure that they are free of ants, rodents, rubbish, etc. that might be able to leave the vessel during training and during racing.
- All boat operators visiting the Auckland Marinas and registered spectator fleet were provided information that sets out the biosecurity requirements for vessels visiting the Event.

Marine Protection

The Hauraki Gulf (and Hauraki Gulf Marine Park) supports a wide range of marine mammals. The most well-known are dolphins, killer whales (orca) and Bryde's whale. These are mammals that are encountered through the Gulf in surface waters.

ACE's key objective was to ensure that the challenger teams and spectator fleet are aware of and respect the presence of marine mammals within the Waitemata and Hauraki Gulf.

This was achieved through the following initiatives:

- 5 knot speed restrictions were put in place for the safety of spectator fleet at the discretion of the Harbourmaster. This also assisted in the protection of mammals.
- We 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 village however this, opportunity was lost due to COVID-19.





17. LEVERAGE & LEGACY

The Leverage & Legacy workstream was led by MBIE. There were four agreed outcomes: Place, Economic Wellbeing, Participation, Storytelling.

The following outlines, how ACE contributed to achieving the leverage and legacy outcomes with the delivery of AC36 Event. It is noted that due to the effects of COVID-19 there was a significant impact on the ability to deliver economic outcomes. This matter is address by MBIE in another report.

Place

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

America's Cup Kaitiaki Forum – provided the opportunity for Mana whenua to partner with ACE through consultation of the management plans to deliver the event. The Kaitiaki Statement provided by Mana whenua provided ACE with the foundation for the Environmental & Sustainability Plan to minimise the impact on our harbours with the delivery of the AC36 Event.

Sea Cleaners – played a huge part in protecting our waters by actively collecting waste from the waters within the Auckland Region and the wider Hauraki Gulf Marine Park. Sea Cleaners were designated as the official Legacy Programme for AC36.

The vision of Sea Cleaners is to preserve New Zealand's Coastline for the benefit of the marine life and for the enjoyment of all users.

Their long-term strategy is to educate people, particularly young people, to dispose of their rubbish in eco-friendly ways, including recycling to ensure that the environment is not harmed.

Sea Cleaners build awareness of the project's vision and goals, create networks of collaborators, assist the local charities, schools, community groups, iwi and corporates to work together, and educate people of the consequences of littering and work to stamp it out. Sea Cleaners, through sponsorship, have co-ordinated volunteers to remove rubbish from our marine environments for the past 5 years.

The Lotteries Grants Board, as part of the Lottery Fund for Community Benefit Related to the 2021 America's Cup granted the Sea Cleaners Trust a sum of \$2,092,847 for the purchase of six new boats plus hydration stations and water bottles, only boats and hydration stations were delivered due to COVID restrictions. These boats were to be

used for sea cleaning activity around AC36 and to assist with course marshalling on race days.

The impact of COVID-19 meant that only new three boats were ready for the start of AC36.

The primary legacy is the availability of six new boats to help drive forward the environmental work of Sea Cleaners in New Zealand.

In addition to on-water and coastal clean-up activity, Sea Cleaners installed an educational activation at the ACV, which was used to tell the story of Sea Cleaners.

ACE produced a video on Sea Cleaners which was featured widely on social media and also on TVNZ on the second to last day of the Match (estimated viewership >1 million).

Coastguard – The Lotteries Grants Board, as part of the Lottery Fund for Community Benefit Related to the 2021 America's Cup, granted the Coastguard \$9,810,695 for the purchase of 26 boats.

This special fleet of boats, a result of a partnership between Coastguard, Lotto New Zealand and Emirates Team New Zealand, were used as support vessels and chase boats, before becoming part of Coastguard's fleet of rescue vessels.

The partnership is a win-win for New Zealand, with Coastguard units in communities as far north as Whangaruru and as far south as Dunedin receiving the new vessels after the America's Cup in March.

Coastguard CEO, Callum Gillespie says;

"From supporting Emirates Team New Zealand and the exciting racing on the water over the next three months, to saving lives at sea, this fleet has been built for New Zealand."

"These vessels will enable us to replace some of the ageing boats at our Coastguard units that have limited capacity to fundraise for a new rescue vessel," adds Mr Gillespie. "Ensuring that our volunteers can continue their life-saving work in their communities for many years to come."

Lotto New Zealand CEO Chris Lyman says it's great to see Lotto NZ's profits going to such a worthwhile cause that will the benefit so many New Zealand communities.

"Lotto NZ exists to generate funding for New Zealand communities, so we are incredibly proud that a lottery



grant has fully funded these 26 boats, that will become part of the Coastguard's fleet of rescue vessels following the America's Cup."

"The positive impact these vessels will have on New Zealand communities cannot be underestimated, with each one helping Coastguard save countless lives at sea each year," Mr Lyman said.

Having been built by Rayglass and Salthouse Boats right here in New Zealand, the fleet has provided additional economic benefits for New Zealand's marine sector and boosted employment and apprenticeships.

Each vessel features the letters 4UNZ on the front of its cabin or engine compartment, a nod to the identifying letters and numbers on the sails of racing yachts, making them easily recognisable for Kiwi's watching the PRADA Cup and America's Cup on the water or TV.

While the vessels have been built with their dual roles in mind, on the completion of the America's Cup they will go back to Rayglass to go through a refit process before being delivered to their respective Coastguard units and communities.

"We are delighted these boats will ultimately benefit Coastguard and Kiwi communities around the country. Coastguard are the unsung heroes of our waters around the country and the timing of the delivery of these boats after the America's Cup is ideal," says Emirates Team New Zealand CEO Grant Dalton.

Participation

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

- **Free Village & Activations** – The village and entertainment were free to all visitors of the village.
- **Broadcasting** – Coverage of the Event was free-to-air which meant people who were not able to attend the Event in Auckland were still able to enjoy and experience the racing. This was a huge positive outcome given the impacts of COVID-19 and inability for people to travel. 198 countries were partnered to provide free to air viewing.
- **Fan Zones** – 13 Fan Zones were established around New Zealand which provided the opportunity for regions other than Auckland to enjoy the racing.

Storytelling

The rich cultural and voyaging stories of Tamaki Makaurau and Aotearoa are shared and valued.

- **Cultural Inductions** – cultural inductions were

provided to infrastructure staff and volunteers. This was a great opportunity to learn about our culture from representatives of Mana whenua.

- **Naming** – Ngati Whatua Orakei gifted names to ETNZ and ACE to tell a story within the village and for the Event:
 - **Te Rehutai** (ETNZ AC75) - can be described as where the essence of the ocean invigorates and energises our strength and determination.
 - **Te Pou** (NZ House) - (The Post / The Carved Post) is an abbreviated and simplified term for Te Pou herenga Waka 'The waka mooring post'. It acknowledges the rich waka and seafaring history of Tāmaki (Auckland) and the Waitematā, where many ancient Māori waka once traversed and moored near the current Auckland CBD and waterfront site. Auckland was formerly known as Tāmaki Herenga Waka. Tāmaki, the place where numerous waka are moored. Te Pou, represents the post the waka were tied to. Additionally, Te Pou is also an abbreviation for Te Pou Herenga Tāngata, a common term meaning the gathering and weaving together of people.
 - **Pupu Tarakihi** (TVNZ Studio) - The name PŪPŪ TARAKIHI or paper nautilus is a large trumpet shell from deep water, used by Māori and Pacific people as a trumpet to signal the arrival of a group or waka nearby. Titai, a tohunga (priest) of Ngāti Whātua had a vision when he saw PŪPŪ TARAKIHI being driven by the north wind toward the shore. It is said this vision foresaw the arrival of foreign waka rā (sailing ships) and big changes to come. Like the studio, the PŪPŪ TARAKIHI shell is an important way of communicating and broadcasting information.
- **Venue Brand** – Mana whenua was part of the team to develop the Venue Brand Manual. Te Reo was used on entrance & wayfinding signage and the koru design included as part of the brand.
- **Design of Te Pou** – ACE worked with the Maori Outcome Steering Group to develop the internal and external design of Te Pou being the hospitality structure delivered by ACE for the primary use of the Host Partners and public.
- **Village Celebrations & Ceremonies** – Ngati Whatua Orakei assisted ACE and ETNZ in developing delivering the Dawn Blessing for the ACV, pre-race shows and the closing ceremony. This was an opportunity to acknowledge the importance of our cultural values and showcase to the world.



APPENDIX A: KEY PERFORMANCE INDICATORS



Attendance	Cup Village Attendance	A daily peak in race village which is at least above the existing daily footfall of 13,000, aiming for an average of 20,000 (cumulative)	<p>It was agreed that the Cup Village would have a maximum capacity of 25,950. Due to COVID-19 and restrictions on travel, village attendance was significantly less than initially anticipated.</p> <p>Two methods were used for pedestrian counts: clickers and analytical cameras. The analytical cameras were not reliable. Therefore, the assessment of the crowd numbers was taken from the volunteer and security clicker counts at relevant intervals, generally on the hour and on the ground experience from security staff.</p> <p>Race Day averages and peak times</p> <table border="1" data-bbox="823 622 1422 875"> <thead> <tr> <th>Race Day Event</th> <th>Total Race Attendance</th> <th>Number of Race Days</th> <th>Daily Average</th> </tr> </thead> <tbody> <tr> <td>World Series and Christmas Cup</td> <td>68,290</td> <td>4</td> <td>17,290</td> </tr> <tr> <td>Prada Cup Prelims and Semis</td> <td>146,252</td> <td>7</td> <td>20,893</td> </tr> <tr> <td>Prada Cup Finals</td> <td>50,940</td> <td>2*</td> <td>25,470</td> </tr> <tr> <td>AC36 Match</td> <td>198,357</td> <td>5*</td> <td>39,671</td> </tr> </tbody> </table> <p>*Days when Village Closed under Covid Levels 2 & 3 not counted</p> <p>Total Village Average Attendance – all days of Village Operation – 11906 - (857,287 divided by 72 days).</p> <p>Daily Peak Hours</p> <table data-bbox="823 1093 1347 1155"> <tr> <td>Non Race Days</td> <td>1200 – 1300</td> </tr> <tr> <td>Race Days</td> <td>1500 – 1700</td> </tr> </table> <p>Statistics</p> <p>Total Village Attendance: 860,000 (15 December – 17 March)</p> <p>Max Peak Number: 23,479 on the 17 March at 1800.</p> <p>Total Number of Spectator Boats: 10,500</p> <p>Max Peak Number of Boats: 1300 on 14 March.</p>	Race Day Event	Total Race Attendance	Number of Race Days	Daily Average	World Series and Christmas Cup	68,290	4	17,290	Prada Cup Prelims and Semis	146,252	7	20,893	Prada Cup Finals	50,940	2*	25,470	AC36 Match	198,357	5*	39,671	Non Race Days	1200 – 1300	Race Days	1500 – 1700
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Visitors	Visitors. Includes; - attendees at Cup Village - on-water spectators; - off-shore syndicates; - media - superyachts	Number of domestic overnight AC36 visitors to Auckland during the entire event period - 45,000 Number of international overnight AC36 visitors during the entire event period - 6,000	Fresh Info to collect data																								
Visitors	Total visitor nights in Auckland and New Zealand	Domestic visitor nights: 100,000 International visitor nights: 84,000	Fresh Info to collect data																								

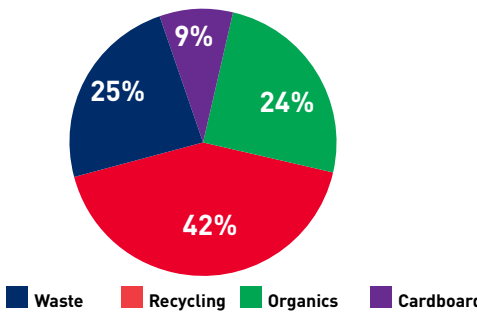
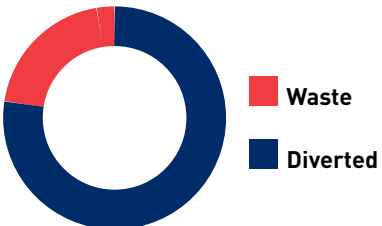


Attendee Spend	Cup Village attendees On-water spectators	Spend by Aucklanders on AC36 participation / spectating is tracked	Fresh Info to collect data
Visitor Spend	Total spend by all visitors groups defined above to Auckland and New Zealand	Domestic spend: \$14m International spend: \$20m	Fresh Info to collect data
Viewership	Total viewership associated with AC36 through all media channels (including social media) from July 2018 – June 2021.	52 million broadcast viewers across the world. 50 million views of posts and tweets on Facebook, YouTube, Instagram and Twitter through ACE accounts.	Broadcast Viewers: Social Media Impressions: 499,854,681 Total Social Media Engagements: 20,046,143 Twitter Engagements: 707,827 Facebook Engagements: 15,007,599 Instagram Engagements: 3,932,140 LinkedIn Engagements: 398,577
Brand	Auckland & NZ Brand exposure	Auckland and New Zealand brands are prominent in all forms of media coverage, and consistent with brand manuals. Prominence must be commensurate with the investments made by Auckland, New Zealand and other partners as per HVA. Host brands are prominently displayed in the Cup Village (including aerial), on all event collateral, and in any other physical areas managed by ACE. Delivery against what was agreed in the venue brand manual, demonstrated by photos.	Entrance & Wayfinding Towers Media Backdrops Village Flags Volunteer Uniforms Broadcasting Graphics Te Pou



Mana whenua	ACE to demonstrate how the event platform supported Iwi to achieve their leverage and legacy outcomes	ACE tracks Mana whenua outcomes via photographic and narrative content	No Leverage & Legacy outcomes were defined by Mana whenua. However, a number of opportunities were identified. Mana whenua were provided the opportunity to be part of the Event delivery through the following elements: Cultural Induction – incorporated as part of the Volunteer Training. Blessing and Ceremony – Ngati Whatua Oraki worked directly with the Challenger of Record and ACE to develop the Opening Ceremony of the Event and the Pre-race shows and closing ceremony for the Match. Activation & Entertainment – The Maori Outcome Steering Group alongside Mana whenua developed the Silo Park Activation Programme for the Match – Te Pua
Volunteers	Volunteers	10% or more Māori / Pasifika 80% volunteers satisfied with role, training and other information provided 80% volunteers have pride in their involvement with AC36	Fresh Info to collect data
Pride	Domestic attendees feeling enhanced National / civic pride	80% agree that events like these make Auckland / New Zealand a more enjoyable place to live 80% agree that events like these increase my pride in Auckland / New Zealand	Fresh Info to collect data



<p>Waste</p>	<p>% waste diverted from Landfill</p>	<p>80% (by weight) of waste collected in race village bin system is diverted from landfill i.e. 80% of waste is recycled or composted.</p> <p>100% of race village vendors using reusable / compostable food and drink containers</p> <p>Zero single use water bottles used by race village vendors</p> <p>Zero single use cutlery used by race village vendors</p> <p>Zero plastic straws used by race village vendors.</p> <p>Zero throwaway promotional materials / items in the race village eg flyers by race village vendors.</p>	<p>The race village was limited on food vendors. Te Pou and Mumm Champagne Bar had reusable glassware and plates. Silo Park vendors for the Match were under the Control of Fresh Concepts and used recyclable utensils and packaging.</p> <p>There was no promotional flyaway material produced by ACE. Main focus was on broadcasting and social media.</p> <p>AC36 Waste Disposal Percentages</p>  <table border="1"> <caption>AC36 Waste Disposal Percentages</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Waste</td> <td>25%</td> </tr> <tr> <td>Recycling</td> <td>42%</td> </tr> <tr> <td>Organics</td> <td>24%</td> </tr> <tr> <td>Cardboard</td> <td>9%</td> </tr> </tbody> </table> <p>AC36 Waste Diversion Report</p>  <table border="1"> <caption>AC36 Waste Diversion Report</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Waste</td> <td>~15%</td> </tr> <tr> <td>Diverted</td> <td>~85%</td> </tr> </tbody> </table>	Category	Percentage	Waste	25%	Recycling	42%	Organics	24%	Cardboard	9%	Category	Percentage	Waste	~15%	Diverted	~85%
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<p>Awareness</p>	<p>Attendee awareness of sustainability initiatives and environmental values.</p>	<p>80% of spectators, staff, volunteers and hospitality workers aware of and satisfied with sustainability initiatives and environmental values.</p> <p>Attendees who agree they are likely to take some further action to protect the natural environment is tracked.</p>	<p>Fresh Info to collect data</p>																
<p>Energy</p>	<p>Percentage of renewable energy used.</p>	<p>90% of energy used in hosting AC36 is sourced from renewable sources.</p>	<p>REQUEST INFO FROM PANUKU</p>																



<p>Biosecurity</p>	<p>Communication of marine and island biosecurity information</p>	<p>Marine biosecurity information provided to syndicates and charters</p> <p>Island biosecurity information provided to syndicates and charters.</p> <p>Links to bio security information provided online as part of on-land (CV) and on-water spectator information.</p> <p>Biosecurity and Island security information included in the On-water Management Plan and included in marshal training.</p> <p>Biosecurity and Island security information included in volunteers training and manual</p> <p>Number (%) of attendees who (a) recall seeing the biosecurity messages and (b) agree that the information provided helped inform their understanding of marine and island biosecurity issues is tracked.</p>	<p>ACE developed information sheets on bio security and marine mammals. This was made available on the AC36 website and provided to Panuku for distribution to berth holders.</p> <p>Information on bio-security risks was also provide within volunteer training.</p> <p>Statistical data is to be obtained by Fresh Info.</p>
<p>Water</p>	<p>Water quality is maintained within Wynyard Basin and Viaduct Harbour.</p>	<p>No increase in visible pollution (including sheens, floatables, and rubbish) within the Wynyard Basin during/post the event.</p> <p>Communication undertaken with Panuku, Mana whenua and via sea cleaners regarding pollution and waste.</p>	<p>Sea Cleaners were responsible for the collection of waste within the Wynyard Basin. A total of 375,290 litres of waste.</p>



Water	Water quality is maintained within the Hauraki Gulf	No increase in visible beach litter (including sheens, floatables, and rubbish) within the Hauraki Gulf coastlines. Communication undertaken with all on-water participants regarding marine pollution and waste.	Sea Cleaners was responsible for collecting waste on Water during the Event Period. 375,290 litres of waste was collected.
Traffic and Transport	Minimal increase in traffic generated in WQ from AC36 activity.	Syndicate bases and the ACV have travel management plans – YES 70:30 target for non-private vehicles met for syndicate bases.	In accordance with condition 186B there should have been no more than 30% of syndicate staff travelling to the bases via private vehicle. Generally the majority of Syndicate Staff cycled. The overall percentage of staff travelling by alternative means was 78%.
Traffic Management	Development and implementation of an event traffic management plan in consultation with Auckland Transport and Police, FENZ and St John.	75% attendee Satisfaction with Event Traffic Management 100% Emergency service providers satisfaction with Event traffic management	Fresh Info to collect data
Satisfaction	Satisfaction with Race Village	85% attendee satisfaction	Fresh Info to collect data
Partnership	Event operational Stakeholders perception of the standard of operational event partnerships.	80% satisfaction by operational stakeholders	Fresh Info to collect data
Stakeholders	Wynyard Quarter Stakeholders perception of the standard of operational event partnerships	80% satisfaction by Wynyard Quarter stakeholders.	Auckland Unlimited to collect



On Water Management	Delivery of the On-Water Venue	<p>85% satisfaction with operational On Water management</p> <p>80% spectators satisfied with on-water experience</p>	Fresh Info to collect data
Security	Provide a safe environment for staff and visitors on water & on land	<p>Safety plan approved by police, council and health and event organisers.</p> <p>Safety plan implemented.</p> <p>ACE to track number of incidents.</p> <p>COVID-19 alert level operational plans implemented.</p>	<p>The following Health & Safety Plans were approved as part of the Event Permit:</p> <ul style="list-style-type: none"> • H&S Management Plan <ul style="list-style-type: none"> o Safety & Wellbeing Charter o H&S Stakeholder Responsibilities o Managing Risk Charter o Managing Contractor Risk o Emergency Procedures o Event Safety Plan o Event Evacuation Plan o COVID-19 Management Plan <p>These plans were implemented as required, pre, during and post event.</p> <p>The total number of Incidents reported for the AC36 Event was 775. 606 of these were reported by volunteers.</p> <p>There were four serious incidents reported through Blerter.</p>
Accessibility	<p>Access for those with disabilities.</p> <p>Access for families</p>	<p>80% of attendees having a disability agree their disability needs were met when attending the race village.</p> <p>80% of attendees that attended the race village with children felt the event catered their needs</p>	<p>The AC36 Race village was open to the public at all times. There was sufficient accessibility access through all entrances to the village.</p> <p>The two hospitality function areas were two storey venues. Although no lift access was provided, ACE ensured that the same offering was provided on both levels.</p> <p>Silo Park provided the key offerings for families. Although the target market for the America's Cup was baby boomers, there were no areas that were restricted for families.</p> <p>Fresh Info to collect data</p>



APPENDIX B: ACE KPI SURVEY RESULTS





ACE KPI Survey Results

KPI measure	Value
Domestic overnight visitors	n/a
International overnight visitors	n/a
Domestic visitor nights	n/a
International visitor nights in Auckland	n/a
International visitor nights in New Zealand	n/a
Expenditure by Auckland residents on AC36	n/a
Expenditure in Auckland by domestic visitors	n/a
Expenditure in Auckland by international visitors	n/a
Expenditure in New Zealand by international visitors	n/a
Number of superyachts attracted to Auckland by AC36	n/a
Expenditure by superyachts attracted to Auckland by AC36	n/a
Percentage of volunteers satisfied with:	
The training you were given	81%
The role(s) you were assigned	90%
Information and other materials provided to help you perform your role	90%
Your volunteer uniform	88%
The level of engagement with volunteer programme managers and staff	93%
Sustainability/green initiatives in the America's Cup Race Village (ACV volunteers only)	71%
Safety and security in the America's Cup Race Village (ACV volunteers only)	93%
Safety and security on the water (on-water marshals only)	94%
Your overall America's Cup volunteering experience	94%
Percentage of volunteers who agreed that:	
Hosting the America's Cup increases my pride in Auckland (Auckland residents)	89%
Hosting the America's Cup makes Auckland a more enjoyable place to live (Auckland residents)	82%
Hosting the America's Cup increases my pride in New Zealand (domestic visitors)	92%
Hosting the America's Cup makes New Zealand a more enjoyable place to live (domestic visitors)	71%
Percentage of volunteers who:	
Recalled seeing any messages about marine and island biosecurity in their volunteer training materials	46%
Recalled seeing any messages about environmental sustainability connected to the event	60%
Likely to do more to protect the natural environment because of the environmental sustainability messages they saw	61%





ACE KPI Survey Results

KPI measure	Value
Percentage of public attendees who agreed that:	
Hosting the America's Cup increases my pride in Auckland (Auckland residents)	89%
Hosting the America's Cup makes Auckland a more enjoyable place to live (Auckland residents)	92%
Hosting the America's Cup increases my pride in New Zealand (domestic visitors)	85%
Hosting the America's Cup makes New Zealand a more enjoyable place to live (domestic visitors)	71%
Percentage of public attendees who:	
Recalled seeing any messages about environmental sustainability connected to the event	25%
Are likely to do more to protect the natural environment because of the environmental sustainability messages they saw	56%
Percentage of public attendees that were satisfied with:	
Communication and information about the event	89%
Traffic management in and around the America's Cup Race Village (village attendees only)	73%
Information provided within the America's Cup Race Village (village attendees only)	82%
Programme of activities/events in the America's Cup Race Village (village attendees only)	71%
Food available at the America's Cup Race Village (village attendees only)	66%
Facilities provided at the America's Cup Race Village (village attendees only)	79%
The length of time it took to enter and exit the America's Cup Race Village (village attendees only)	85%
Sustainability/green initiatives in the America's Cup Race Village (village attendees only)	53%
Safety and security in the America's Cup Race Village (village attendees only)	88%
The on-water experience (on water attendees only)	88%
Safety and security on the water (on water attendees only)	90%
Your overall America's Cup experience	94%
Percentage of public attendees that had their disability needs met in the ACV	85%
Percentage of public attendees with children that thought the ACV provided a good experience for children	89%
Percentage of public attendees who thought there was a strong Maori cultural theme running through the event	57%
Percentage of public attendees who thought there was a strong Maori cultural theme running through the event and noticed the use of te reo and other Maori cultural elements in:	
The opening ceremony	55%
Banners, signage, and imagery around the America's Cup Race Village	55%
The name of NZ House (Te Pou)	28%
The use of Tamaki Makaurau / Aotearoa (in addition to Auckland and New Zealand)	74%
The use of te reo Maori and cultural imagery on the America's Cup website	50%
The marketplace in Silo Park	15%
Race commentary on TV	65%
Other	19%

APPENDIX C: CHALLENGER OF RECORD FINAL EVENT REPORT



Milan 29th April 2021

CHALLENGER OF RECORD 36 POST EVENT REPORT

ON LAND OPERATIONS

COR 36 SRL
via Fogazzaro n. 36, 20135 Milano
Tel. 02 87118011
Codice Fiscale e Partita IVA 10114850968



CHALLENGER OF RECORD AMERICA'S CUP 36

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I. EXECUTIVE SUMMARY

The Race Village was designed primarily by the Prada Engineering Office and managed locally by COR. The design was consistent throughout all three events with branding change outs after the ACWS and Prada Cup to reflect each event by name and color (white for ACWS, red for Prada Cup and blue for the Match).

AMG – Official Supplier for the COR events – installed brand new state-of-the-art luxury tenso structures fully financed by COR and Prada for the AC75 Official Merchandise Store, AC75 Simulator activation, Prada Media Centre and COR Hospitality (1,350 sqm total). This huge investment by Prada and COR gave the Race Village a premium quality look, which would not have been realised without Prada's significant investment.

The AC75 Simulator, entirely financed by COR36 (just short of 1 million NZD), was hugely popular and a great addition to the Race Village, with a total in excess of 25,000 visitors and an average of 400 in non-race days and 840 on race days.

The PRADA Media Centre, which included the Press Conference Room and Mixed Zone, was well received by local journalists and international media connecting and participating via zoom to all events, and being able to interact with the room.

COR Hospitality hosted the Event Sponsors for the ACWS and Prada Cup events. Feedback from Event Sponsors was praising and hugely positive, with a number requesting the use of the venue for the Match as well, given the premium quality of the venue and the luxury level of the overall hospitality: welcome, pre-race briefing by Bruno Troublé and Brad Butterworth, food, service, on-water hospitality on luxury yachts and the PRADA gifting.

The Race Village Branding Plan was managed and overseen by COR with anecdotal feedback reflecting a top-quality branded event, with state-of-the-art infrastructure being brought in from Italy/Spain, and locally chosen products, such as truss, being consistently used throughout the Race Village.

The Accreditation system was very efficient and managed throughout the period by COR staff and volunteers. In particular the Event Sponsors were happy with the process of collecting their Hospitality passes on the morning of each race day and gave them a feeling of appreciation and importance.

As a general comment, the Site and Logistics teams from COR and ACE worked well together. Jenny Moore and Brett Rogers worked tirelessly and were always available when required; however, there was very little support from above them; fortunately, they were capable of making their own decisions that enabled the venue to flow well. The IT department of ACE was outstanding with the leadership of Abrie Grobbelaar and the support of Jason Ensor. Greg Mann did an exceptional job managing the security deployment and budgets.



2. KEY RESPONSIBILITIES / OUTCOMES



A - BRANDING

The Venue Brand Manual was created by COR/Prada and agreed to and signed off by ACE and the Hosts in 2020. Each event had an underlying main event color: white for the America's Cup World Series and Christmas Race, red for the Prada Cup and blue for the America's Cup presented by Prada. COR went against the overarching design principles created by Marc Newson at the request of ACE and the Hosts to allow locally designed branding in some areas of the race village including Silo Park and Te Wero Island (Te Pou / NZ House). While this didn't allow for a consistently branding village, it did allow the Hosts to showcase themselves in the light they desired. COR consulted with Mana Whenua to design bespoke Maori patterns for the flags and fence branding.

i) **Flags**

COR installed in total 160 flags throughout the village. 150 flag poles were provided by COR and brought from Italy (at no cost to ACE) and an additional ten were provided by The Event Works Group (and paid for by Auckland Unlimited) who also produced all flag pole concrete bases. Overall, the flags showed the event logos, represent the Hosts, as well as all event sponsors. Some of the flags (Event logos, Prada & AMG) were produced in Italy, and fully paid for by COR, while all other sponsor flags, Host flags and eventually replacement flags, were printed locally through The Event Works Group. The installation of the flags was done by The Event Works Group, while the branding change out for every event was supported by COR (and ACE for the Match).

ii) **High Fences**

After testing several material options in different weather conditions, it was decided to brand all high fences with a mesh material. The mesh was the best option considering higher wind gusts. The branding pieces were secured onto the fence with 25 cable ties running through metal eyelets. The design pattern consists of a run of six panels: Two boat panels of one of the four teams, one event logo, "ARE YOU READY TO FLY?" panel, a sponsor overview and a panel of pattern waves for the finish. To indicate important locations additional panels were printed including: Challenger of Record, On-Site Operations Centre, Race Management, Volunteer Centre & Toilets. The Event Works Group produced the high fence brandings and supported the first installation together with COR. All swap outs after each event were realized by COR (and ACE for the Match).

iii) **Low Fences**

Equally to the procedure for high fences, COR offered to local companies to provide a sample for the low fences (also named CCV or bike rack). The final decision was a sock solution that can be pulled over the fence without any additional bands or Velcro fasteners, reducing the need of more waste. This way it looks nice and tidy and is relatively easy to apply. The low fence branding represented the sponsors (one per fence) as well as the event slogans ("THERE IS NO SECOND", "FASTER FASTER FASTER", "ARE YOU READY TO FLY?") and event logos, wave and Maori patterns and the Cup silhouette. Production and first implementation were done together by The Event Works Group and COR. COR and ACE then managed the branding change outs going forward. During the installation of fence brandings, the help of volunteers was of great value.

One of our learnings is that it is recommended to produce more branding pieces than needed or be able to reprint fast. Some of the flags suffered in heavy winds and rain and had to be replaced as, well as the branding pieces attract thieves or intoxicated people who are looking for a memory of the event.

iv) **Building decals**

The temporary building structures offered great displays for branding and/or wayfinding and the designs from the Prada Engineering office really gave the event a lift in terms of wayfinding and general venue dressing. The walls were branded with huge stickers of the event slogans and the event logo. On the west side of the Official AC36 Store a model image of each team's boat was



displayed. The building decals were provided and implemented by Network Visuals. Further, the cover of the air conditioning units offered some space for branding. Additionally, the roofs of the buildings were branded to enhance the branding display also to pictures and videos from above the air. Local event organizers were impressed by the level of detail, sophistication and premium quality of the venue dressing and were in awe of Prada's contribution to the overall style of the project.

v) Gantry

The gantry in Silo Park was another great option to present branding and event design in a vibrant way, and one not really seen before to this scale. Big banners in a strong mesh material were printed showing the event logos, the hosts and sponsors. Production and installation were done by Network Visuals. The installation was done with specific re-useable bands. Furthermore, Panuku was consulted before the installation to ensure the growth of the plants are not disturbed by the branding.

The city also produced a mesh for roof of the gantry walkway with the city words – TAMAKI MAKAUURAU.

vi) Main Stage

The build of the Main Stage on Te Wero Island was contracted to Monstavision, which included the LED Big Screen and other Audio aspects. Parts of the stage itself were subcontracted to Event Base and V3 Tech. The stage was branded on all sides and the roof, with the hosts requesting some additional branding which they covered the costs of.

The front branding frames the LED wall on the stage. For the Prada Cup finals, COR changed the front branding into red with Prada Cup branding. Additionally, the carpet on stage was turned into red carpet. The LED wall shows the event sponsors on the left and the right side and allows a big space in the middle for video content.

Content on the LED wall on the Main Stage (and LED wall at Silo Park) was provided for by COR throughout all events, thanks to the dedicated work by David Turner. In collaboration with V3 Tech and Monstavision, the daily operation of the LED walls and its content (including throughout the PRADA Media Centre and COR Hospitality) was much appreciated both by the public and the media.



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The stage was used by COR for the pre-race show with the sailors on racing days, for broadcasting the racing and for the Prize Giving's of the World Series, the Christmas Cup and the Prada Cup. During racing, 21 bean bags sponsored by Coca-Cola and another ten bought by COR were provided to the general public, which proved very popular.

In front of the main stage was 550sqm of blue astro-turf provided by Team Turf, which proved one of the most popular installations across the race village and was the scene for many iconic photos with public taking up every spare space among the bean bags.



vii) Entrance Towers

To welcome visitors into the America's Cup race village, eight 5m high entrance towers were installed by Event Base at the four entry gates at Eastern Viaduct, Karanga Plaza and Silo Park (x2).



These really became iconic features of the Race Village and again a talking point among visitors and event professionals alike who were impressed with the scale of the structures. The towers mark the right and the left side of the entrance gate, one with English and one with Maori language. They consist of a truss structure based on a concrete base and banners on all four sides. Inside the tower there is a light installation. The design is with a wave or a Maori pattern.

viii) Wayfinding Towers

Three wayfinding towers were built in the same concept as the entrance towers, however only 3.5m high and show a map as well as indications where to find certain buildings. A profile of Auckland city was shown on each of the wayfinding towers.

The wayfinding concept was complemented by several wayfinding floor decals which were provided by Network Visuals and installed by their supplier GAS which included a huge floor map at the Gate 2 entrance and the big map on the side of the merchandise building on Eastern Viaduct.



B - SPECIAL EVENTS



COR instigated several stand-alone special events, financed solely by COR and PRADA, during the COR events.

i) COR Events Opening Ceremony

The Opening Ceremony of the COR Events took place on Tuesday 15 December 2020 on the main stage on Te Wero island and had a significant cultural element to it, with Ngāti Whātua Ōrākei (NWO) playing a central role throughout the ceremony. Planning this event with Nick Mudge and Piripi Menary from NWO was a detailed process, with cultural sensitivities and processes being respected to showcase New Zealand's diversity and history.

All four syndicates were involved in the ceremony with the three Challengers being welcomed to the stage from Karanga Plaza and across the Wynyard Bridge, while the Defender was already on stage as they were the local team, welcoming the other three to the country, alongside NWO. On stage, next to the teams and NWO representatives, were the Minister of MBIE Stuart Nash, the Mayor of Auckland Phil Goff and the ambassadors from each country of the Challengers; each one made a speech, and so did the representatives of NWO and the CEO representative of COR. The ceremony was followed by a Christmas toast with food and drinks at COR Hospitality.

It was a successful event and COR was very thankful for the support and collaboration of NWO to deliver it on this special occasion.



ii) **Prada Cup activation on Sky Tower**

The Auckland Sky Tower played central figure on every night before a Prada Cup race day, with the tower being lit up in red and showcasing the Prada Cup logo in a rotating motion. Significant investment by COR and Prada made this a reality and work undertaken by the agency *I Want Orange* ensured it operated very smoothly.

Some stunning images of the Sky Tower were beamed around the world throughout the period of the Prada Cup, showcasing Auckland's skyline at night.



iii) Prada Cup WINNER Flag & Tug Shower

A WINNER flag was produced by COR for the winner of the Prada Cup to fly on its journey back to base. This signaled the end of the Prada Cup and created some great images of the Hauraki Gulf with the WINNER flag in the foreground.

As the winning yacht of Luna Rossa Prada Pirelli entered the Viaduct, COR organised for a local Tug Boat to spray a water shower over the boat, with some more great images being captured.

Both of these two activations only occurred at the conclusion of the Prada Cup, and while COR suggested for ACE to do the same at the conclusion of the Match, this never eventuated.



iv) Prada Cup Prizegiving

The Prada Cup prizegiving was split across two days – the first immediately as Luna Rossa Prada Pirelli arrived back at dock, but due to Covid, this was carried out dock side, with only the team present and public viewing from Hobson Wharf.

The official prizegiving was carried out two days later on the main stage when the Covid levels dropped allowing for spectators to gather around the main stage. This was very much appreciated by the team and their supporters. The presentation also timed nicely with both major local TV stations crossing live during their news hour. Like the opening ceremony of the ACWS, Ngāti Whātua Ōrākei played a significant role in the prizegiving, with local Maori performances taking centre stage at both ends of the event.



C - ACTIVATIONS



COR and Prada installed several activations in the America's Cup race village to create a vibrant experience for visitors.

i) **AC 75 Simulator**

The AC75 Simulator sponsored by Prada was a presentation of the AC75 boat experience that allows every participant the real feeling of sailing such incredible boats. It consists of a 6 degrees of freedom motion platform, mechanically connected to a POD with four seats available. All seats, for safety reasons, are equipped with safety belts and the aft starboard one has been designed to be removable to allow attachment of a wheelchair. The simulation software is based on the real one that some America's Cup teams use to train their sailors and design the boats.



The crew is composed of one person in charge, being the helmsman, controlling the boat with a steering wheel and two 'foot switch pedals' to drop and raise the foils during the maneuvers, and three passengers that enjoy the ride. One of them has the possibility to wear VR goggles in order to be projected inside the virtual world for a full immersive sailing experience.

The helmsman has to complete one lap in the fastest way possible and in the time limit of five minutes, sailing around the racecourse which consist in three windward-leeward legs, starting from a half upwind leg, a full downwind leg and finishing with another half upwind leg.



As this is a real simulator, the helmsman is assisted by some experienced coaches that explain how the control systems work, when to put the foils up and down, how to complete the lap in the best way possible and how to stay on target keeping the boat fast.

The whole experience is free of any charge and a reservation system is used to organize booking slots day by day, without the possibility to reserve for future days. This way spontaneous visitors have a chance to go on the simulator and at the same time the no show risk is reduced. Every slot takes a total of ten minutes, including embarking, coach briefing, the ride and disembarking and is accessible for everybody older than six.

While the visitors are waiting for their ride, a 3D video of Luna Rossa Prada Pirelli's base in Italy is offered at the reception. For the VR experience 3D VR goggles are used which bring customers on the real AC75 boat with the sailors and present secrets from inside the base with the whole team at work, showcasing the very high-level job that the team performs.

The feedback after the simulator ride clearly shows that people have enjoyed a very nice experience and learned at least some basic knowledge on how these amazing new class boats operate. Since the opening of the village, the AC75 Simulator has had around 25,000 visitors, with an average of 400 people during non-race days and 840 during race days. Managing all these visitors wouldn't be possible without help – so we were very thankful for the precious help of fourteen volunteers per day, seven per shift. All of them, after some practice, have shown a good knowledge of the organizational system, a high understanding in teamwork and deep passion of the sailing world and simulator environment, that was described by them as a very exciting place to work.

The main learning of the simulator operations is that it is an experience that is new and unique and requires some training. The volunteers helped with the bookings and general explanations at the welcome desk, but also adjusting the VR goggles, running the technical operations and coaching the visitors. Hence, they needed coaching and some training themselves before feeling comfortable and confident. It should be taken into consideration whether these key roles have a paid person rather than a volunteer. However, the majority of volunteers were very reliable and the engagement they had with the public throughout the event was appreciated by all.

ii) **Info Points**

Two containers painted and branded as Info Points were placed in the village. In the info points TV Screens were installed, as well as hand held tablets which were used by volunteers to provide information to the public. The screens showed an information slide-show with daily updated information about the race pairings, the race course, results, the daily programme in the village, expected weather and spots of interest in the race village. The tablets contained the same information, as well as an additional map and access to the website where all additional information about the event was accessible. Throughout the first weeks of the event the team also collected the most frequently asked questions and provided a document with this information to the volunteers. Thus, they were well prepared for the public.

Originally the kiosks were based in Silo Park and Karanga Plaza, however, after learning that Silo Park attracts mainly people during race days for watching the racing on screen, the Info Point in Silo Park was not very useful and was moved to Eastern Viaduct as the majority of people entered the village through Gate 1. The movement was considered very helpful for getting the message out in the village.

The Info Point in Karanga Plaza was shared with the Accreditation Centre. Even though there is a



permanent Kiosk of the city adjacent to this, no agreement could be found to combine both. However, we worked side-by-side well.

iii) **3D Photo Wall**

Two 3D Photo walls with the America's Cup Logo were produced by PRADA/COR36 and shipped from Italy. The locations were picked to have a striking background – one on Karanga Plaza with the Auckland Skyline and Sky Tower behind and one in Silo Park with the Auckland Harbour Bridge in the back. The photo walls have a total height of 2m and people from the public can climb on them to take some memorable photos. During village opening times volunteers were based in front of the photo wall to assist with taking pictures. These 3D photo walls were the most photographed item in the village.



iv) **Giant Prada Cup**

The Giant Prada Cup was another installation that was designed in Italy and produced in New Zealand. Standing at 4m high and 4 tons heavy, the Giant Prada Cup is impressive to look at. It consists of a metal frame and the foam Cup was shaped by CNC machinery. Silvered with car wrapping vinyl, the Cup received its shiny look.



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The Cup was installed on Halsey Wharf attracting significantly more people to walk down that direction and explore that village side. It became a very popular photo motif within a short time of installation. For the Prada Cup finals, the Cup was spectacularly moved to Te Wero Island, next to the stage and later – after Luna Rossa's Prada Cup win - was placed by the Luna Rossa Prada Pirelli team base.

v) **AC75 Replica Boat**

Also, on Halsey wharf an AC75 replica boat had been installed, again provided independently by COR. The model boat came from Italy and shows how perfectly designed the racing boats are and offers a great photo opportunity.



vi) **Team and AC History Totems**

On Eastern Viaduct in between the AC36 Official Store and the AC75 Simulator four big totems were installed. Public were informed about the history of the America's Cup and the current participating teams and their boats. Floor decals, produced by Network Visuals and installed by GAS, give visitors a good direction.



GENERAL COMMENTS / CONCLUSION



3. GENERAL COMMENTS

Prada and COR invested over 150 million NZD in the 36th America's Cup, a significant percentage of which went into the on-water and on-land operations and the Race Village, a vibrant and interesting place for the general public to mix and mingle and learn more about the America's Cup and the history and development of the boats.

The work from the Prada Engineering office ensured the village was a step above what America's Cup past editions had seen before, especially with the AMG provided luxury structures, and the amount of detail and quantity of the branding opportunities.

Unfortunately, the Event Concept - *He Waka Eke Noa – We are all paddling in the same waka* – was a very good intention, but remained in the words; COR and ACE were rarely in the same waka.

A direct line between COR, the Hosts and the City would have been very helpful indeed, and not involving COR in the negotiations, meetings and decision-making process with the Hosts and the City was a major mistake: this situation generated a rather conflictual and complicate relationship. As a consequence, ACE – whose staff was paid 50% by COR - tended to forget, or disregard, that COR and Prada held a number of contractual rights, and often took decisions without any consultation or approval.

Finally, the treatment of COR by Panuku in relation to the AMG structures on Halsey Wharf left a sour taste in the mouths of COR.

4. CONCLUSION

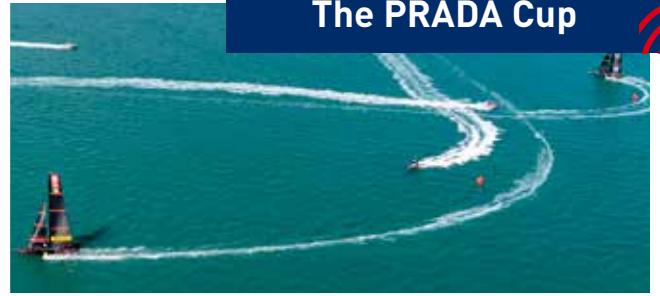
Besides the above, both COR and ACE wanted the Events to be a success and - despite the relationship difficulties, the interpretation of what “success” meant from each party and the way to achieve it - all Events proved to be a success, notwithstanding the difficult world situation in which they were held.



America's Cup World Series



The PRADA Cup



America's Cup Match





36TH AMERICA'S CUP

PRESENTED BY
PRADA
AUCKLAND 2021