

AUCKLAND, NEW ZEALAND'S HOSTING OF THE 36TH AMERICA'S CUP





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INTRO

The America's Cup is the oldest trophy in international sport. It attracts some of the best sailors in the world and is the pinnacle of innovation, technology, and skill in the sport of sailing.

Following Emirates Team New Zealand's successful challenge for the 35th America's Cup (AC35) in Bermuda in 2017, the 36th America's Cup (AC36) was scheduled to take place in Tāmaki Makaurau Auckland in Aotearoa New Zealand.

Over a four-year period, a mammoth multi-agency effort was required to deliver AC36. Representatives from across the Crown, Auckland Council, and mana whenua worked alongside America's Cup Event Ltd (ACE), defender Emirates Team New Zealand (ETNZ) and the Challenger of Record (COR) Luna Rossa Prada Pirelli.

Crown agencies involved included the Ministry of Business, Innovation and Employment (MBIE), New Zealand Police, the Department of the Prime Minister and Cabinet (DPMC), Maritime New Zealand, Tourism New Zealand, Civil Aviation Authority (CAA), Ministry of Transport, Ministry of Foreign Affairs and Trade, Ministry for Primary Industries (MPI), New Zealand Defence Force, Customs, Department of Conservation (DOC) and Ministry of Health.

Emergency services support was provided by Fire and Emergency New Zealand (FENZ) and St John.

Along with the Auckland Council entity, Council-controlled organisations (CCOs) included Auckland Tourism, Events and Economic Development (from 1 December 2020, part of Auckland Unlimited), Auckland Transport (including AT Metro and Harbourmaster), Eke Panuku Development Auckland, and Ports of Auckland were all involved in supporting ACE with the delivery of AC36.



AC36 comprised three regattas with 21 days of racing in a three-month event period and used a variety of on-water courses around the Waitemātā Harbour.

Despite the impacts of the COVID-19 global pandemic and the uncertainty of shifting Alert

Levels – including two Alert Level 3 lockdowns in Auckland (spanning nine days total) during the actual event period – AC36 took place between December 2020 and March 2021. It was the only major global sporting event at the time able to be delivered with spectators.

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

While hosting the America's Cup has delivered fewer economic benefits than originally forecast, the event has still left its mark on Auckland and New Zealand for years to come. This includes a reinvigorated waterfront with access to new public spaces, new sheltered water space in Jellicoe Harbour to match the iconic Viaduct Harbour, additional superyacht infrastructure, enhanced event spaces, public artworks, new events and festivals, new environmental initiatives, increased global profile and strong reinforcement of Auckland and New Zealand's capabilities as a world class major events host.

EXECUTIVE SUMMARY

A range of post event reporting has been undertaken by the agencies involved with AC36 providing a fulsome overview of what was achieved as well as a summary of 'lessons learned' to assist future events. This report provides an overview of the entire programme of work, representing the combined efforts of America's Cup Event Ltd (ACE), the Crown and Council agencies (Hosts).

Fresh Information Limited (Fresh Info) was contracted by MBIE, on behalf of Crown, and Auckland Council to evaluate the costs and benefits to Auckland and New Zealand of hosting AC36. This includes a cost-benefit analysis (CBA) of the economic, social, cultural, and environmental impacts generated by the event.

While ultimately Tāmaki Makaurau Auckland and Aotearoa New Zealand were fortunate to be able to stage a safe and successful event during a global pandemic, it became clear early on that the event would be unlikely to return the investment made. Fewer international challengers than originally forecast and the subsequent impacts from COVID-19, including international border restrictions, has contributed to the event being not able to realise the expected return.

BY THE NUMBERS



279,280
members of
the public

attended AC36 in person at least once, at the Cup Village, watching a race live from a boat (charter or private), or from a land-based viewing area.¹

For Auckland, AC36 attracted

38,754 visitors,
generating
377,765
visitor nights,



with an average stay of 9.8 nights.²

AC36 created an additional

\$284.6 million
of expenditure

in Auckland through the costs of event operations (incl ACE, COR, govt), purchases of tourism goods and services, and other goods and services.³



The costs-benefit analysis (CBA) for Auckland has identified overall costs of \$629.4m against benefits of \$537.8m. This is a net cost of \$91.6m and a **benefit-cost ratio of 0.85.**

In other words, for every dollar put in Auckland got 85 cents back. When considering financial returns only, Auckland got **72** cents back for every dollar put in.⁴

For New Zealand the CBA has identified costs of \$744.2m and benefits of \$588.1m. This is a net cost of \$156.1m and a

benefit-cost ratio of 0.79

for both financial and non-financial impacts.

When considering financial returns only, New Zealand got **48** cents back for every dollar put in.⁵



The most watched America's Cup with
a dedicated audience of 68.2 million
(incl live, re-runs and highlights
on TV and online).⁷

26

new Coastguard boats



6

new Sea Cleaners boats¹¹ helping to
make New Zealand's coastal waters
safer and cleaner.

23 supporting events and activations
were held throughout Auckland as
part of Summernova Festival Series,
attracting more than

70,000

unique attendees, separate from
the America's Cup events.¹¹



Total \$348.4 million spent
by Crown (\$133.2m) and
Council (\$215.2m) on AC36
related capital and operating
expenditure over four years.⁶



14,000 students from
150 schools across
New Zealand¹⁰ involved
in Yachting NZ's

**Kōkōkaha
education
programme.**

**1029
volunteers**

assisted at the event: 644 in
the Cup Village, 127 on water⁸
and 258 as part of Auckland's
City Skipper programme.⁹



VISION AND PRINCIPLES

A wide range of stakeholders and partners from multiple entities were involved in the planning and delivery of AC36. Therefore, it was important to have a shared vision, with principles and goals that all parties could work towards and align projects to.

The overarching mission for the event was to provide an inclusive, sustainable and welcoming world-class event. The place was to be transformed; economic wellbeing generated through connection, innovation and trade; everyone given an opportunity to participate on land, on water, or via the live stream digital or free-to-air TV broadcast; and the event would provide an opportunity to tell the stories of both Tāmaki Makaurau Auckland and Aotearoa New Zealand.

Collectively, this was summed up in a vision that aimed to ignite the passion of all New Zealanders.



VISION AND MISSION FOR THE 36TH AMERICA'S CUP

VISION: Ignite the passion – celebrate our voyages

WHAKATAUKĪ

He Waka Eke Noa

Kia Eke Panuku, Kia Eke Tangaroa

We're in this waka together

Through all our efforts, we will succeed

INFRASTRUCTURE MISSION:

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

EVENT MISSION:

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.

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 an opportunity to participate in and celebrate the America's Cup

Storytelling

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

THE 36TH AMERICA'S CUP OVERVIEW

COVID-19

The first case of Coronavirus disease 2019 (COVID-19), also known as the coronavirus, was identified in Wuhan, China in December 2019.

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

On 21 March 2020 the Government introduced a four-tiered Alert Level system to help manage and minimise the risk of COVID-19.

The system was designed to help people understand the Government's plan for managing the pandemic and what that meant for how people could live their lives. Alert

Levels can be applied to a town, city, region or the whole country and range from minor restrictions to 'lockdown' style measures.

The initial Alert Level 4 lockdown in New Zealand, in March 2020 shut borders and businesses, stopped work on key

infrastructure projects, delayed boat builds, halted the events and hospitality industries and drove large numbers of the population into working remotely.

Between May 2020 and the end of AC36, most of the country remained at Level 1 with Level 2 and 3 introduced in response to occasional cases in Auckland.

COVID-19 had a material impact on AC36 in terms of planning, attendance and delivery.

The aspirations and expectations of all involved in the hosting of AC36, from teams to ACE, to Hosts and mana whenua, had to be recalibrated.

The World Series events due to take place in Cagliari and Portsmouth were cancelled, and the financial woes of the fourth challenger, Stars & Stripes, were further compounded by the effects of COVID-19, leading to its withdrawal from AC36.

The border restrictions remained in place in New Zealand to keep COVID-19 out of the community, impacting the opportunity of hosting international visitors and the subsequent economic returns they would have brought with them. Superyachts and their crews were only allowed into the country under strict



conditions and with a commitment to undertake valuable refit work while here. Cruise ships were stopped completely.

Visits by international media were severely impacted, with only the key international broadcast personnel granted border exceptions.

Auxiliary events such as the Youth America's Cup and a regatta for the classic America's Cup J Class fleet were cancelled.

A special multi-agency COVID-19 expert working group was established to support ACE in developing robust COVID-19 preparedness and management plans to support the operational delivery of the event within the different Alert Levels and to ensure ACE was able to get an event permit.

While good progress was made in New Zealand to keep COVID-19 under control, there were still further shifts in Alert Levels and lockdowns experienced in Tāmaki Makaurau Auckland during the event period which had a continuous impact on AC36. All activations in the Cup Village and Summernova events in the city were put on hold at Alert Level 2 and 3 and volunteers stood down. Racing at Alert Level 2 could only take place on courses farthest away from shore that minimised the risk of crowds gathering to watch the racing.

Operationally, COVID-19 QR codes were displayed throughout the Cup Village and at the various Summernova events sites, along with hand sanitiser stations. Security and volunteers were briefed to encourage members of the public to scan in as they entered the Cup Village and other relevant sites.

It is easy to look at this long list of impacts and see the challenges faced and the uncertainties that COVID-19 presented. It is important to remember that the event



proceeded, with international participants, spectator engagement and quality broadcast coverage at a time when much of the world was still in highly restricted lockdowns. It demonstrated to the world New Zealand's ability to safely host an event of this scale, during a global pandemic.

The Lead Up To AC36

From the moment ETNZ crossed the finish line of AC35 in Bermuda in 2017, planning for a successful defence in New Zealand began.

The AC36 Protocol was released by ETNZ and COR Luna Rossa Prada Pirelli less than three months after the win in Bermuda. The Protocol saw the return to monohulls and the concept of the flying AC75s and established the rules around hosting a multi-challenger event.

ETNZ established America's Cup Event Ltd (ACE), to undertake the event delivery responsibilities for the AC36 events and work alongside COR for its event delivery responsibilities in Auckland.

COR was to oversee organising the preliminary America's Cup World Series regattas in Europe (which ended up being cancelled due to COVID-19), the America's Cup World Series and Christmas Race in Auckland and the Prada Cup Challenger Selection Series. The AC36 Match would be overseen by the defender ETNZ.

In March 2018, a Host City Appointment Agreement (HCAA) was signed between ACE, ETNZ, MBIE (for the Crown) and Auckland Council confirming Tāmaki Makaurau Auckland as the location of AC36. This was followed with a Host Venue Agreement (HVA) signed in April 2019 which set out the rights and delivery obligations of each of the parties in relation to the event.

Auckland last hosted an America's Cup in 2003. At the time the Cup had served as a catalyst for the transformation of the Viaduct Harbour and Wynyard Quarter. With the sport's evolution and the increased requirements to host a global major event of this scale, further infrastructure was required to support AC36.

Auckland Council and the Crown agreed to contribute to the costs of hosting AC36 which included developing the supporting infrastructure. The Wynyard Edge Alliance (WEA) was established to design and construct the infrastructure in and around the Wynyard Quarter.

Throughout the WEA construction phase, planning for the event delivery was also underway. ACE had responsibility for delivering the on-water event, Cup Village and international broadcast. The Hosts (Crown and Council) had responsibilities to ensure the city could still function around



the event, both on land and amidst a busy working harbour. The Council group also had obligations to develop a programme to bring other parts of Auckland to life with events and city dressing to maximise the benefits of being the host city and promote what was taking place to residents and potential visitors.

The Challengers

While early expressions of interest to compete in AC36 were high, with initial projections based on six to 10 challengers participating, only three challengers – Luna Rossa Prada Pirelli, INEOS Team UK and American Magic – made it to the starting line to compete for the right to take on the defender, ETNZ.

Most of the teams and families of the three challengers started arriving in Auckland from October 2020 after being granted the relevant border exceptions required in a COVID-19 environment, along with completing a two week stay in managed isolation.

The syndicates constructed their team headquarters on the new bases created through the WEA build on Auckland's waterfront and launched the second generation AC75s.



All the syndicates expressed their gratitude at being able to be here for the event and congratulated Auckland and New Zealand for the efforts that went into hosting AC36 amid the global pandemic.

"We would particularly like to offer our heartfelt thanks to the people of New Zealand who have welcomed us to their beautiful country and put on an event of unparalleled professionalism in the midst of a global pandemic. We have memories that will stay with us forever."

– Sir Jim Ratcliffe, INEOS Team UK.

Race Courses

AC36 began on the water in December 2020, culminating in the thrilling final Match on March 17, 2021 between ETNZ and Luna Rossa Prada Pirelli.

AC36 comprised three regattas: The America's Cup World Series Auckland (ACWS) and Christmas Race, 17 – 20 December; The Prada Cup, 15 January – 21 February 2021; and The 36th America's Cup Match, 10 – 17 March 2021.



ACE designed five race courses (A–E) for AC36 in the Waitematā Harbour to accommodate a range of wind directions and sea conditions depending on the day. The Regatta Director determined which course was to be used on the day of racing, following approval from the Harbourmaster. Hybrid courses were sometimes used to enable racing within the day's wind and sea conditions.

Courses B and C were considered to provide the best vantage spots for land-based spectators and were generally favoured when Auckland was in Alert Level 1. At Alert Level 2, Courses A and E were used to minimise the risk of crowds gathering to watch the racing. Transit Lanes were established for courses B, C and D due to the proximity to the coastline and the restricted ability for vessels to navigate past these courses when racing was on.

Racing took place between 3pm and 6pm during the ACWS and Prada Cup round robin, then 4pm and 6pm during the Prada Cup finals and the Match.

Managing the spectator fleet took a team effort. ACE had responsibility for all on-water event delivery and management including establishing the race boundaries,



communicating and managing spectator boats, controlling the race corridors and ensuring safety on water. The Harbourmaster, New Zealand Police, Coastguard, St John and Maritime New Zealand had to provide significantly more support to ACE than would be normal to ensure the event was safely delivered.

ON WATER

- A total of around **10,500 spectator boats** watched the racing.¹²
- **35,000 people used the Live GPS** viewing platform introduced following the December regattas so boats could see where they were in relation to the course boundaries.¹³
- **160 people trained** through the Royal New Zealand Yacht Squadron's Course Marshal Training Programme.¹⁴
- **21 course marshal vessels** were used during the event, along with additional Harbourmaster and Police boats deployed on race days to ensure the event was safely delivered.¹⁵
- 5 knot speed restrictions were put in place to safely manage the spectator fleet and to **minimise potential harm to marine life.**

The Race Results

The America's Cup World Series Auckland and Christmas Race

The America's Cup World Series Auckland (ACWS) was a double round robin match race competition between ETNZ and the three challengers. The event was held over three days (17 – 19 December) with each team racing twice a day. The winner of each match received one point. ETNZ won the ACWS after recording five wins and one loss. The Christmas Race was scheduled to be a one-day event on 20 December with a semi-final round, followed by a placing round. The race was eventually abandoned due to lack of wind.

The Prada Cup Challenger Selection Series

The Prada Cup saw the three challengers compete against each other for the right to go up against ETNZ in the America's Cup Match. The first stage of the Prada Cup consisted of four round robins of three races each.



The challenger with the highest score at the end of the round robins qualified for the Prada Cup Final, while the remaining two teams raced again in a seven-race semi-final (first to win four races) to determine who would go up against the winner of the round robins, INEOS Team UK.

American Magic never fully recovered after a spectacular capsizes which left a large hole in *Patriot* causing it to nearly sink during the round robin. Despite making it to the semi-finals, American Magic went on to lose to Luna Rossa. Then Luna Rossa ended up beating INEOS Team UK in the finals of the Challenger Series to claim the Prada Cup (first to win seven out of the 13 races) and the right to take on ETNZ in the Match.

The 36th America's Cup Match

The Match was a 13-race series (first to win seven races) between the defender, ETNZ and challenger Luna Rossa. Racing was scheduled to start on 6 March 2021 but was delayed due to Auckland being in COVID-19 Alert Level 3 lockdown. Racing was able to resume on 10 March under Alert Level 2 conditions which meant no public viewing, and activations were stood down, along with volunteers. Auckland shifted to Alert Level 1 in time for the planned weekend of racing on 13 March which continued until 17 March, with ETNZ winning seven to three to retain the America's Cup.

Sharing Auckland and New Zealand's story

An event on the scale of AC36 presents opportunities beyond the sporting spectacle and is a platform to share what makes Auckland and New Zealand unique with a global audience.



In the years leading up to, and during AC36, a multi-agency effort saw hundreds of stories shared around the world and a coordinated approach to how key information relating to the event was communicated and promoted.

While the border restrictions in place, due to COVID-19, severely impacted the opportunity to host international media during the event, Auckland and New Zealand stories still featured in the likes of the *New York Times*, BBC, CNN, *The Guardian*, *The Times*, and *The Telegraph*, as well as the additional coverage included in the broadcast shared by 55 major networks.¹⁶

Along with sports reporting, coverage included acclaim for New Zealand's ability to host AC36 in a relatively COVID-free country. World-leading innovation and technology was also highlighted, as were examples of sustainability initiatives to support the Hauraki Gulf. Coverage also noted how the country embraced Māori culture and ingrained the principles of manaakitanga, kaitiakitanga and kotahitanga throughout its hosting of a safe and successful event.

Broadcast

ACE delivered high-quality broadcast coverage which included the use of world-leading aerial broadcast technology and innovation, and Virtual Eye graphics to showcase the sport's best sailors competing on arguably the world's most attractive natural backdrop. The broadcast operation was complemented by talent from the world of sailing to anchor a series of live studio



broadcasts and highlights packages for distribution worldwide.

Wherever possible, the AC36 racing was shown free-to-air on television and via social media to make AC36 the most accessible and watched America's Cup of all time.

The record numbers of people who tuned in to watch the AC75s race saw stunning images of Auckland, lifting the city's profile as a destination to visit, host international events and do business.

Dressing the City

Adding to the vibrancy throughout AC36 and to help enliven the event experience for spectators, visitors and residents, large parts of the Auckland region were dressed in branding relating to the Cup and Auckland. City dressing (e.g street flags and banners)

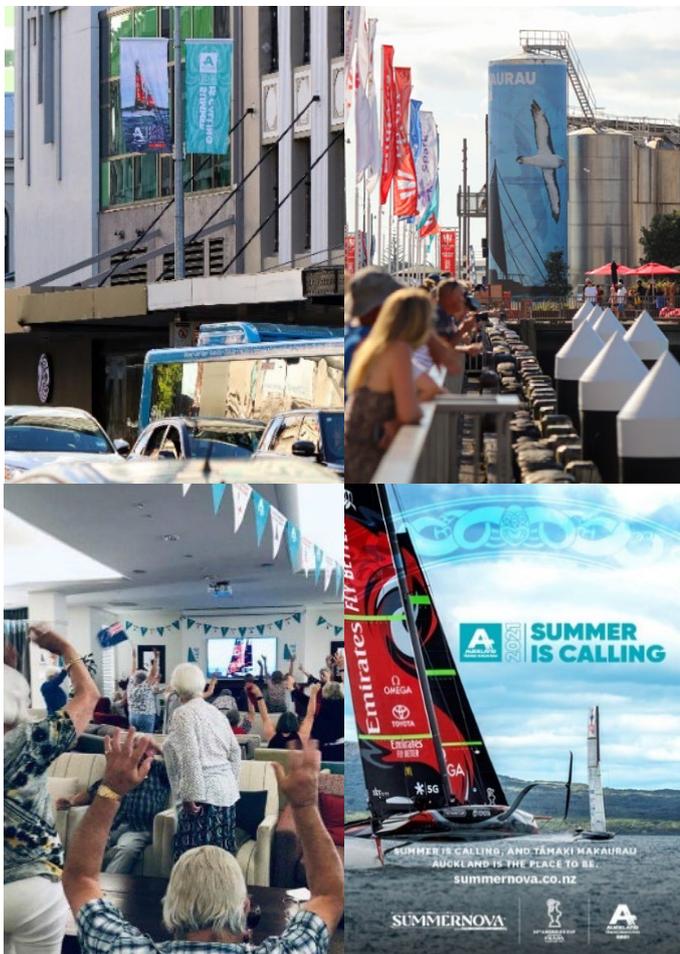


and other branding applications in the Cup Village and around the city showcased a mix of the imagery of the boats and utilised Auckland's own unique creative identity developed specially for 2021.

Auckland Unlimited led the development of the city and business dressing programme which included street flags and banners, venue branding, public artworks and assets like bunting and decals for businesses and the community to use to show their support without breaching the Major Events Management Act 2007 (MEMA) requirements. This work also included extensive creative development, including a host city brand expression and creative concept designed in partnership with mana whenua of a digital tomokanga and supporting Māori motifs.

Highlights

- A dedicated audience of 68.2 million watched the event live, delayed or as highlights on TV or online.¹⁸
- Nearly 2.7m people in NZ watched the America's Cup series on broadcast TV.¹⁷
- 11,480 media stories and 119,480 mentions of the Americas Cup in online news globally.¹⁸
- AC36 social media audience has grown to



1m+ followers from around the world. This has tripled from the last America's Cup in Bermuda.¹⁹

- 34m viewing sessions from 6m unique 'viewers' on America's Cup YouTube channels, equating to 7.2m hours of watching America's Cup footage.²⁰

- The street flags were so popular with the public that the majority were able to be gifted to the fans who had requested them at the event's conclusion.

EVENT DELIVERY

The 36th America's Cup was a collaborative work programme for the Hosts between Crown, Auckland Council and mana whenua to support event deliverer, ACE.

AC36 was declared a Major Event under the Major Events Management Act 2007 (MEMA) and a 'Major Maritime Event' was declared under the Maritime Transport Act 1994. An Air Space Licence was granted by CAA giving ACE authority over relevant airspace areas and restricting aircraft, including drones within the designated areas.

AC36 was not just another 'major' event; it was seen as a once in a decade event for Tāmaki Makaurau Auckland requiring a full Council-wide collaborative effort to deliver.

Unlike a ticketed event at a contained venue with gates and known crowd attendance, AC36 was full of variables which created many challenges for delivery planning. These unknown quantities included examples such as:

- Ensuring Auckland could still function with a major event taking place in the middle of a working harbour and bustling city.
- The event venue was on-land, on water and in the air.
- Race days, start times and which course used could not be confirmed until the day.

- The flow on effect of the course location and race timing had implications on-land and on water across many services – e.g. public transport, emergency services.
- It was impossible to guarantee start times, locations or if the event would go ahead on any given day to volunteers, security providers and other partners (e.g. catering, activations).
- It was unknown how many people would come to the event, where or how they would watch it (on-land, on-water, online, television etc).
- Racing might start and then get abandoned due to weather conditions or unforeseen circumstances (e.g. American Magic capsized).
- Uncertainty about when the finals would be held or on what day an event winner is determined.
- Awareness that changes to COVID-19 Alert Levels could occur at any time.

Building the stage – event infrastructure

Delivering AC36 required extensive off-water and on-water infrastructure to support the teams, broadcast and media operations and spectators.

Wynyard Edge Alliance

Auckland Council and the Crown agreed to share the costs to develop the supporting infrastructure required, establishing the Wynyard Edge Alliance (WEA) to create the stage for the America's Cup and a waterfront that Kiwis would love.

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

WEA was responsible for the design and construction of seven bases around the Viaduct Harbour and Wynyard Quarter, as well as other essential event infrastructure such as an extension to the Hobson and Halsey wharves, marina berths and the installation of breakwaters. While these areas were under construction, with WEA already established, Auckland Council took the opportunity to bring forward already planned works to reduce future disruption and duplication of effort. This included the relocation of the SeaLink Vehicle Ferry facility, the Daldy Street Outfall extension and Silo Park extension, some of which were rescopeed to meet America's Cup requirements. In total, the works undertaken by WEA were budgeted at approximately \$267 million but are expected to come in at closer to \$250 million (December 2020 estimate).



The construction project launched from a standing start in April 2018 – when nobody knew how many teams were coming, where they would be located, or how the bases would be configured. Two years later in December 2020, WEA delivered its project on time, under budget and with zero harm to people or the environment. WEA achieved more than one million work hours with no Lost Time Injuries, well above the industry standard. A fully integrated project team, dealing with planning, design and construction helped to enable best-for-project solutions to be delivered more efficiently – including an award-winning engineering approach. Beyond the standard construction focus, WEA formed early and enduring partnerships with local stakeholders and mana whenua, undertook additional work to support mental health outcomes for its team, and supported coaching to develop staff including a literacy and communication programme.²¹

Superyachts

Eke Panuku owns and operates several water space areas including the marinas and berths in the Auckland waterfront area. Part of the WEA project included the upgrade to some of the existing berths as well as additional infrastructure to support an increased number of superyachts expected during AC36 and in future summer seasons.

ETNZ and Eke Panuku worked together to manage a superyacht programme which had 77 berths available during AC36 which were all occupied by the time the Match took place in March 2021.

Border restrictions impacted the ability to host as many international superyachts as intended, however rates for berthages were reduced and a two-tiered pricing system put in place to allow for more local boat users to fill those spots. About 25 boats from overseas were berthed during the event period. Some of these were those granted border exceptions to come into New Zealand due to the refit work they would undertake here, and others were already in the country prior to AC36 commencing.

America's Cup Village

The Cup Village was spread across the Viaduct Harbour and Wynyard Quarter, beginning at Hobson Wharf and continuing westwards through Eastern Viaduct, Te Wero Island, North Wharf and Silo Park. In line with the aim to make AC36 the most inclusive and accessible America's Cup ever, access to the village was free throughout the event period. This was a porous venue with multiple access points, although it had three official gates – with Gate 1 on Quay Street, Gate 2 on Halsey Street and Gate 3 on Beaumont Street.



The Cup Village opened on 16 December 2020, with an opening ceremony led by COR and involved all four syndicates, Minister Stuart Nash, Mayor Phil Goff, the ambassadors from each participating nation, and Ngāti Whātua Ōrākei.

The Cup Village was open every day (excluding Christmas Day) that Auckland was at Alert Level 1 until 17 March 2021.

All team bases were located within the Cup Village. ETNZ's base was at the Viaduct Events Centre, and Luna Rossa Prada Pirelli's base was situated at the end of Hobson Wharf on the newly constructed platform that was part of the WEA works. American Magic and INEOS Team UK were located on Wynyard Point within the area formerly known as the 'tank farm' on bases developed by WEA.

The Cup Village 'look' and 'feel' was designed primarily by the event title sponsor, Prada, and managed by COR which worked with ACE and the Hosts (Crown and Council) in relation to Auckland and New Zealand branding and design applications.

The Cup Village comprised of a main stage, hospitality venues (Te Pou New Zealand House and MUMM Yacht Club), official merchandise stores, AC75 simulator activation, Prada Media Centre and COR hospitality and food vendors.

COR was responsible for delivering the activations within the Cup Village during the December regattas and the Prada Cup, with ACE taking over this programming for the Match.

ACE enhanced the programming during the Match to include more main stage entertainment such as music, Air Force flyover, face painters and roaming acts, an additional big screen and food vendors. The Hosts further added to the programming with the Tourism New Zealand-led Rock the Dock with Rod Stewart activation, and the Silo Park activations developed by mana whenua and Auckland Unlimited.

A closing ceremony was held on 17 March 2021 which brought significant crowds, eventually resulting in the Cup Village gates being shut due to reaching crowd capacity limits.

EVENT ATTENDANCE

Across the three months

- **279,280 unique members of the public visited** the AC36 Cup Village, watched a race live from a boat, or watched a race live from a land-based viewing area.²²
 - Village – 206,700 unique attendees
 - Charter and private boats attendees – 109,500
 - On-land viewing – 79,300
- **77.3% of attendees were from Auckland**, 20.2% from elsewhere in New Zealand and remaining 2.4% were international visitors.²³
- **94%** of attendees were satisfied or very satisfied with their overall AC36 experience.²⁴
- **78% enjoyed the on-land viewing** experience, 88% were satisfied by their on-water experience and 89% were satisfied with the communication and information they received about the events.²⁵
- **53% were satisfied** with the sustainability/green initiatives in the village.
- 89% of attendees living in Auckland said that hosting AC36 **increased their pride in Auckland** and 85% thought it made Auckland a more enjoyable place to live.²⁶
- **25,000 visitors** went through the AC75 simulator.²⁷

City Operations

Event planning for city operations for AC36 was led by Auckland Unlimited (formerly Auckland Tourism, Events and Economic Development) on behalf of the Hosts (Crown and Council). City Operations focused on the planning and integration requirements outside of the Cup Village, as well as bringing other parts of Auckland to life to maximise the benefits of being the host city.

The city's operations were divided into four areas: Event Operations, City Activations (Events, Race Day Activations, and Accessibility), Volunteers and Transport Services.

Event Operations

The overall event delivery set up was complex – not just with the involvement of several Council organisations, (including Eke Panuku, Auckland Unlimited, Auckland Transport and Auckland Council), but also with the event partner which comprised ACE, COR and ETNZ.

Due to the complex structure of the event, its scale and duration, multiple operation centres were required to ensure the safe and successful delivery of the events.

Given the range of Crown and Council agencies involved with AC36, an operational hub was created as a Major Event Operations Centre (MEOC) in the city centre outside of the Cup Village for use on race days. The location (Level 1 of the Ferry Building on Queens Wharf) was a perfect MEOC premise due to its proximity to the key transport hubs (primarily Britomart), commuter ferries, the Cup Village, ETNZ and syndicate team bases, Ports of Auckland, Eke Panuku, Auckland Transport, MBIE (Auckland Office), Harbourmaster's

Office, plus several key business stakeholders including Britomart and Precinct Groups, Tramco and the Downtown Programme.²⁸



Security for the event was a multi-agency exercise across several organisations – ACE as the event deliverer contracted P4G as its security provider for the Cup Village; and for the Host City, Red Badge was utilised. Security processes, including crowd management and C4 (Command, Control, Communication and Co-ordination) was a co-ordinated delivery on-land and on-water between ACE and the Hosts alongside New Zealand Police and national security agencies. City operations aligned with the *Crowded Places: NZ Strategy* fulfilling safety obligations around hostile vehicle mitigation with the installation of robust vehicle safety management barriers at the Quay St entrance to the Cup Village, which was strongly endorsed by the New Zealand Police and DPMC.

Queens Wharf was also the crowd management contingency location which proved valuable on finals day. Had the event not been affected by COVID-19 which kept out cruise ships and international visitors, this would have been even more key to managing crowds given the construction work still underway along Quay St and the Cup Village capacity.

ACE ran the command centres in the village and on the water. Existing operations centres were also used at the Auckland Transport Operations Centre at Smales Farm and the Police Command Centre College Hill.

City Activations

Summernova Festival Series

Launched by Auckland Unlimited as a new addition to Auckland's summer events calendar, Summernova Festival Series was designed to wrap around the activity of AC36 to create an even stronger reason for residents to either stay local or visitors to travel to Auckland for a break.

A core part of the Auckland Council group's host city activations programme, Summernova provided a funding and marketing platform for event organisers, business and community associations, tourism attractions and performers to host events throughout the region during the summer – a much-needed and welcomed opportunity following the impacts of COVID-19.

In the wake of public feedback from the limited programming and activity in the Cup Village during the America's Cup World Series and Christmas Race in December, the Hosts stepped in to enhance the fan experience in the surrounding environment of the Cup Village (known as 'the Last Mile') with special activations including music performances, magicians, face painting, roving performers and bubble making. Auckland Unlimited



SUMMERNOVA 2020-2021 Events

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

also partnered with ACE to produce the New Year's Eve celebration at the Cup Village which included music and other performances at Silo Park and on the main stage at Te Wero Island.

Summernova ended up comprising 23 events and activations all over Auckland spanning art, culture, sports, sustainability, music, street performance, food and more and attracted more than 70,000 people to at least one of the events in the festival.

A six-month, multi-channel marketing communications campaign was developed to promote the festival series and encourage attendance at the various events. The campaign gained more than 24 million digital impressions across the activity, 138,000 views of the content created, and reached

an audience of 13.4 million across radio and Spotify. The summer campaign hero video, which utilised the backing track of *In the Air* by L.A.B, one of the concerts within Summernova, was viewed more than 4 million times and ran as a commercial during the TVNZ America's Cup broadcast period.

Summernova was successful in supporting the events industry hit hard by COVID-19 and the emergence of several new events for Auckland, as well as helping drive record ticket sales to some of the more established events.²⁸

Accessibility

Auckland Unlimited formed a partnership with Be.Lab which set out to ensure the America's Cup events in Auckland and other activations taking place throughout

the summer were as accessible as possible and that everyone, regardless of age or ability, could get involved.

Auckland Unlimited and Be. Lab worked together with the community and various agencies involved with AC36 to design a programme that exceeded the requirements of people with access needs, such as physical impairments, vision or hearing loss, learning impairments, short-term injuries or age-related disabilities.

With racing taking place closer to shore than in any previous campaigns, the partnership included assessments of key viewing areas, plus new, existing and temporary facilities. Key information and resources were developed for businesses, event partners and the wider community to ensure they had the information needed to provide a positive accessible experience for people with access needs.



Volunteers

Volunteers played a critical role to support the AC36 event on land and on water. There were three volunteer programmes across the event period.

Two were managed by ACE (Kaihāpai Village Team and On-Water Marshals through the RNZYS).²⁹

The other programme was managed by Auckland Unlimited (City Skippers).

It is unusual to have separate volunteer programmes across a single event. Whilst the complexities and breadth of America's Cup delivery required a range of expertise, a single volunteer programme is considered preferable.

All up more than 1000 people volunteered throughout the event period, providing a range of support including public information, wayfinding, crowd counting, crowd management, host city activations support, and on-water course and spectator fleet management.

Based on visitor surveys conducted during, and after the event, 6% of those surveyed identified as having an access need, with **77% saying they felt their needs had been met.**



VOLUNTEERS

- **94%** of volunteers were **satisfied or very satisfied** with their overall volunteering experience.³⁰
- **89%** of Aucklanders who volunteered felt that hosting AC36 increased their pride in Auckland and **81%** thought it made a **more enjoyable place** to live.³¹
- Inside the village, **640+ Kaihāpai volunteers** worked 7600 shifts, equating to **53,000 hours** and operated in the village seven days week (outside COVID-19 alert level changes impacts).³²
- Auckland's **City Skipper Volunteer programme** had more than **250 people** volunteer who worked a total of 4900 hours, across 18 race days.³³

Transport Services

A key part of the city operations during AC36 was ensuring delivery of a world class transport experience for Aucklanders, volunteers and visitors.

Auckland Transport (AT) in collaboration with the key partners developed a range of traffic management plans to maintain a safe and effective network and minimise the potential disruption caused by hosting an event in an uncontained stadium, on-land and on-water.

A range of transport initiatives were introduced including agency-wide messaging encouraging the use of public transport for fans and the on-water navigation safety requirements for the spectator fleet; a special edition America's Cup AT Hop card; free transport for volunteers; additional transport services and free valet parking for bikes and e-scooters used by 1500 people during the event period.



The original planned transport support for AC36 was significantly scaled back as a greater understanding of actual crowd numbers became more apparent and as a result public transport services were largely returned to 'business as usual' services for the Prada Cup and the Match. An agile response to traffic management was deployed when crowd numbers had reached capacity, which saw elements of the plan such as managed pedestrian crossings and a small number of road closures put in place.

ECONOMIC IMPACT

Local and Central Government Investment

Planning and delivering AC36 required a considerable investment of time and/or money from a wide range of local and central government agencies.

The Crown and Auckland Council (Hosts) agreed to jointly fund the infrastructure required to host AC36, and the Crown also paid \$40 million to support the delivery and management of the event.

This decision was informed by an economic assessment that estimated a benefit-cost ratio of between 0.997 and 1.14.³⁴

In total, the host agencies invested \$348.4 million in AC36-related capital and operating expenditure initiatives over four years. Central government agencies contributed \$133.2m and local government contributed \$215.2m, noting that part of this Council contribution included work that would have been spent regardless of the event taking place but was brought forward to be ready/or rescoped in time for AC36.³⁵

Auckland Council's contribution (of \$215.2m) was made up of:³⁶

- \$113m as its share of all the works required to consent, plan, and build or upgrade wharves, bases and water space required for AC36, together with related commercial and base costs (such as the use of the Viaduct Events Centre by ETNZ).
- \$95m for planned works which were brought forward to reduce future disruption and duplication of effort (such as Wynyard Wharf rehabilitation, Hobson

Wharf wave panels, utilities and services, superyacht berthing facility, Silo and playground toilets, Bascule Bridge toilets, extension of CCTV, fishing fleet relocation), and other costs such as the SeaLink and fishing fleet relocation. Some of these projects were also rescoped to meet AC36 requirements.

- Projected savings of \$9.28m for Council's share of the works undertaken by WEA. The final savings will be confirmed when the project concludes in December 2021.
- \$14.3m to cover the city integration and activation costs including transport services and city operations costs to ensure safe delivery of the event, crowd management and security, marketing and promotion, supporting events and activations.
- \$0.9m (Council share) of programme-wide administrative management and support across multiple agencies and years.
- \$1.7m on leverage activities such as an environmental and biosecurity programme (along with DOC and MPI), a Māori outcomes programme and business leverage, funded from existing baselines.

Cost-Benefit Analysis

Fresh Information Limited (Fresh Info) was contracted by MBIE on behalf of Crown and Council to evaluate the costs and benefits to Tāmaki Makaurau Auckland and Aotearoa New Zealand of hosting AC36. This includes a cost-benefit analysis (CBA) of the impacts generated by the event.

CBA was chosen as the appropriate evaluation framework because any type of cost or benefit can be included if it can be given a monetary value. This allowed social, cultural and environmental impacts to be featured alongside the economic impacts.

The CBA for Auckland identified a gross monetised cost of \$629.4m and a gross



monetised benefit of \$537.8m. The net monetised benefit is therefore -\$91.6m and the benefit-cost ratio (gross benefit divided by gross cost) is 0.85.

These costs and benefits can be divided into financial impacts (where the costs and benefits are represented by actual or expected financial transactions) and non-financial impacts (where the costs and benefits are unpriced or of a social, cultural, or environmental nature). This segmentation reveals a financial impact of -\$145.8m (benefit-cost ratio of 0.72) and a non-financial impact of \$54.3 million (benefit-cost ratio of 1.51).

The CBA for New Zealand (including Auckland) identified a gross monetised cost of \$744.2m and a gross monetised benefit of \$588.1m. The net monetised benefit is therefore -\$156.1m and the benefit-cost ratio (gross benefit divided by gross cost) is 0.79.

The financial impact of -\$292.7m (benefit-cost ratio of 0.48) and a non-financial impact of \$136.6 million (benefit-cost ratio of 1.75).

The CBA for AC36 charted new territory as it included substantial consideration of non-financial social, cultural and environmental impacts as well as financial impacts. It is therefore not valid to compare the results of this evaluation with the pre-event evaluation

for AC36, or previous evaluations of America's Cup events held in New Zealand, because these studies (a) used a different methodology called Economic Impact Assessment (EIA) and (b) focused primarily on financial outcomes. However, given the high likelihood that comparisons will be made with previous studies despite this caveat, the most valid (but still imperfect) comparator with previous studies is the financial impact reported for New Zealand of -\$292.7m and the associated benefit-cost ratio of 0.48.

The net benefits for Auckland and New Zealand are materially lower than those used in the original investment cases developed by MBIE and Auckland Council in 2018. This is primarily attributed to:

1. Lower-than-projected levels of expenditure by foreign entities and visitors

which resulted in lower overall benefits for Auckland and New Zealand. This was caused by two main factors:

- a. **Only having three challengers rather than the six to 10** that were assumed in the business case. This reduced team-related expenditure in New Zealand which was expected to be a major contributor to economic impact.
- b. **The subsequent impact of COVID-19 on international visitation.** Despite the lower-than-expected number of challengers (which happened before the COVID-19 pandemic), there was a high level of interest in the event among international sailing enthusiasts and high net worth individuals. However, COVID-19 border restrictions prevented most of these people from visiting New Zealand. More generally, the absence of international visitors in and around Auckland's central city reduced the vibrancy and commercial success of the Cup Village.

2. Higher-than-projected public investment

which resulted in higher overall hosting costs for Auckland and New Zealand. The original investment case was based on a \$200m investment by local and central government while the actual investment was \$348.4m, plus the public funds cost of \$74.2m. This variance was mainly caused by planned capital projects being brought forward by Auckland Council to align with AC36 projects (to reduce future disruption and duplication of effort), which also required some rescoping. The final cost has also incorporated operational and leverage expenses that were not included in the original business case (the original business case only included core AC36 infrastructure and the hosting fee).

These effects have combined to generate significant deficits for both Auckland (for both Auckland of \$91.6m and New Zealand of \$156.1m).³⁷

CULTURAL IMPACT

From the outset of AC36, all parties embraced Māori principles throughout the relevant programmes of work. Mana whenua (represented through the Tāmaki Makaurau Mana Whenua Forum) were also integral to the development of the overarching event vision referenced earlier in the report.

Hosting a major event of this scale provided a platform to showcase Aotearoa New Zealand's unique cultural identity. Central to mana whenua was a desire to reflect Te Ao Māori (world view) and use of te reo, especially to affect a shift from Auckland to Tāmaki Makaurau, and ensure the stories of Tāmaki Makaurau were central to everything that was done.

This took the form of ensuring there was a strong Māori visual identity and cultural themes running across all the major AC36 touchpoints starting with the build of the infrastructure to the global broadcast. This ranged from the use of Māori designs in

city and venue dressing and branding, new public artworks utilising Māori artists, the use of Tāmaki Makaurau and te reo in wayfinding and in the broadcast, cultural inductions and ceremonies, activations within the Cup Village such as a cultural marketplace, to food trucks and entertainment involving Māori businesses.





A bespoke 2021 Māori outcomes programme, funded through Auckland Council, was developed by Auckland Unlimited in partnership with mana whenua and Māori entities to create tangible benefits for mana whenua and Māori businesses throughout AC36. In addition to contributing to the cultural and visual identity above, this included business development and networking (e.g. Taki Hua Māori Business Showcase), exposure and awareness of Māori products and businesses through the AC36 event (e.g. Te Pua activation), and delivery of the Tu Mai ambassador programme for AC36 staff and volunteers.



CULTURAL IMPACTS

- **13 Māori vendors** were involved with the Te Pua marketplace in the Cup Village which attracted **5000 visitors each day**.
- Inclusion of **mana whenua-led initiatives** to improve water quality and protect marine mammals, starting with the WEA build.
- Inclusion of cultural elements and cultural markers across the WEA project, including **site and base blessings** at key construction milestones.
- **19 Māori businesses** exhibited in two Taki Hua Māori Business Showcases.
- **700 volunteers** were trained via the **Tu Mai programme** as part of the AC36 event across the City Skippers (Auckland Unlimited led) and the Cup Village volunteers.

ENVIRONMENTAL AND SOCIAL IMPACT

AC36 provided an opportunity to drive awareness for the environment, utilising the stage of the stunning Waitematā to shine a light on the challenges facing the Hauraki Gulf.

This included educating event attendees about the impact of marine and island biosecurity risks and issues, and the inclusion of environmental sustainability messaging used across the event channels including on the large screens, daily email updates to boaties, stories included in the broadcast, use of biosecurity ambassadors on key islands and marinas, training for volunteers and through a range of marketing campaigns.



The goal was to drive behaviour change for a longer-term benefit. These activities were jointly funded by DOC, MPI and Auckland Council through baseline budgets in Environmental Services including allocation of the Natural Environment Targeted Rate.

A range of educational programmes to inspire youth and residents were also developed in the lead up to, and during AC36.

Litter is a major risk to people, culture, environment, and economy, especially when it enters the marine environment. It was expected that AC36 would bring with it increased waste on both land and water. The presence of a large number of spectator boats was anticipated to bring with it the potential for increased litter and waste on water (generated through the consumption of food and drinks on-board vessels and sewage) and increase biosecurity risks in the Hauraki Gulf and islands.

Sea Cleaners was engaged to help mitigate the litter risk, alongside undertaking marshalling duties for the event. Data provided by Sea Cleaners reveals that less marine litter was collected during the event period relative to the same months in the previous year. In aggregate, Sea Cleaners collected 15,540kg of litter between November 2019 and March 2020 compared with 4,559kg between November 2020 and March 2021. This could have been due to less litter entering the water as a result of initiatives undertaken by Auckland Council and ACE, or it could have been due to Sea Cleaners collecting less litter due to their vessel and staff resources being redirected to marshalling.

Through the Summernova partnership, Sustainable Coastlines ran public education stations at Maraetai Beach (one of which coincided with racing on Course E), public workshops on topics ranging from

sustainable fashion to zero waste cooking, and beach cleans-ups (with more than 1050 Aucklanders engaged and 4750 litres of litter collected).

While the results of the environment and biosecurity initiatives in effecting a behaviour change are inconclusive in the short term, 63% of those who did see them felt their understanding of the issues had improved because of what they saw and 56% will be more likely to protect the natural environment as a result.³⁸

Operational Sustainability

From a city operations perspective, wherever possible existing facilities were used for event delivery requirements as opposed to building temporary structures e.g. The Cloud and Shed 10 were used as volunteer and security hubs. Furniture, fittings and equipment were repurposed or borrowed from other Council organisations instead of new procurement. This was in keeping with the operational sustainability principles set across the host city operations functional areas.

Other sustainable solutions included:

- The bunting, as part of the city and business dressing developed, used recyclable materials that were able to withstand the long event period as opposed to changing out halfway through due to wear and tear.
- Surplus event time catering was offered to the security staff and homeless.
- Surplus volunteer jackets, t-shirts, backpacks, hats, and water bottles were donated to charities.
- Gazebos, tear drop flags, tables, chairs, and other items used throughout the city activations programme were donated to various causes included charities, community groups, Council organisations and the Major Events team at Auckland Unlimited.
- Fireworks used on the Waitematā Harbour on the final race day were marine friendly, as per the environmental health requirements under its resource consent.



ENVIRONMENTAL AND SOCIAL IMPACTS

- **20.5 tonnes of waste collected** from the Cup Village between December to March, with 75% diverted from landfill, **42%** of which was **recycled**.³⁹
- Through the Summernova Sustainable Coastlines partnership **427 volunteers** dedicated a total of 1923 hours to **clean 45km of coastline**, and more than 1000 people took part in sustainability workshops.⁴⁰
- 15 Waterfront Biosecurity Champions completed 2822 hours of work, including training and 11 Marine Biosecurity Ambassadors completed at least 197 shifts of approximately four hours each.
- Yachting New Zealand's Kōkōkaha – Powered by Wind programme had **14,000 students from 150 schools** take part.⁴¹
- In the post event surveys 25% of public attendees and 46% of volunteers recalled seeing messaging about island biosecurity and biodiversity in the Cup Village, however 63% of those who did see them felt their understanding of the issues had improved because of what they saw and 56% will be more likely to protect the natural environment as a result.⁴²

LEVERAGE AND LEGACY

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

The COVID-19 environment had a significant impact on the opportunities that could be delivered for leverage and legacy. For Hosts, leverage and legacy was interwoven in all aspects of the event, ranging from:

- the infrastructure created which has left an enduring legacy.
- the Summernova Festival which took AC36 across Auckland.
- 2021 Māori outcomes programme, including the delivery of Te Pou New Zealand House which showcased local Māori artists and producers in the Cup Village.
- marketing and communications programme led by Auckland Unlimited, promoting the event and supporting activity such as Summernova and core public information and stakeholder engagement.
- maximising social media campaigns to attract domestic visitation, engage audiences online and position this significant event globally, including Tourism New Zealand's and Auckland Unlimited's Rock the Dock campaign.

- strengthened environmental and biosecurity messaging and public engagement on the significance of Hauraki Gulf Marine Park.
- maximising New Zealand Inc offshore opportunities led by New Zealand Trade and Enterprise to showcase the local marine industry and raise the profile of America's Cup and Aotearoa New Zealand.



- successful Host partner engagement with the Emirates Team New Zealand's guest programme.
- a successful national education programme from Yachting New Zealand, that secured financial support through MBIE's "Unlocking Curious Minds" fund.
- And, all the impacts and outcomes discussed throughout this report.



Yachting New Zealand's Education programme.

Yachting New Zealand (YNZ) made the most of the AC36 as a catalyst to reinvent how YNZ engaged with schools and kura kaupapa throughout the country. The Kōkōkaha schools' programme was designed to bring sailing into the classroom and engaging in Science, Technology, Engineering and Maths (STEM) subjects. The learning experience focused on a challenge for students to design a technology to harness the power of the wind as a means of taking action on climate change. It also provided an opportunity to profile the marine environment and to introduce water skills for life and safer boating skills. In year one of the programme, YNZ estimated 14,000 students from 150 schools took part.



Sea Cleaners played an active role throughout AC36, including assumed an on-water marshalling role on race days in addition to their core role of collecting marine litter from the waters of the Waitematā Harbour and the wider Auckland region funded by Auckland Council. Through a Lotteries Grant, Sea Cleaners Trust was granted \$2,092,847 for six new boats, water bottles and hydration stations, but only boats and hydration stations were delivered. The additional boats will enable Sea Cleaners to expand their marine litter collection services beyond the waters of Tāmaki Makaurau.



Coastguard also received Lotteries Grant funding of \$9,810,695 to purchase 26 boats, which were used as support vessels and chase boats for AC36 before becoming part of the Coastguard's fleet of rescue vessels around New Zealand.

Endnotes

- 1 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 2 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 3 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 4 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 5 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 6 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 7 *America's Cup Event Limited Final Event Report*, June 2021.
- 8 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 9 *Hosts Operational Delivery Report*, Auckland Council and MBIE, June 2021
- 10 *Runa Follow Your Star Year 1 Evaluation Report*, Yachting New Zealand, June 2021
- 11 *Hosts Operational Delivery Report*, June 2021.
- 12 *America's Cup Event Limited Final Event Report*, June 2021.
- 13 *America's Cup Event Limited Final Event Report*, June 2021.
- 14 *America's Cup Event Limited Final Event Report*, June 2021.
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- 21 *Wynyard Edge Alliance Value for Money Report*, February 2021
- 22 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
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- 24 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
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- 26 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 27 *Challenger of Record 36 Post Event Report on Land Operations*, COR, April 2021.
- 28 *Hosts Operational Delivery Report*, Auckland Council and MBIE, June 2021
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- 30 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 31 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 32 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 33 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 34 *36th America's Cup: High Level Economic Assessment Evaluation*, Market Economics Consulting, December 2017.
- 35 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 36 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 37 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 38 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021
- 39 *America's Cup Event Limited Final Event Report*, June 2021
- 40 *Summernova Sustainable Coastlines Report*, May 2021.
- 41 *Runa Follow Your Star Year 1 Evaluation Report*, Yachting New Zealand, June 2021
- 42 *36th America's Cup Impact Evaluation Report*, Fresh Info, June 2021

*Images sourced through America's Cup Media Cloud, Yachting NZ, Moonshots, Sustainable Coastlines.



