



36TH AMERICA'S CUP
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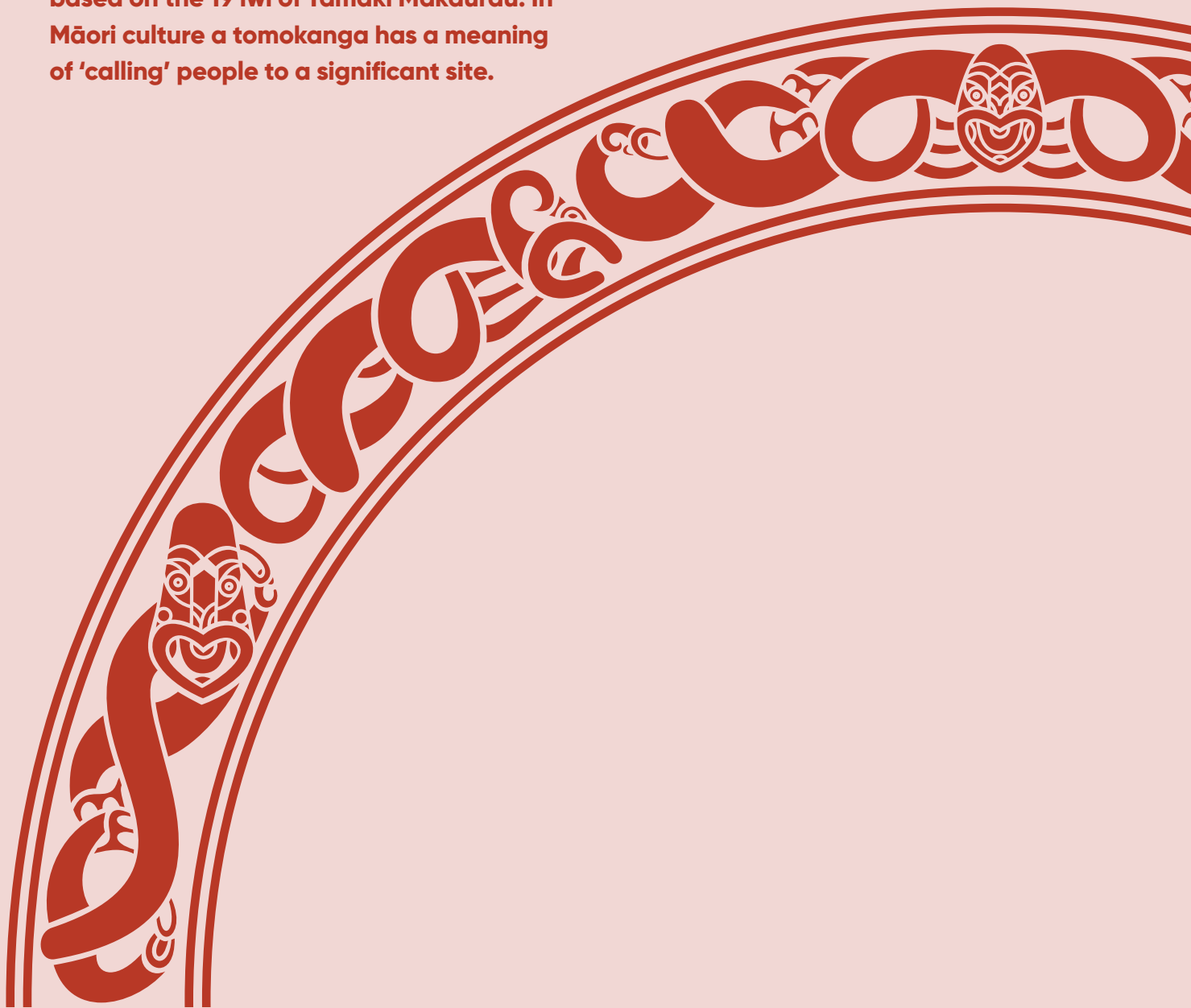


AUCKLAND
TĀMAKI MAKĀURAU
2021

SHOWCASING TĀMAKI MAKĀURAU AUCKLAND'S MĀORI IDENTITY AND CULTURE THROUGH THE 36TH AMERICA'S CUP



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



This report has been compiled by Auckland Unlimited on behalf of Auckland Council, Host City of the 36th America's Cup, September 2021.

It reflects the views of multiple agencies, both public sector and third-party organisations, and as such views may differ.

Front cover photo: The temporary installation Tāmaki Makaurau, tō ake ao – karanga rā' on Silo 117, by Charles and Janine Williams, (Charles Ngāti Kahungunu, Ngāi Tūhoe, Ngāti Tūwharetoa, Ngāpuhi and Janine Ngāti Whātua o Kaipara, Ngāti Pāoa).

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Glossary

Term	Definition
2021 Māori Outcomes Programme / Pou	A bespoke programme developed by Auckland Unlimited in partnership with mana whenua including the Tāmaki Makaurau Mana Whenua Forum (TMMWF) and funded by Auckland Council, to create tangible benefits for mana whenua and Māori entities through the platform of what was expected to be an unprecedented year of events in 2021 including AC36. The Programme / Pou is discussed in detail in Section 4
2021 Māori Outcomes Team	The Team at Auckland Unlimited responsible for the delivery of the 2021 Māori Outcomes Programme
2021 Working Pou	The Tāmaki Makaurau Mana Whenua Forum (TMMWF) Cultural Pou and Economic Pou members formed the 2021 Māori Outcomes Working Pou. The 2021 Working Pou provided governance and strategic input for the leverage programme that was undertaken to achieve cultural and commercial outcomes for Mana Whenua and Māori from major and mega events held during 2021
AC36	36 th America's Cup held in Aotearoa New Zealand in 2020 and 2021
ACEP	America's Cup Kaitiaki Engagement Plan. ACEP was established in accordance with condition 5 of the Wynyard Hobson Resource Consent
ACV	America's Cup Village in the Viaduct and Jellicoe Harbours and adjacent land (illustrated in Figure 5)
ACWS	America's Cup World Series consisted of planned regattas in Cagliari and Portsmouth in 2020, as part of the build-up to AC36. Only the Auckland ACWS regatta proceeded in December 2020
ACE	America's Cup Event Limited is the event organisation re-established by Emirates Team New Zealand to deliver the 36 th America's Cup event
Aotearoa	New Zealand
Auckland Council Group	An informal term that represents Auckland Council and its Council-controlled organisations. For AC36 this included Auckland Unlimited, Eke Panuku and Auckland Transport
ATEED	Auckland Tourism Events and Economic Development, an Auckland Council Council-controlled organisation (CCO). Merged with Regional Facilities Auckland (RFA) to form Auckland Unlimited in December 2020
Auckland Unlimited	Auckland Unlimited Ltd, an Auckland Council Council-controlled organisation (CCO). Previously Auckland Tourism Events and Economic Development (ATEED) and Regional Facilities Auckland (RFA) which merged to form Auckland Unlimited (AUL) in December 2020
AUL	Auckland Unlimited Ltd, an Auckland Council Council-controlled organisation (CCO)
Challengers	Luna Rossa Prada Pirelli Team, INEOS Team UK and New York Yacht Club American Magic
CME	Communications, Marketing and Engagement are activities performed by a working group
CCO	Council-controlled organisation
COR (or COR36)	Challenger of Record 36 - the independent organisation established by Luna Rossa Prada Pirelli, Challenger of Record, to deliver the America's Cup World Series, the Christmas Race and the PRADA Cup Challengers Selection Series

Council	Auckland Council
Crown	The Government of New Zealand
Defender	Emirates Team New Zealand
DOC	Department of Conservation
Eke Panuku	Eke Panuku Development Auckland Ltd is an Auckland Council Council-controlled organisation (CCO)
ESG	Event Steering Group
ETNZ	Emirates Team New Zealand is the New Zealand sailing team, representing the Royal New Zealand Yacht Squadron (RNZYS) that were the Defenders and winners of the 36 th America's Cup
Events	America's Cup World Series Auckland and Prada Christmas Race, The Prada Cup: Challenger Selection Series, and the America's Cup Match – the race events over December 2020 to March 2021 that collectively make up the AC36 event
Event attendee	Individuals from groups such as ACE, ETNZ, COR, Challengers, volunteers, broadcast and media staff, superyacht owners and crew, public attendees, who attended AC36 in person
Event Concept	The Event Concept was developed by ACE in 2018. The revised version, including the Vision in Figure 1, was published in October 2019
Event Deliverer	The agency responsible for planning, organising and delivering the event (America's Cup Event Ltd – ACE)
ESG	Event Steering Group
Fresh Concepts	The Creative Placemaking Consultancy contracted by Auckland Unlimited to deliver entertainment and activity at Silo Park
Fresh Info / Fresh Information	The economics consultancy contracted by MBIE to evaluate the impact of AC36 in terms of cost and benefits
Hauraki Gulf Marine Park	The Hauraki Gulf Marine Park covers the Hauraki Gulf, Waitematā Harbour, Firth of Thames and the east coast of the Coromandel Peninsula
Host(s)	The Crown and Auckland Council jointly or individually as Hosts in the Host City Appointment Agreement and Host Venue Agreement
Host City	Auckland
HVA	Host Venue Agreement between ETNZ, ACE and Hosts
Jellicoe Harbour	The new sheltered water space created between Halsey Wharf, North Wharf and Wynyard Wharf as part of the infrastructure built for AC36
JCEG	Joint Chief Executives Group
Legacy	Long-term and sustainable benefits which are aligned with existing strategic objectives, achieved by using the event itself, or the attention created by the event, to catalyse and advance these impacts
Leverage	Activities outside the normal running of the event which result in benefits to either enhance, or add to the impacts already created by the event
Mana whenua	Iwi and hapū who have historic and territorial rights over an identified area

Māori Outcomes Steering Group	A steering group at Auckland Council, responsible for oversight of Te Toa Takatini – Auckland Council's Māori Responsiveness Framework
Match / The Match	The 36 th America's Cup Match races between the Defender and the winner of the Challenger series – held between 10 and 17 March 2021
MBIE	Ministry of Business, Innovation and Employment
MPI	Ministry for Primary Industries
PMO	Programme Management Office
Public attendee	A person, not involved in the event, who visited the America's Cup Village (ACV) or watched a race in-person, from a boat or a land-based viewing area
RFA	Regional Facilities Auckland Ltd, an Auckland Council Council-controlled organisation (CCO). Merged with ATEED in December 2020 to form Auckland Unlimited Ltd (AUL)
RNZYS	Royal New Zealand Yacht Squadron, the holder and trustee of the America's Cup
Superyacht	A superyacht is a large, luxurious, professionally crewed sailing yacht, ranging from 24 metres to more than 180 metres in length
Tāmaki Makaurau	Auckland
Tāmaki Makaurau Mana Whenua Forum	A governance forum of the 19 hapū and iwi authorities of Tāmaki Makaurau (previously known as Mana Whenua Kaitiaki Forum). The vision of the forum is for mana whenua and mataawaka to be thriving and leading in Tāmaki Makaurau. Their mission is to partner on all collective decisions that shape Tāmaki Makaurau
TMMWF	Tāmaki Makaurau Mana Whenua Forum
Te Pou/ New Zealand House	A New Zealand themed space on Te Wero Island (in Figure 5), suitable for hospitality and functions during the event period to showcase Aotearoa New Zealand culture, food and beverage
TPK	Te Puni Kōkiri, Ministry of Māori Development
Te Toa Takatini	Te Toa Takatini is Auckland Council's Māori Responsiveness Framework
Te Pua	The two-day cultural marketplace and food trucks in Silo Park curated by Fresh Concepts
TNZ	Tourism New Zealand
WEA	Wynyard Edge Alliance was a public and private sector alliance involving Auckland Council, Eke Panuku, MBIE (on behalf of the Crown), Downer, and McConnell Dowell, Tonkin + Taylor and BECA

EXECUTIVE SUMMARY

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

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

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

This report focuses on the efforts undertaken by multiple agencies to maximise the opportunities to showcase Māori identity and culture through AC36 involving representatives from the Crown, Auckland Council and mana whenua – working alongside America's Cup Event Ltd (ACE), defender Emirates Team New Zealand (ETNZ) and the Challenger of Record (COR) – Luna Rossa Prada Pirelli – acting with COR36.

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 – TMMWF) were integral to development of the overarching event vision.

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

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 the 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 included everything from the cultural markers embedded in infrastructure to 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 America's Cup Village (ACV) 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 through AC36. In addition to contributing to the cultural and visual identity described above, this included business development and networking (through the Taki Hua Economic Summit and the Taki Hua Māori Business Showcase), exposure and awareness of Māori products and businesses through the AC36 event (such as the Te Pua activation), and delivery of the Tū Mai ambassador programme for AC36 staff and volunteers.

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

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

It demonstrated to the world Aotearoa New Zealand's ability to safely host an event of this scale, during a global pandemic, and it has left its mark on Tāmaki Makaurau Auckland and Aotearoa New Zealand that will endure for many years.

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

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

1. INTRODUCTION

Tāmaki Makaurau, Tāmaki Herenga Waka, the indigenous and commonly used Māori names for Auckland speak to its richness, bountiful lands and seas, strategic geography and prized water ways. Tāmaki Makaurau was sought after by Māori for centuries and it continues to be desired by many today. Today there are 19 iwi and hapū, collectively known as mana whenua, that have historical, cultural, spiritual, social and economic interests in Tāmaki Makaurau Auckland.

The 36th America's Cup (AC36) was seen as an opportunity to strengthen relationships with mana whenua in planning and delivering a unique world class event in 2020 and 2021. AC36 provided a platform for the world to experience Tāmaki Makaurau Auckland's unique Māori identity and mana whenua participation and guidance was essential to ensure a genuine, welcoming and unique experience.

The purpose of this report is to provide an overview of the work undertaken by mana whenua and local and central Government agencies alongside event deliverers America's Cup Event Ltd (ACE), Emirates Team New Zealand (ETNZ) and the Challenger of Record (COR) Luna Rossa Prada Pirelli acting with COR36 to deliver on Māori outcomes around AC36.

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

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

While mana whenua were not a signatory on these agreements, from the outset Hosts (Crown and Council) considered mana whenua to be partners in the event and sought to involve mana whenua with the event at all levels, including decision-making, strategic planning, consenting and delivery, as well as throughout the event period itself which includes:

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

This report is one of a suite of seven reports, which together provide a comprehensive description of AC36 held in Tāmaki Makaurau Auckland, Aotearoa New Zealand over the summer of 2020 and 2021. The reports range from the *Wynyard Edge Alliance Value for Money*¹ report on the development of the on-land and on-water infrastructure required to host the teams on the Auckland waterfront; the evaluation of the impact of AC36 in terms of cost and benefits²; two reports from the Hosts – an Operational Delivery Report³ and a Leverage and Legacy Report⁴ and the final event report from the Event Deliverer⁵.

This report responds to the Auckland Plan Direction 4: Showcase Auckland's Māori identity and vibrant Māori culture⁶ by focusing on how Māori identity and culture was incorporated into the delivery of AC36, ranging from infrastructure to the event to activations, and in the use of te reo and imagery in broadcast and marketing collateral.

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

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

3 *36th America's Cup Hosts' Operational Delivery Report*, collated by MBIE and Auckland Unlimited on behalf of Crown and Council agencies, August 2021

4 *36th America's Cup Leverage and Legacy Report*, collated by MBIE and Auckland Unlimited on behalf of Crown and Council agencies, September 2021

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

6 *Auckland Plan 2050*, Auckland Council, June 2018

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

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

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

COVID impacts

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

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

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

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

For Tāmaki Makaurau Auckland, COVID-19 resulted in a nearly half-billion-dollar reduction in Council finances for the 2020/2021 financial year⁷, with losses projected to reach around \$1 billion by 2024. This has had significant impacts on Council services and functions, with reduced spending and staff numbers, cuts to services and non-essential spending and deferral of some infrastructure projects. There was no reduction to Council's commitments under the HVA to AC36 but elements of the leverage and legacy programme were reduced.

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

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

The closing of a large number of businesses and organisations, or people needing to work from home during Alert Levels 3 and 4, had the effect of slowing production, such as the building of Sea Cleaner boats, the redevelopment of the Quay Street precinct (a key gateway to the America's Cup Village) and the building of ETNZ's race boat.

⁷ Te Tahua Pūtea Mate Ohotata 2020/2021; Emergency Budget 2020/2021, Auckland Council.

General AC36 planning was slowed by the inability to bring all partners together when required.

The cancellation of the America's Cup World Series (ACWS) Regattas that were planned for Portsmouth and Cagliari in 2020 had both a financial and promotional impact for AC36. Events such as the Youth America's Cup (presented by RNZYS), and the RNZYS AC J Class Regatta, as part of the fleet visit to Auckland for the Cup, were also cancelled.

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

Subsequent COVID-19 lockdowns in Tāmaki Makaurau Auckland in 2021 delayed the timing of a number of leverage projects which were designed to happen during 'the Match' (such as the reduction of the Te Pua cultural marketplace in Silo Park to a two-day event only, the restriction of the Ngāti Whātua Ōrākei fan zone at Takaparawhau to two days and delaying the second Taki Hua Māori Summit until April 2021) and COVID-19 also impacted the completion of the downtown programme of works which delayed the transformation of the Western Kiosk into a Whare Tiaki – a digital storytelling and environmental education platform for the Waitematā and Te Moananui ā Toi – until the 2020/2022 financial year.

Report approach

The purpose of this report is to provide a record of the work undertaken through the platform of AC36 to showcase Māori identity and culture in Tāmaki Makaurau Auckland. It brings together the work undertaken across five programmes (infrastructure and the Wynyard Edge Alliance in Section 3, the 2021 Māori Outcomes Programme in Section 4, the Summernova brand and events as part of the city activation programme in Section 5, the AC36 Leverage and Legacy programme in Section 6 and by America's Cup Events Ltd in Section 7).

Content is drawn from the primary reports and the report authors' words are used where-ever possible. The relationship between these reports and the projects undertaken under their mantle is both one to many, and many to one, whereby a project can be discussed in one or more of the reports and an activity which showcases Māori identity and culture is delivered by one or more projects.

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



2. AC36 CONTEXT

AC36 provided a platform for the world to experience Aotearoa New Zealand's unique Māori identity and provided opportunities to incorporate Tāmaki Makaurau Auckland's Māori identity and vibrant Māori culture into the delivery of AC36.

2.1 Auckland Plan 2050⁸

In the Auckland Plan 2050 Māori Identity and Wellbeing Outcome, a thriving Māori identity is Auckland's point of difference in the world that advances prosperity for Māori and benefits all Aucklanders.

Of the four directions identified, three have particular relevance for AC36:

- Direction 1 – Advance Māori wellbeing
- Direction 2 – Promote Māori success
- Direction 3 – Recognise and provide for te Tiriti o Waitangi outcomes
- Direction 4 – Showcase Auckland's Māori identity and vibrant Māori culture

Direction 1 and 2 underpin the business development programme discussed in Section 5.3, whereas Direction 4 – Showcase Auckland's Māori identity and culture has been woven into the design of our places and spaces, influenced the use of te reo and the sharing of Māori history, stories, and arts, physically and digitally through the platform of AC36.

2.2 AC36 Mission and vision

Mana whenua were involved in the development of a common vision, mission and key goals for AC36, as shown in Figure 1. The vision is depicted under the tomokanga created for AC36 by Katz Maihi (*Ngāti Whātua o Ōrakei, Ngāti Whātua ki Kaipara, Tainui, Te Waioua and Ngāpuhi*), a renowned mana whenua artist, based on the 19 iwi of Tāmaki Makaurau. In Māori culture a tomokanga has a meaning of 'calling' people to a significant site.

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

The whakatauki was chosen by mana whenua to represent all iwi of Tāmaki Makaurau and it was gifted by mana whenua to act as the foundation for the collaboration which would be required between all parties to host a safe and successful event.

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

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

⁸ Auckland Plan 2050, Auckland Council, June 2018

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

VISION AND MISSION FOR THE 36TH AMERICA'S CUP

VISION: Ignite the passion – celebrate our voyages

WHAKATAUKI

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

While not included in the vision document, when mana whenua gifted the whakakauki, they provided as a mission for AC36 – ‘Ko te hau o te whenua, Ko te hau o te moana, Ko te hau o te tangata – The essence of the land, the essence of the sea and the vitality of people.’ Mātauranga Māori was used to shape the guiding principles of:

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.

The vision was articulated around four themes or strategic objectives: Place, Economic wellbeing, Participation and Storytelling. How these were given effect to by Hosts is covered in the 36th America's Cup leverage and legacy report⁹.

2.3 Event structure and parties

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

2.3.1 Parties

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

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

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

Auckland Council and the Crown established the Wynyard Edge Alliance (**WEA**) to create the stage and infrastructure for the America's Cup and a waterfront that Kiwis would love. WEA was a public and private-sector alliance involving Auckland Council, the Ministry of Business, Innovation and Employment (**MBIE**) on behalf of the Crown, and Downer, McConnell Dowell, Tonkin + Taylor and Beca. The WEA had its own governance structure and Project Alliance Board.

2.3.2 Steering and governance groups

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

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

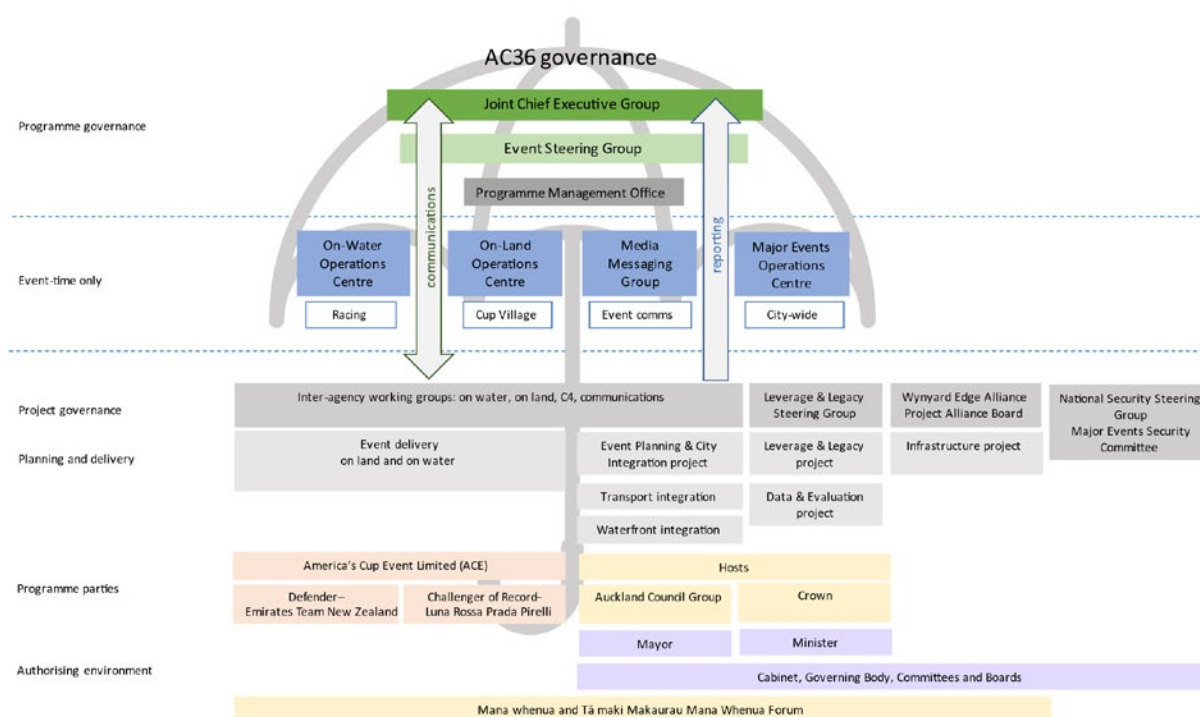
The role of ESG was to facilitate the strategic direction of the event between ACE, Government and Council agencies. Its role was also to provide guidance to JCEG to support the integration of the event elements and event infrastructure.

⁹ 36th America's Cup Leverage and Legacy Report, collated by MBIE and Auckland Unlimited on behalf of Crown and Council agencies, September 2021.

ESG was chaired by ACE. The membership included representatives of ACE, COR (from August in 2020),¹⁰ Ngāti Whātua Ōrākei, Auckland Unlimited, Eke Panuku, Auckland Transport, the Harbourmaster, New Zealand Police and MBIE. The initial membership excluded Auckland Transport and New Zealand Police, which were added after a governance review in March 2020,¹¹ and the Department of the Prime Minister and Cabinet (DPMC) was added as part of the event-time ESG.

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

Figure 2: Overall AC36 structure



2.3.3 Tāmaki Makaurau Mana Whenua Forum

The Tāmaki Makaurau Mana Whenua Forum (TMMWF) is an independent governance forum of the 19 hapū and iwi authorities of Tāmaki Makaurau¹². The forum partners with Crown and Auckland Council on national and region-shaping matters that require a collective voice. The forum does not represent individual iwi or hapū or limit the rights and obligations of individual iwi or hapū.

The forum is supported by Auckland Council to enable mana whenua outcomes and the council to meet its obligations to enable mana whenua to participate in its decision-making processes (under the Local Government Act 2002).

The vision of the TMMWF is for mana whenua and Mataawaka (Māori who live in Auckland and are not within a mana whenua group) to be thriving and leading in Tāmaki Makaurau. Their mission is to partner on all collective decisions that shape Tāmaki Makaurau.

¹⁰ Prior to this, Mayo and Calder Ltd (M&C) was deemed by ACE to also be acting on COR's behalf.

¹¹ *America's Cup Governance Review*, PricewaterhouseCoopers, March 2020.

¹² Auckland Council Tāmaki Makaurau Mana Whenua Forum (aucklandcouncil.govt.nz)

2.3.4 Mana Whenua relationship framework

In 2018 and 2019, the AC36 Programme Management Office (PMO), Te Waka Angamua¹³, AC36 workstream leads, Eke Panuku and JCEG worked with the TMMWF secretariat to develop the *AC36 Mana Whenua Relationship Framework* (Framework) which provided for mana whenua participation at the decision-making, strategic and project planning, and consenting levels of AC36.

To guide mana whenua engagement in AC36, the Framework aligned remuneration with the Auckland Council's Fees Framework, which was in turn aligned to the Cabinet Office Fees Framework.

The Framework was designed to support a collective rather than individual entity engagement approach. Under the Framework, TMMWF was identified as the collective engagement entity for AC36 for all strategic and programme planning¹⁴, with mana whenua engagement on consent activities through the Eke Panuku ACEP established through the Wynyard Hobson Resource Consent.

Under the framework the PMO was identified as the interface with TMMWF through its secretariat in Auckland Council.

2.3.5 Mana whenua representation

Figure 2 illustrates the pivotal role played by mana whenua in the AC36 structure. Through the TMMWF mana whenua were integral in the development of the strategic framework, the event concept, which guided how the parties would work together using mātauranga Māori to shape the guiding principles and the whakatauki which guided the partnerships between all parties involved with the event.

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

Figure 3: Mana whenua representation for the four seats on AC36 Joint Chief Executives Group

Waiohūa Tāmaki Waikato	Marutūahu	Whātua	Wai
Waikato-Tainui	Ngāti Paoa	Ngāti Whātua Ōrākei	Ngāti Manuhiri
Te Kawerau a Maki	Ngāti Whanaunga	Ngāti Whātua o Kaipara	Ngāti Rehua Ngātiwai
Ngāti Tamaoho	Ngāti Maru	Te Uri o Hau	kī Aotea
Ngāti Te Ata Waiohūa	Tamaterā	Ngāti Whātua Rūnanga	Ngāti Wai
Ngāi Tai	Te Patukirikiri		
Te Akitai Waiohūa			
Te Ahiwaru Waiohūa			

In addition to TMMWF, JCEG and working groups, there were two further AC36-related forums in which mana whenua were represented:

- ACEP – as part of the Wynyard Hobson Resource consent – as discussed in Section 3
- 2021 Māori Outcomes Programme Steering Group / 2021 Pou Steering Group / Working Group – as discussed in Section 4.

2.4 The stadium on-land and on-water

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

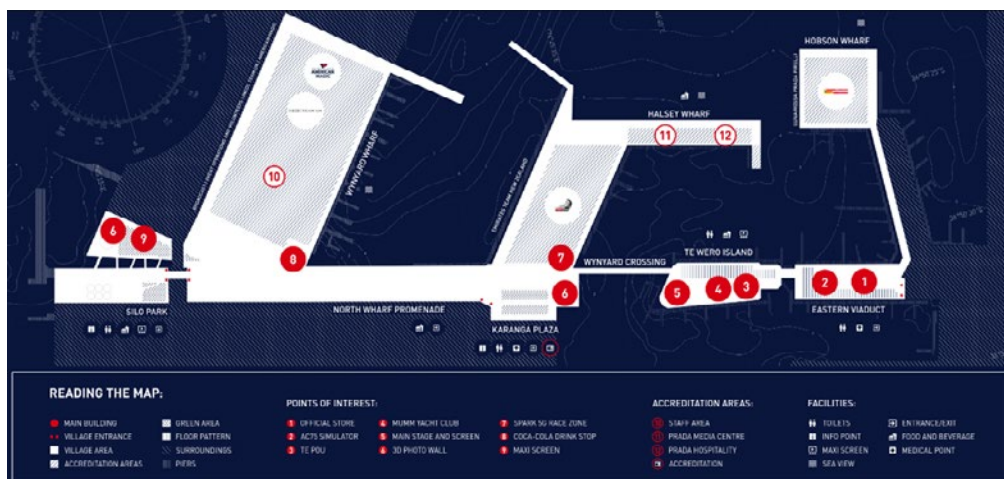
¹³ Auckland Council's then Māori Outcomes Unit, now known as Ngā Mātārae

¹⁴ Mana Whenua Kaitiaki Forum resolution 20 September 2018

Figure 4: Central Auckland with the America's Cup Village and Bases on the waterfront



Figure 5: the layout of the America's Cup Village on the Auckland waterfront



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

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

Figure 6: The location of the five AC36 race courses in the Waitematā and Hauraki Gulf



Five race courses were designed by ACE for AC36 in the Waitematā Harbour and Hauraki Gulf (see Figure 6) to provide race viewing in close proximity to the city centre. Each course had a windward-leeward configuration and an upwind start. The length of each course was dependent on location and the prevailing weather conditions, but ranged between 1.1 to 2.2 nautical miles. The course on which the teams sailed was decided on each race day by the Race Director and Race Management, in consultation with the Harbourmaster.

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

Broadcast of the five race course areas required the establishment of remote-RF locations set up on private property on Tāmaki Drive, Te Naupata (Musick Point), Takapuna and inside the Sky Tower.

2.5 Host Venue Agreement rights and benefits

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

Mana whenua's role as partner in AC36 was reflected in the Hosts' rights and benefits in the Host Venue Agreement (HVA) through provisions such as:

- The right to use Tāmaki Makaurau as an alternative to 'Auckland' in the official designation '*Auckland – host city of the 36th America's Cup presented by Prada*', and in the event logo
- The opportunity to use Aotearoa as host country designation
- The use of te reo in the America's Cup Village (ACV)
- The inclusion of Māori cultural themes in ACV programming
- Rights for the Hosts to incorporate Māori cultural elements in the 'look and feel' of the event, (subject to approval by ACE and COR)
- The right for Hosts to host events such as a waka regatta while the ACV was open.

There was also a specific provision to the right to have a '*mihi whakatau*' (formal welcome) developed by the Tāmaki Makaurau Mana Whenua Forum as part of the event; and recognition mana whenua are the kaitiaki of Tāmaki Makaurau.



3. INFRASTRUCTURE DEVELOPMENT AND WYNYARD EDGE ALLIANCE

3.1 Auckland Plan 2050

The Auckland Plan¹⁵ identifies that Māori values and traditional knowledge, combined with contemporary Māori design, art and culture offer a unique and authentic means to design our built environment. They enable Māori to see themselves reflected in their city, and foster a sense of Māori identity and pride in all Aucklanders.

Under the Auckland Plan Outcome area of Māori Identity and Wellbeing, Focus area 7 is to 'Reflect mana whenua mātauranga and Māori design principles throughout Auckland'.

The Plan recognises that since 1840, Māori identity and culture has been minimised in the Auckland landscape, and through Māori design mātauranga seeks to place Māori at the centre of planning, design and development. Te Aranga Māori design principles are proposed to provide a way to instil Māori cultural identity in the built landscape, bringing mana whenua to the centre of Auckland's design.

Content for this section has been drawn from:

- *Auckland Plan 2050*
- *Wynyard Edge Alliance Value for Money Report*
- *Eke Panuku*

3.2 Waterfront legacy

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

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

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

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

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

The SeaLink Ferry Terminal was relocated to a new facility on the western side of Wynyard Point for SeaLink operations for three vessels. The facility provides for two loading and unloading berths and one layover berth, and

¹⁵ Auckland Plan 2050, Auckland Council, June 2018

the associated maritime passenger facility and vehicle queuing and manoeuvring areas. The relocation of SeaLink was always required to realise the plans to open up the public spaces on Wynyard Point.

The project teams took the opportunity through some minor environmental infrastructure works to manage the impact of AC36 on the natural environmental and biosecurity (e.g. a fox valve¹⁶ at the new SeaLink Ferry Terminal and additional boot-cleaning stations at key Ferry Terminals).

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

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

- Process – agreement was reached with Auckland Council that a 'direct referral' process would be undertaken for the consent, given the public interest in the event and to enable an efficient and expedited decision-making process. This involved a single hearing in the Environment Court for submissions, rather than the usual process of Council hearings followed by appeals on the decision heard by the Environment Court.
- Eke Panuku and the consultant team developed the required consent material on behalf of the Hosts. After the consent was lodged Eke Panuku undertook a full range of engagement with submitters. Every effort was made to resolve the issues prior to the scheduled hearing. On the day of the hearing, it was reported to the judge that all issues were considered resolved, which meant that the total court time was seven hours.
- Management plans – as part of the evidence for the consent, the Environment Court was provided with management plans outlining key matters to be included when preparing final management plans for the event. This included mana whenua input into the drafting of the plans which were then incorporated as part of the resource consent conditions, rather than the normal practice of conditions specifying the names of management plans to be prepared without key matters to be addressed specifically. The Environment Court is now referencing this as an example of best practice for kaitiaki engagement.
- The involvement of WEA as part of the consent process, at the same time as the Interim Project Alliance Agreement (IPAA) concept-design phase, provided a higher degree of certainty around construction management effects and enabled the construction team to be involved in the process early to ensure all commitments were practical and workable.
- Representatives from ACE were also part of the consent process and had input into questions that were raised on the event management and activation.

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

3.3 Alliance model

As joint funders of the infrastructure, Crown and Council established the Wynyard Edge Alliance¹⁷ (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, MBIE on behalf of the Crown, and Downer, McConnell Dowell, Tonkin + Taylor and Beca. This was the first time that Auckland Council and central Government had worked alongside the private sector in an alliance model to deliver a complex infrastructure project outside of a major transport project.

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

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

¹⁷ *Wynyard Edge Alliance Value for Money Report: Executive Summary*, The Property Group, February 2021

Two years later, in December 2020, the WEA delivered its project on time, under budget and with zero harm to people or the environment. WEA achieved more than one million work hours with no Lost Time Injuries¹⁸ – well above the industry standard. A fully-integrated project team, dealing with planning, design and construction, helped to enable best-for-project solutions to be delivered more efficiently – including an award-winning engineering approach.

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

Figure 7: Scope of the AC36 work for Wynyard Edge Alliance



Figure 8: An image of the Hobson and Wynyard sites early in the construction period



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

Figure 9: WEA project value statement resultsSource: Wynyard Edge Alliance¹⁹

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

Highlighted text denotes Māori cultural and identity elements discussed further in the report

3.4 Social outcomes

Beyond the standard construction focus, WEA formed early and enduring partnerships with local stakeholders and mana whenua (through the America's Cup Kaitiaki Engagement Plan – ACKEP), undertook additional work to support mental-health outcomes for its team and supported coaching to develop staff, including a literacy and communication programme.

3.5 Cultural outcomes and ACKEP

The America's Cup Kaitiaki Engagement Plan (ACKEP) was established in accordance with condition 5 of the Wynyard Hobson Resource Consent and members met monthly. The key objective of this forum was to assist Eke Panuku (as the consent holder) in developing the ACKEP in accordance with relevant customary practices and in-line with the principles of consultation, active participation and partnership. Mana whenua's key focus was on areas of cultural value and interest eg water quality, underwater noise to protect marine animals, innovations that re-used contaminated fill, bilingual signage and naming of places.

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

¹⁹ Wynyard Edge Alliance Value for Money Report: Executive Summary, The Property Group, February 2021.

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

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

3.5.1 Blessings

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

Dawn blessings were led by mana whenua on site at identified key milestones for WEA and ACE. This included the blessing of the race area and course locations by host Iwi Ngāti Whātua Ōrākei, in conjunction with Ngāti Pāoa on 15 December 2020 (see ACE report extracts in Section 7).

Figure 10: Blessings (clockwise from top left) at Hamer St, Te Wero, race courses, lead by Ngāti Whatua Ōrākei and Ngāti Pāoa and Bases F and G



3.5.2 Cultural markers

Through the ACKEP framework mana whenua could express their tikanga and fulfill their role as kaitiaki whilst working together with the WEA on their journey to deliver the AC36 infrastructure. The collaboration with Māori artists resulted in a number of visible cultural markers built into the development.²⁰ Many of the artworks celebrate and draw on the rich voyaging history of Tāmaki Makaurau and Aotearoa.

²⁰ Final Blessing for Wynyard Edge Alliance works on the waterfront. Eke Panuku newsletter 11 December 2020.

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

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

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

Figure 11: Reuben Kirkwood: Breakwater One and Hamer Street

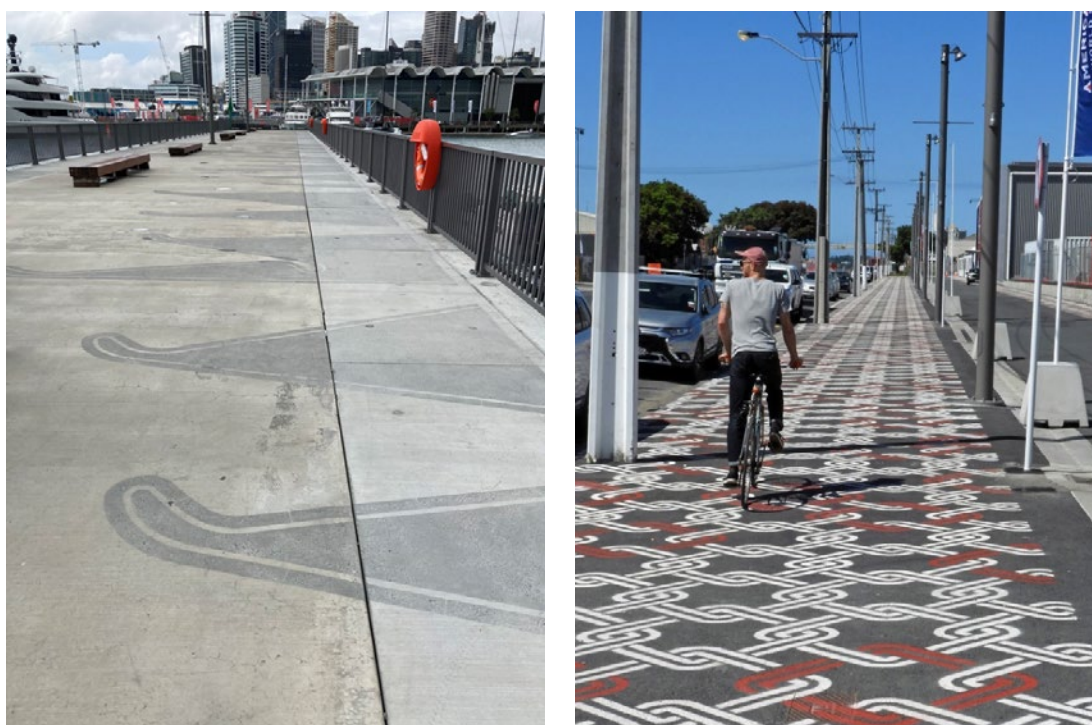
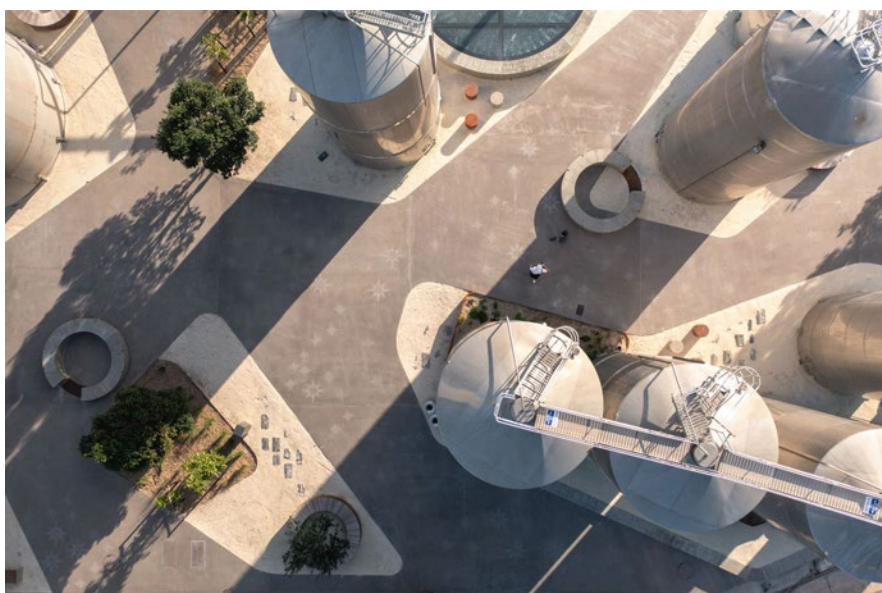


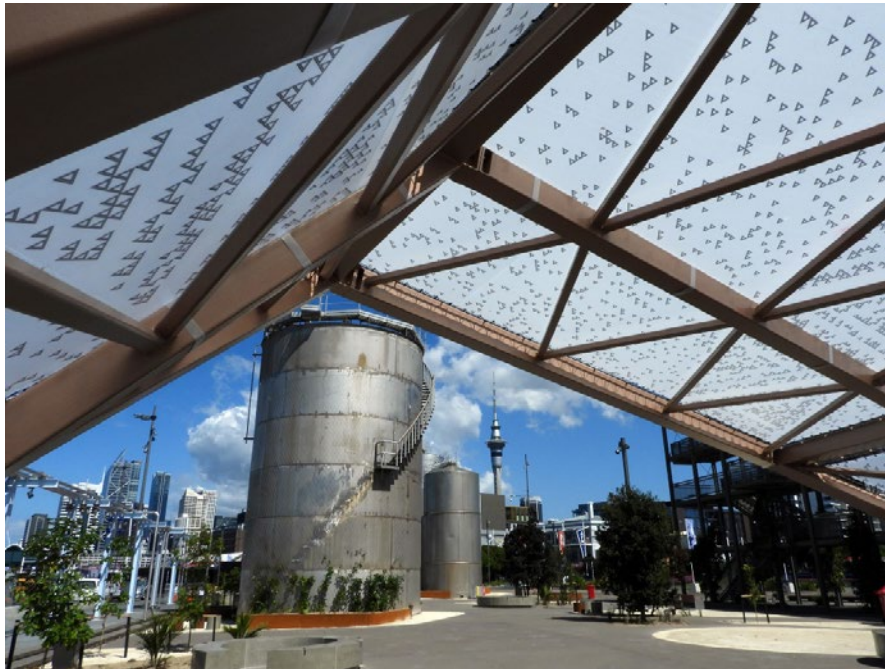
Figure 12: Reuben Kirkwood: aerial view of guiding stars sandblasted into the surface of Silo Park



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

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

Figure 13: Te Nukuao by Tessa Harris



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

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

3.6 Environmental outcomes

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

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

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

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

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

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

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

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

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

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

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

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

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

Figure 14: Decoy red-billed gulls at work (left) and red-billed gulls settle into their new home on the Auckland waterfront (right)





4. 2021 MĀORI OUTCOMES POU

4.1 Introduction

Through 2018 and 2019 Te Waka Anga Mua ki Uta²¹ supported JCEG in its engagement with the Tāmaki Makaurau Mana Whenua Forum (TMMWF), including TMMWF's request for funding to assist with the maximising the opportunity of 2021 and the various deliverables. The outcomes TMMWF sought to achieve from AC36 were formally approved by the Forum on 22 April 2019.

In June 2019 Auckland Unlimited (then as ATEED) presented a high-level overview of the Māori economic development projects and activities that were proposed to be delivered over the next 3–5 years for consideration for Te Toa Takitini²² funding through the Auckland Council Māori Outcomes Steering Group (MOSG). The major events in 2021, of which AC36 was one at the time, were a key part of the proposal.

This culminated in the establishment of the *2021 Māori Outcomes Programme* in early March 2020 which gave the Hosts AC36 Programme a clear channel of engagement. The 2021 Māori Outcomes Programme was led by a 2021 Māori Outcomes Programme Steering Group (later a working group) also referred to as the '2021 Pou'. Its membership was made of seven mana whenua delegates from the TMMWF.

The programme was supported by a Programme Manager and three project leads for the delivery of the programme objectives (Māori business opportunities, Māori product development and showcasing and Māori marketing and communications), collectively known as the 2021 Māori Outcomes Team.

This section has been developed from post-event reporting undertaken by the 2021 Māori Outcomes Programme / Pou based at Auckland Unlimited

4.2 Programme overview

The 2021 Māori Outcomes Programme, funded through Auckland Council, was developed by Auckland Unlimited in partnership with mana whenua and Māori entities to create benefits for mana whenua and Māori businesses through AC36. Projects were to be Māori-led, using Māori expertise and knowledge.

The key objectives of the programme were to:

- Increase access to commercial opportunities for mana whenua and Māori business through the AC36 event (such as business capability support and access to AC36 EOI/tender process)
- Increase the profile of mana whenua and the Māori business community through the AC36 event (such as ETNZ hosting, Te Pou hospitality etc)
- Increase exposure and awareness of Māori products and businesses through the AC36 event (such as the Te Pua activation on 13 and 14 March 2021)
- Create a positive visitor experience of Tāmaki Makaurau and the showcasing of mana whenua and Māori culture and identity through the AC36 event (such as Tū Mai, city dressing, etc.)
- Increase mana whenua cultural footprint across the AC36 event (such as Te Pou, city dressing, decals²³, silo dressing, etc.). Note the dressing of Silo 117 was a temporary installation for the event.

²¹ Auckland Council's then Māori Outcomes Unit, now known as Ngā Mātārae

²² Te Toa Takitini is Auckland Council's Māori Responsiveness Framework

²³ Decals are pictures or designs made to be transferred onto other surfaces – such as the ground or on buildings

4.3 Māori business and showcasing

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

- investment and commercial opportunities for mana whenua and Māori business
- generating commercial opportunities for Māori business
- capability development for Māori business
- Māori Economic Summit.

4.3.1 Taki Hua Business capability building

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

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

The programme also had a target of a minimum of 20 opportunities created for mana whenua and Māori businesses, with 55 mana whenua and Māori businesses engaged as part of AC36 tenders. This included 13 Māori vendors being present at the Te Pua market place in Silo Park during the Match (see Section 4.3.4 below).

4.3.2 Taki Hua Economic Summit

In 2020, following the disruption caused by COVID-19 and the disproportionate impacts on Indigenous Peoples globally²⁴, mana whenua, Māori businesses and Māori social and economic entities across Tāmaki Makaurau expressed their interest to:

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

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

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

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

4.3.3 Taki Hua Māori Business Showcase.

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

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

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

Level changes and the postponement of racing until 10 March 2021 resulted in the event being postponed until 22 April 2021.

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

4.3.4 Te Pua

The final element of the 2021 Māori Outcomes Programme objective to increase the exposure and awareness of Māori products and business through the AC36 event was the Te Pua activation that took place in Silo Park on 13 and 14 March 2021.

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

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

Originally planned as 18 days of activation between December 2020 and March 2021, delays in contracting with ACE and then COVID-19 Alert Level changes in February and March 2021 saw it reduced to a two-day Māori marketplace that took place on the first weekend of Match racing – a celebration of mahi toi, kai tahi and waiata tahi on the waterfront.

The weekend's activities included live entertainment, market stalls, food vendors, waka carving, weaving, mirimiri hauora lounge and children's games. There were 13 Māori vendors – employing about 50 staff at marketplace – with approximately 5,000 visitors to the marketplace per day.

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

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

The activation was a significant milestone in the 2021 Māori Outcomes Programme calendar, delivering on a number of key KPIs to support mana whenua and Māori businesses in Tāmaki – particularly in the challenging COVID-19 environment.

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

Figure 15: The artwork for Te Pou, created by Charles and Janine Williams, social media marketing and weaving demonstration at Silo Park



4.3.5 Te Pou / New Zealand House

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

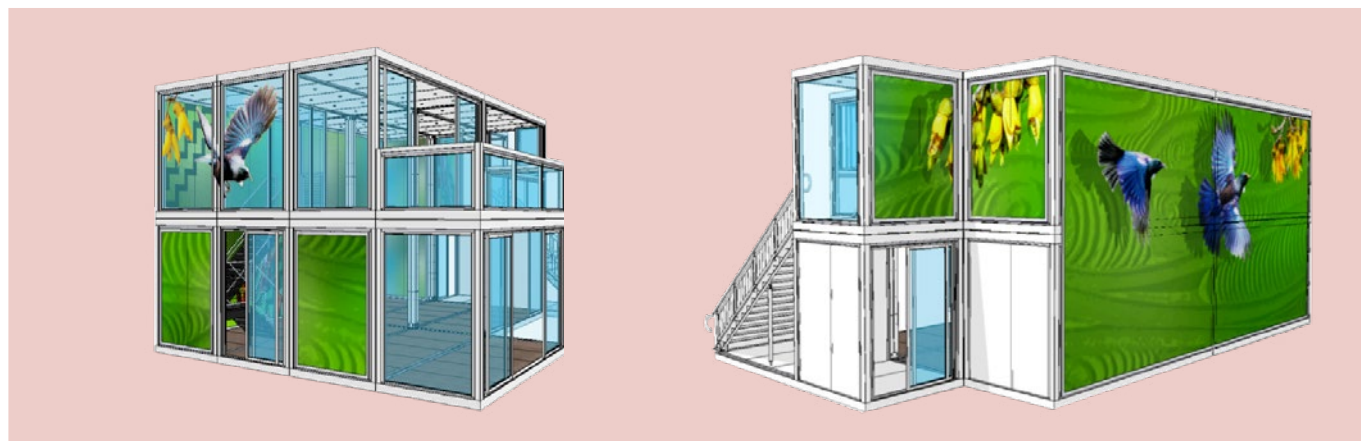
ACE met all costs in connection with the design, build and fit-out of Te Pou. As part of the HVA, ACE was required to use reasonable endeavours to contract an Aotearoa New Zealand company to carry out the design, build and fit-out of Te Pou.

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

Separate to AC36, Te Pou was used for an event for the Tāmaki Herenga Waka Festival on 21 January 2021, and it was used as a public hospitality venue on days when it was not being used by Hosts.

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

Figure 16: Designs for Te Pou / New Zealand House – artwork created by Janine and Charles Williams



Through collaboration, the artists drew their inspiration from the taiao (the natural environment). In Māori pūrākau (mythology), Tāne-mahuta is the guardian of trees and birds. They all reside together in Te Wao nui a Tāne – the great forest of Tāne. The trees of Tāne were a taonga (treasure) and provided essential resources for Māori. These included waka (canoes), pou (carved posts), where (shelter) and weaponry. The prominence of fauna and flora are illustrated in the design, with tui and kowhai prevalent in the artwork of this house, reflecting the story of Tāne-mahuta and the treasures of the forest.

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

Ngāti Whātua Ōrākei gifted the name Te Pou to the venue and the name was endorsed by the Tāmaki Makaurau Mana Whenua Forum (TMMWF). In collaboration with the TMMKF 2021 working pou, Te Pou was officially opened on 15 December 2020.

In addition to the artwork in Te Pou itself, Charles and Janine designed the wrap for the temporary kitchen structure which lay between Te Pou and the Mumm Yacht Club and serviced both venues. This is shown in Figure 17.

All exterior decals used on Te Pou have been stored in order to be reused – which also delivers on sustainability outcomes. The wrap on the kitchen facility became a selfie wall and was used as the backdrop of broadcasts.

Figure 17: The kitchen wrap on Te Wero Island, America's Cup Village, Tāmaki Makaurau, with Te Pou on the left



4.3.6 Team New Zealand guest programme

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

To maximise the Hosts' involvement in AC36, Hosts managed a contestable allocation process which was designed to deliver the strongest collective impact for Tāmaki Makaurau Auckland and Aotearoa New Zealand, under which ten tickets per race day were allocated by Crown, ten tickets were allocated by Auckland Council and five tickets were allocated by mana whenua²⁵.

²⁵ The ticket numbers were reduced on race days when Tāmaki Makaurau Auckland was at COVID-19 Alert Level 2 to maintain appropriate social distancing on board.

For mana whenua, use of the passes were designed to increase the profile of mana whenua and the Māori business community and to increase engagement between mana whenua and Māori businesses with other key stakeholders via networking to build relationships and foster connections.

4.4 Māori design, marketing and communications

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

The main objective of the 2021 Māori Outcomes Programme – Marketing and Communications work was to leverage marketing and communications activity across AC36. Key deliverables included Māori design and naming of NZ House, city dressing (digital tomokanga designs), and branding in the America's Cup Village (ACV) such as on Silo 117.

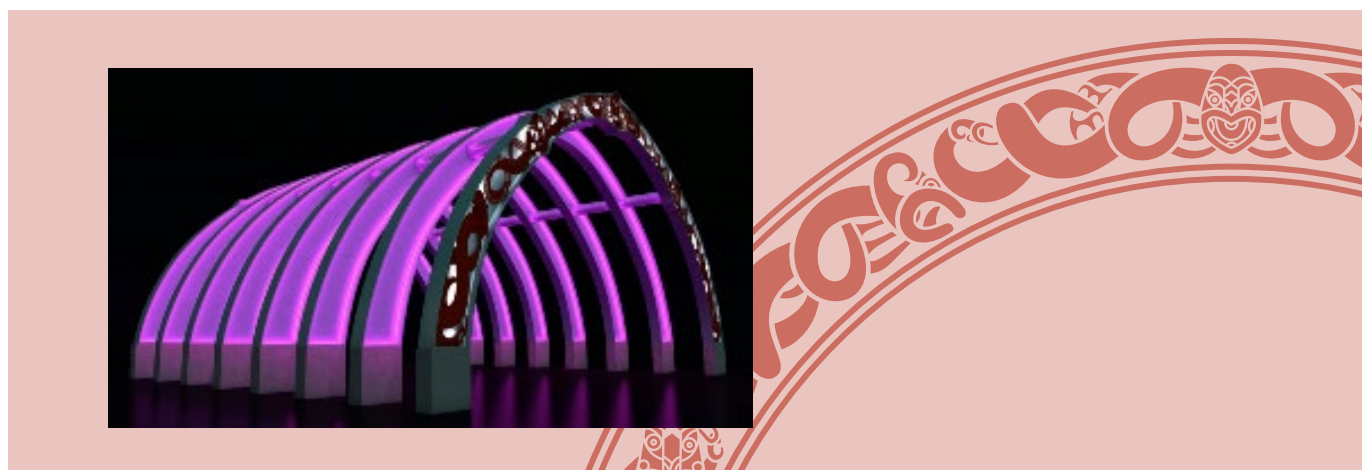
Te Reo was included in wayfinding in the ACV and while discussion occurred on the inclusion of Māori design elements on the main stage, this was not able to be achieved because of Brand Manual constraints.

4.4.1 Tomokanga

The concept of a tomokanga (a gateway) in the Viaduct Harbour area, which in Māori culture has a meaning of 'calling' people to a significant site, was discussed in early 2020.

Katz Maihi, *Ngāti Whātua o Ōrakei, Ngāti Whātua ki Kaipara, Tainui, Te Waioua and Ngāpuhi*, a renowned mana whenua artist, designed the tomokanga based on the 19 iwi of Tāmaki Makaurau.

Figure 18: The tomokanga developed by Katz Maihi (left) and the digital tomokanga motifs used in collateral (right)



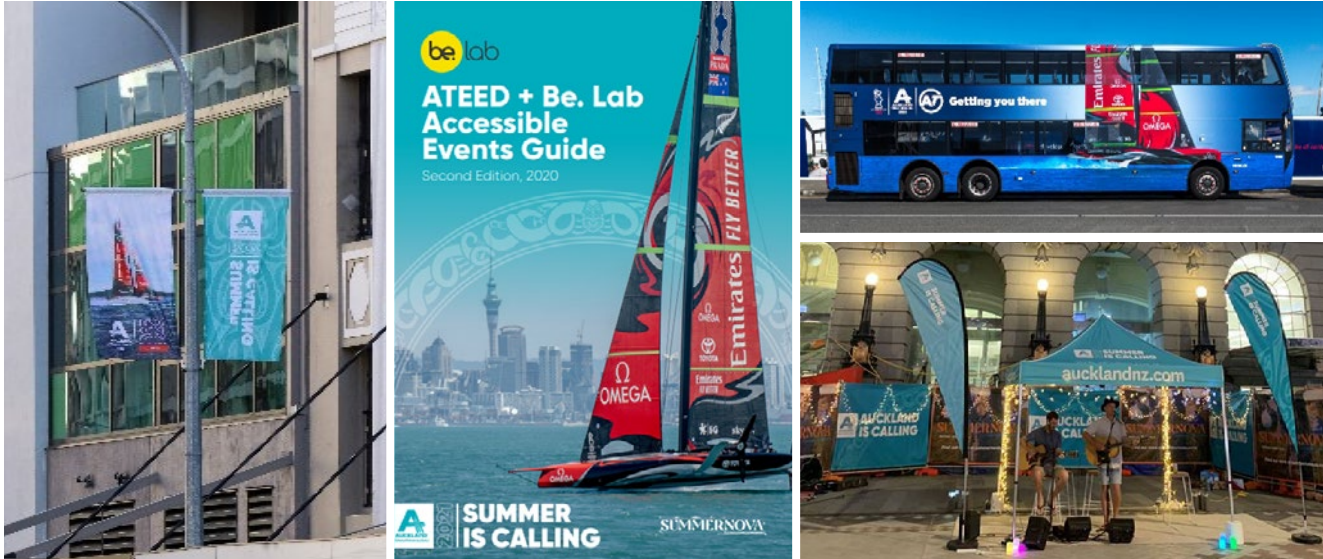
Initially, the concept was for a physical tomokanga in the Viaduct Harbour area, however, after discussion with ACE and Eke Panuku, it was determined that a location within the America's Cup Village (ACV) would be best.

However, despite significant engagement and work such as the development of engineering plans, because of the requirements for consent for a physical structure, it was not feasible to deliver the project before the ACWS/Christmas Cup and the creation of physical tomokanga had to be postponed. A physical tomokanga remains a long-term objective in the 2021 Māori Outcomes Programme.

While a physical tomokanga was not able to be realised, a digital tomokanga was developed in collaboration with creative agency Stanley Street and Tyrone Ohia, with oversight from Katz Maihi. The digital tomokanga that featured in the 'Summer is Calling' campaign was developed along with supporting Māori motifs derived from the tomokanga, in line with the idea of 'calling', and the tagline for the brand and visual identity was adopted utilising '...is Calling' across the host city campaign work.

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

Figure 19: Images of brand use in physical collateral



4.4.2 Silo 117

A special temporary public artwork was added to one of the silos and used the te reo translation of the 'Auckland is Calling' campaign messaging. Designed by artists Charles and Janine Williams²⁶ the artwork on Silo 117 drew inspiration from Silo Park and the voyaging history of Aotearoa. The artwork tied the narrative elements of ocean birds with an image of a waka to highlight the navigation theme. To tie back into the overarching campaign message, 'Auckland is Calling' was translated into te reo: 'Tāmaki Makaurau, tō ake ao – karanga rā' (Figure 20).

Figure 20: Tāmaki Makaurau, tō ake ao – karanga rā' on Silo 117



26. Charles Williams Ngāti Kahungunu, Ngāi Tūhoe, Ngāti Tūwharetoa, Ngāpuhi. Janine Williams Ngāti Whātua o Kaipara, Ngāti Pāoa.

4.4.3 Eastern Viaduct decal

The 2021 Māori Outcomes team collaborated with Eke Panuku on new ground decals on the Eastern Viaduct and Te Wero, commissioning Reuben Kirkwood, *Ngāi Tai Ki Tāmaki*, to develop the designs for this mahi. The work was completed in time for ACWS/Christmas Cup in December 2020.

Figure 21: Reuben Kirkwood ground decals on Te Wero, with Te Pou in the background



4.4.4 Tū Mai

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

Over 700 people received Tū Mai training across the City Skippers' (Auckland Unlimited), ACE village volunteers (Kaihāpai) and biosecurity ambassadors (Biosecurity New Zealand and Auckland Council).

5. SUMMERNOVA CITY ACTIVATION

5.1 Context and background

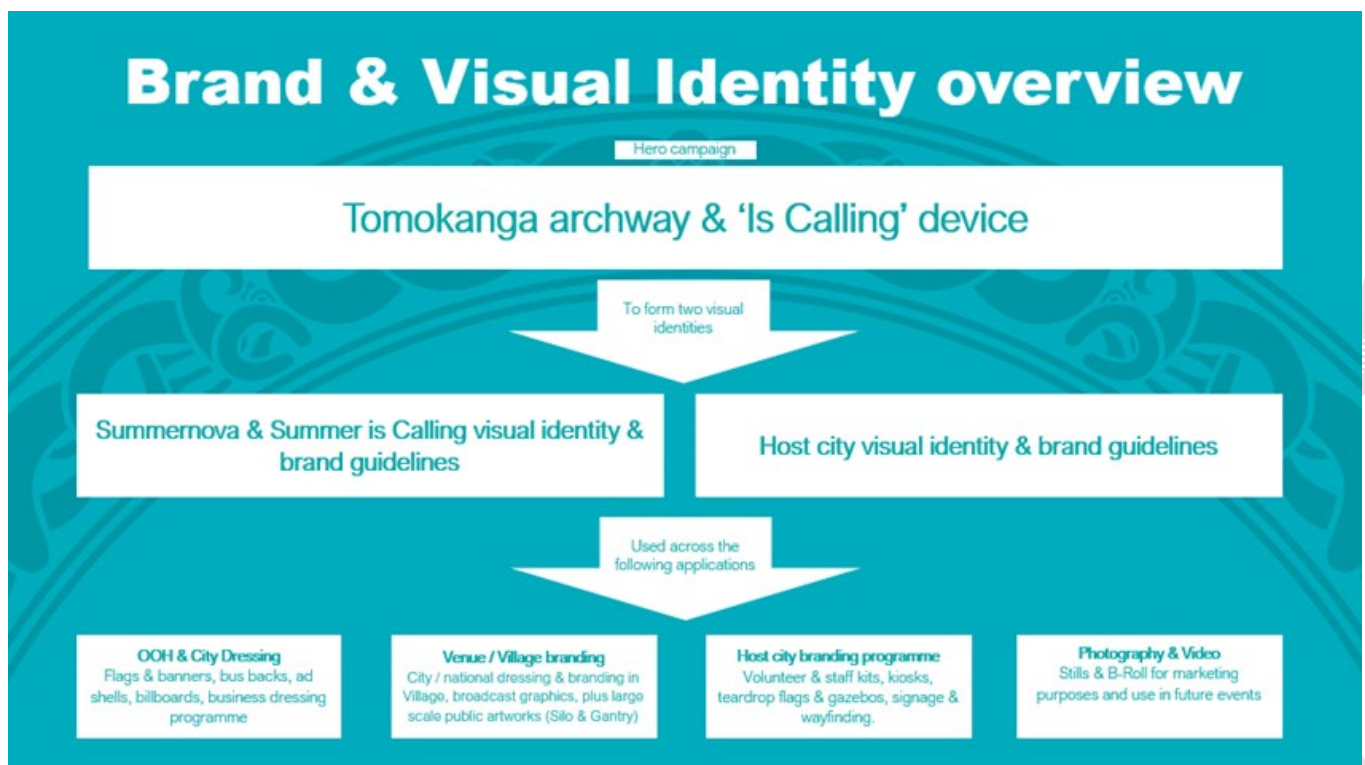
The brand and visual identity project was designed to maximise Tāmaki Makaurau Auckland and Aotearoa New Zealand branding opportunities in the lead up to, and during the events, signaling to residents, visitors and those watching from afar what an exciting time it was to be in Tāmaki Makaurau Auckland.

This project encompassed out-of-home (OOH²⁷) branding, city and venue dressing, business dressing, volunteer and staff uniforms, signage and wayfinding, branding of furniture, fittings and equipment (FFE), and photography and video assets.

A special brand and visual identity for Auckland was developed by Auckland Unlimited, in partnership with mana whenua (as discussed in Section 4) which was intended to unite what was meant to be an unprecedented year of events for Auckland in 2021. The ongoing impacts of the COVID-19 pandemic meant many of the events scheduled for 2021 were postponed and shifted to other years.

The content for this section has been drawn from the City Activation and Communications, Marketing and Engagement sections of the 36th America's Cup Hosts' Operational Delivery Report.²⁸

Figure 22: Overview of Brand and Visual Identity



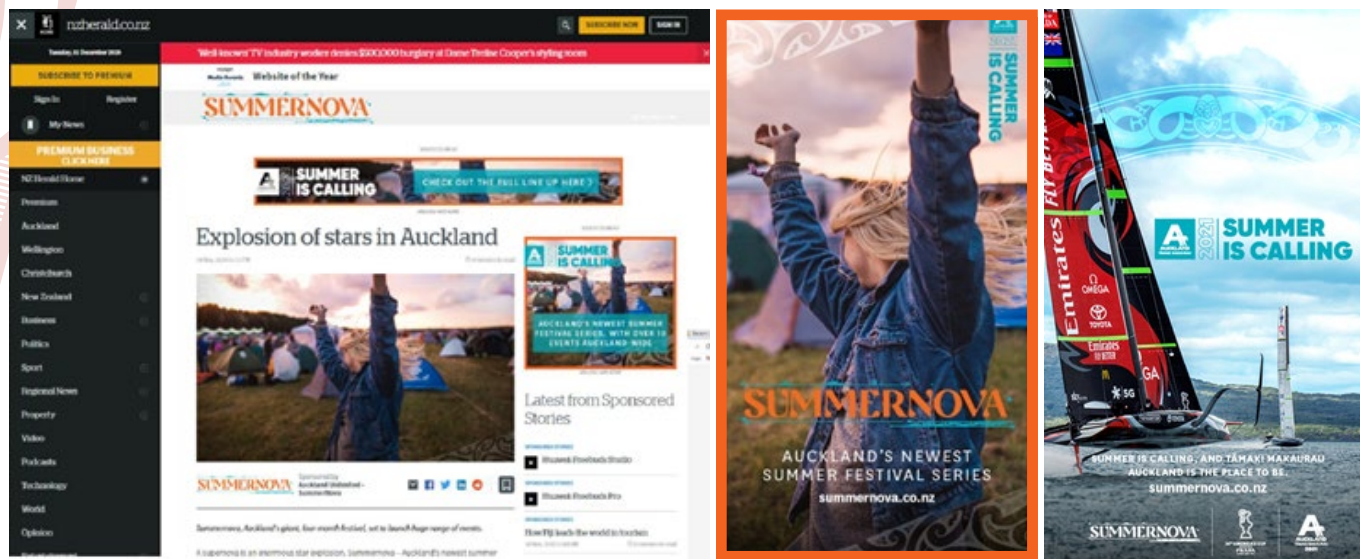
²⁷ OOH is a reference to branding in public places like billboards and bus shelters, and on vehicles like buses.

²⁸ *36th America's Cup Hosts' Operational Delivery Report*, collated by MBIE and Auckland Unlimited on behalf of Crown and Council, August 2021.

5.2 Summernova campaign

As discussed in Section 4, the hero campaign for all brand and visual identity work undertaken by the Host City stemmed from the overarching creative concept of 'Auckland is Calling.' This campaign was developed by Auckland Unlimited for the year 2021, which was intended to be a historic year of major events, bookended by the 36th America's Cup (in the first three months) and APEC 2021 Leaders' Week (in November 2021), with plenty of other standouts in between.

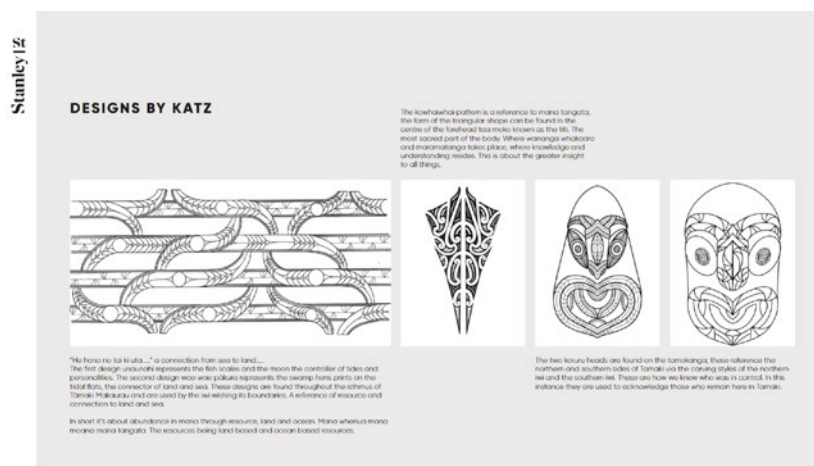
Figure 23: Digital tomokanga in Summernova and Summer is Calling campaign examples



Developed in partnership with mana whenua, the 'is Calling' campaign was drawn from the Māori tomokanga, an entrance to a significant site, which represents the stories of the area, and the concept of 'calling' people in.

For centuries, arches have been used around the world as gateways, symbolising a passage to the other side. In Aotearoa New Zealand, Māori have such a gateway – a tomokanga, an entrance to a significant site, that represents the stories of the area. The tomokanga design created for this campaign by artist Katz Maihi represents a call to Tāmaki Makaurau Auckland and provides a virtual gateway to welcome visitors and connect them to this place.

Figure 24: Supplementary patten designs created by Katz Maihi



From the tomokanga, supplementary patten designs were created by Katz Maihi to enrich the visual identity and provide further applications to incorporate the use of these designs across various 'Auckland is Calling' campaigns, including beyond the activity relating to the 36th America's Cup.

5.3 Summernova Festival Brand

The creative for Summernova Festival drew from the Māori motifs taken from the tomokanga and were applied throughout the visual identity as watermarks and within the logo lockup for the festival brand. The hero creative also used the tagline of 'Auckland is calling' and 'Summer is calling' on the various marketing and promotional assets to connect back to the essence of the tomokanga 'calling' people.

A set of Summernova Festival brand guidelines were developed for event partners who were also required to use the festival logos in their relevant marketing collateral.

Figure 25: Summernova collateral



5.4 Summernova Festival Events

The Summernova Festival was developed by Auckland Unlimited as part of the City Activations programme. Its purpose was to further amplify the 36th America's Cup, with a range of events and activations spread throughout Tāmaki Makaurau.

As a core part of the Host City's activations programme, the Summernova Festival provided a funding and marketing platform for event organisers, business and community associations and tourism attractions to host events throughout the region over the summer. This included in areas which were close to the racing action such as Takapuna, Maungauika, Takaparawhau and in Devonport as well as other areas around Tāmaki Makaurau to encourage greater regional dispersal of visitors and Aucklanders.

A City Activations Framework was developed identifying key criteria which applicants would need to demonstrate their event would achieve in order to access funding and/or marketing support as part of the Summernova Festival. This included outlining how this activity would align with the AC36 vision and guiding principles, how te reo and/or Māori cultural values would be incorporated, and how, Tāmaki Makaurau Auckland's destination position and narrative themes such as a 'place of mana' could be realised.²⁹ Mana whenua representatives on the 2021 Māori Pou from the area where each event was being held worked with event organisers to see where Māori Outcomes could be achieved.

²⁹ Auckland's destination position and narrative themes are outlined here https://www.aucklandnz.com/sites/build_auckland/files/media-library/documents/tāmaki-makaurau-he-aratohu-auckland-playbook-pdf.pdf

There were 23 events and activations held throughout Tāmaki Makaurau Auckland falling under the Summernova Festival brand.

Highlight events included:

- Love Your Maunga ki Maungauika was created to ensure crowds gathering to watch the racing from Maungauika North Head were safely managed and could engage with Māori history of the maunga. Cultural displays of cooking, raranga (weaving) and more had been planned but were cancelled after the December 2020 regattas due to COVID-19 impacts.
- Kia Kotahi Race Days at Takaparawhau was also impacted by COVID-19 lockdowns. However, it was held over the first weekend of the Match and attracted more than 2,500 visitors. Kite demonstrations and a large screen displaying the racing and the Rock the Dock with Rod Stewart activation were held on site.
- Race Days by the Sea in Devonport included Māori performers and artists throughout the weekend programme along with a whakairo (carving) demonstration of a waka te ara.
- Satellite Show of Toi Tū Toi Ora in Britomart was centred entirely on showcasing Māori art with a mural by Shane Cotton covering the entire five-storey western wall of Excelsior House. It remains as a legacy piece of public artwork in the area.
- L.A.B concert marketing included te reo Māori along with an official concert poster. On-site event signage was bilingual and L.A.B and Ria Hall used te reo Māori throughout their performances.
- The 119th Helensville Show worked with mana whenua to deliver a second stage and entertainment area together with a 'Pa site' of six stands showcasing Māori arts and crafts.

Figure 26: L.A.B Official Concert Poster in te reo



Figure 27: Satellite Show of Toi Tū Toi Ora in Britomart with a Shane Cotton mural covering the western wall of Excelsior House



Figure 28: Love Your Maunga ki Maungauika on a race day



Ngāti Whātua Ōrākei, with support from the Ngāti Whātua Ōrākei Reserves Board and Auckland Unlimited presented a fan zone at Takapara Whānau, one of the only locations to watch the racing live and on a big screen TV. Originally planned for six dates over three weekends, the event was reduced to a weekend series over the final Match due to COVID-19 Alert level changes in Tāmaki Makaurau Auckland.

Ngāti Whātua Ōrākei welcomed over 2,500 visitors onto the whenua to have fun and participate in workshops and activities, all lead by whānau.

Figure 29: Kia Kotahi Race Days at Takapararauhau



Figure 30: The site of the Kia Kotahi Race Days at Takapararauhau



5.5 Silo Park

Auckland Unlimited negotiated with ACE and COR to introduce additional branding highlights in the America's Cup Village (ACV) in areas with high foot traffic and as opportunities to feature in the broadcast.

Auckland Unlimited's AC36 Communication Marketing and Engagement (CME) team worked with Auckland Unlimited's 2021 Māori Outcomes team to undertake the project to maximise Auckland's branding and Māori visual identity within the Cup Village on Silo 117, as shown on the cover image and in Figure 20.

The AC36 CME team also worked with the America's Cup Event Ltd (ACE) broadcast team to provide key messaging and interesting facts about the Host City and Aotearoa New Zealand including advice around correct pronunciation of te reo place names. The commentators regularly referred to Tāmaki Makaurau and Aotearoa when referencing where the racing was being held.

The placing of 'Tāmaki Makaurau Auckland' along the top of the gantry in Silo Park (in Figure 31) provided a visual cue which helped reinforce this.

Figure 31: Dressing on the Silo Park gantry with Te Nukuao by Tessa Harris in the background

5.6 Awareness of Māori cultural content

When asked about awareness of Māori cultural content and imagery and use of te reo in AC36 in a post-event survey of attendees³⁰, the following responses were received.

Table 1: Attendee awareness of Māori cultural content

Source: Research conducted by Fresh Information³¹

DO YOU THINK THERE WAS A STRONG MĀORI CULTURAL THEME RUNNING THROUGH THE EVENT?	
Yes	60%
No	40%
TOTAL	100%
Where did you notice the use of te reo and other Māori cultural elements? (Only presented to those who thought there was a strong Māori cultural theme running through the event)	
The opening ceremony	56%
Banners, signage, and imagery around the America's Cup Race Village	58%
The name of Te Pou / NZ House	29%
The use of Tāmaki Makaurau / Aotearoa (in addition to Auckland and New Zealand)	75%
The use of te reo Māori and cultural imagery on the America's Cup website	52%
The marketplace in Silo Park	16%
Race commentary on TV	66%
Other	18%

30 36th America's Cup Impact Evaluation Final Report, Fresh Info, 30 June 2021. A public attendee was a person, not involved in the event, who visited the America's Cup Village (ACV) or watched a race in-person, from a boat or a land-based viewing area.

31 Fresh Information was the economics consultancy contracted by MBIE to evaluate the impact of AC36 in terms of cost and benefits

6. LEVERAGE AND LEGACY

6.1 Hauraki Gulf Marine Park

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

Lead by the Hauraki Gulf Forum³², realising improved outcomes for the Hauraki Gulf was at the core of a number of leverage and legacy projects undertaken as part of the leverage and programme, including outcomes that sought to give effect to behaviour change for a longer-term benefit.

The Hauraki Gulf Marine Park celebrated its 20th birthday in February 2020 with a panel discussion alongside the launch of the State of Our Gulf Report³³. The Department of Conservation (DOC) funded a specific year-long social media campaign to raise the awareness of the Hauraki Gulf Marine Park and to celebrate the Waitemata, to strengthen and profile sustainable destination management, whilst promoting positive environmental outcomes.

A number of specific pest-free and biosecurity campaigns were undertaken in conjunction with AC36 by Auckland Council, DOC, the Ministry for primary Industries (MPI) and ACE and these are discussed in more detail in the 36th America's Cup Leverage and legacy Report³⁴.

6.2 Western Kiosk

The Western Kiosk Category B heritage shelter on Quay Street is being re-purposed into a digital storytelling and environmental education platform for educating the public about the values of the island and marine environments in the Waitematā and Tikapa Moana/Te Moananui a Toi.³⁵

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

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

The contents for this section have been drawn from the 36th America's Cup Leverage and Legacy Report.³⁴

Projects are reported here where they do not form part of an earlier section.

³² Members of the Hauraki Gulf Forum: Fisheries NZ, Department of Conservation, Te Puni Kōkiri, Auckland Council, Waikato Regional Council, the Thames-Coromandel, Matamata Piako, Hauraki and Waikato District Councils, and representatives of the tangata whenua of Tikapa Moana, its islands and catchments

³³ *The State of Our Gulf, Hauraki Gulf / Tikapa Moana / Te Moananui-ā-Toi State of the Environment Report*, Hauraki Gulf Forum, c/- Auckland Council, February 2020

³⁴ *36th America's Cup Leverage and Legacy Report*, collated by MBIE and Auckland Unlimited on behalf of the Crown and Council, September 2021

³⁵ *Update on environmental projects aligned to the 36th America's Cup*, Environment and Climate Change Committee (Auckland Council), 11 February 2021

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

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

While the intention was to have the project ready for AC36, it was behind schedule as a result of delays to the Downtown Project stemming from the COVID-19 lockdowns in Auckland during 2020. Funding was moved to the 2021/2022 financial year and work is currently underway on the project (as at August 2021). Figure 32 shows the Western Kiosk as a ticketing booth in 2019 (on the left) and on the right, the site is shown as wrapped for renovation with an indicative infographic illustrating its future use as an education platform.

Figure 32: The Western Kiosk as a ticketing booth in 2019 (left) and in August 2021 (right)



6.3 Shellfish restoration Ōkahu Bay³⁶

Led by Ngāti Whātua Ōrākei and supported by the Healthy Waters' Wai Ora Partnerships team, the Ōrākei Local Board, Revive Our Gulf³⁷, and the Nature Conservancy, this project involves trialling a new shellfish restoration method in Ōkahu Bay that hopes to restore sustainable mussel reefs much faster and at a lower cost than standard practice.

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

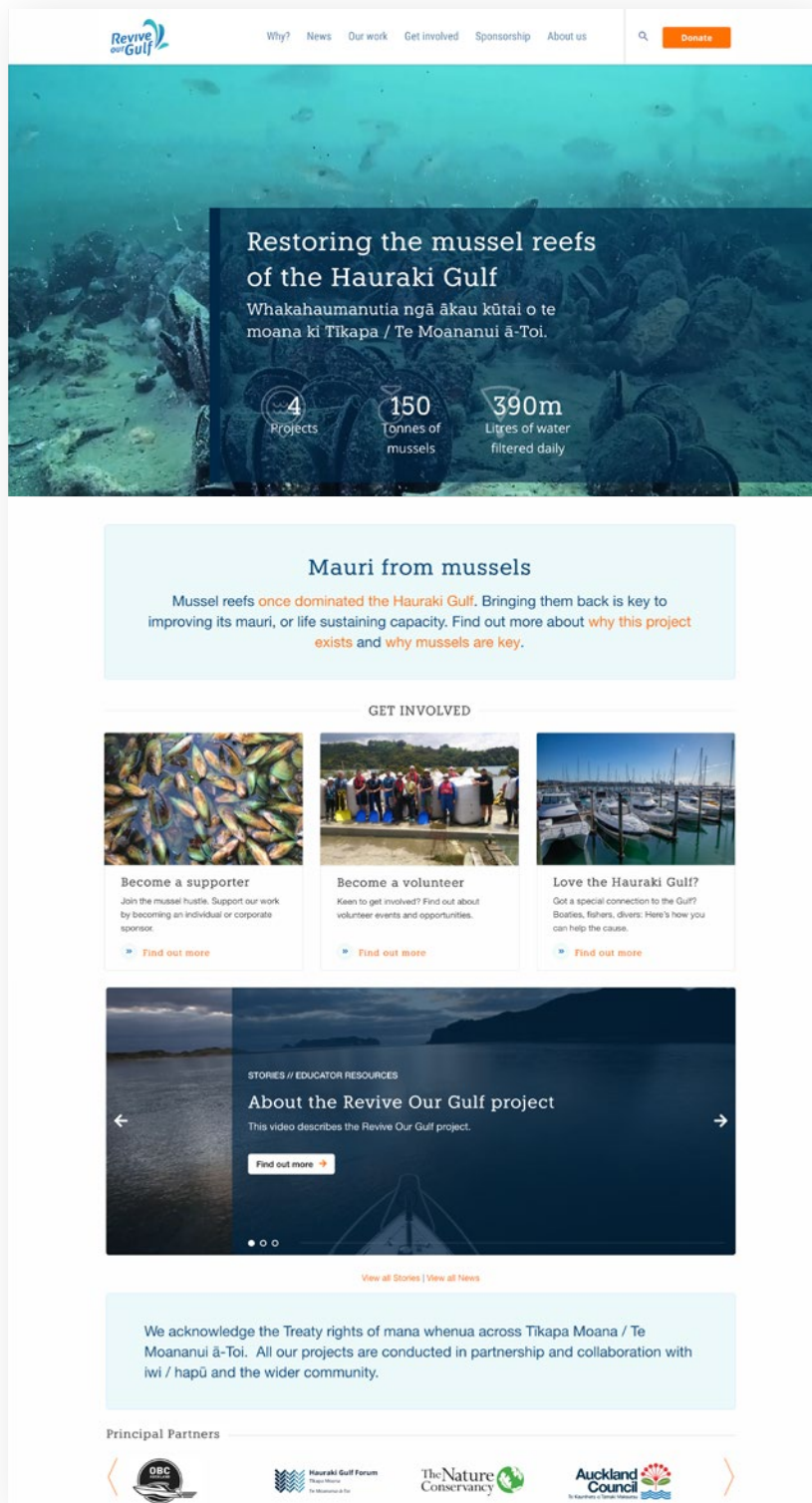
The benefits of restoring shellfish beds include water filtration, carbon sequestration, increased biodiversity including juvenile fish populations and erosion protection of the shoreline from waves. This will provide resilience to storm surges and climatic fluctuations, while cleaning contaminants from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

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

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

³⁷ The Mussel Reef Restoration Trust is the not-for-profit behind the Revive Our Gulf project. <https://www.reviveourgulf.org.nz>

Figure 33: An image from the Revive Our Gulf website



6.4 Telling our stories

In line with the delivering on the storytelling theme many agencies developed a range of content to help bring the rich cultural and voyaging stories of Tāmaki Makaurau Auckland and Aotearoa New Zealand to life.

As noted in Section 5.4, Auckland Unlimited worked with the America's Cup Event Ltd (ACE) broadcast team to provide key messaging and interesting facts about the host city and country including advice around correct pronunciation of te reo place names. The commentators regularly referred to Tāmaki Makaurau and Aotearoa when referencing where the racing was being held.

ACE also developed a number of stories relating to mana whenua which were available for the international broadcast feeds and featured on the America's Cup YouTube channels. This included a background story on the designs of the opening titles by Katz Maihi and how Māori have used stories, songs and art to pass on knowledge and preserve cultural traditions and tribal history. Ngāti Whātua Ōrākei featured sharing the story of Maui and Ngāi Tai Ki Tāmaki in relation to the sacred islands of the Hauraki Gulf.

Ngāti Whātua Ōrākei gifted a te reo translation of 'Sailing' to UK music legend Rod Stewart which formed part of The Rock the Dock with Rod Stewart activation led by Tourism New Zealand, in partnership with Auckland Unlimited. Along with Sir Rod performing a pre-recorded rendition of 'Sailing' as part of the first weekend of the America's Cup Match, Māori musician Alana Goldsmith sung live at the America's Cup Village in the build up to the broadcast moment including two of her songs in te reo.

Auckland Unlimited also profiled the work of mana whenua involved with delivering AC36, highlighting the role they played right from the development of the infrastructure through to the art, use of te reo in the wayfinding and other activation in the Cup Village (see Figure 34).

Figure 34: Auckland Unlimited digital promotion





7. AMERICA'S CUP EVENT LTD ACTIVITY

7.1 Relationship with mana whenua and Ngāti Whātua Ōrākei (pg 65)

Mana whenua

The America's Cup Kaitiaki Engagement Forum (ACEP) 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 Eke 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 ACEP forum to provide updates and work alongside mana whenua to ensure that cultural values were recognised and conveyed to the teams and visitors to Auckland.

In addition to the ACEP, Auckland Unlimited established the Māori Outcome Steering Group with representatives nominated by the Tāmaki Makaurau forum. The Māori 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, Kaihāpai.

Ngāti Whātua Ōrākei played a prominent role in key ceremonial occasions including Village Opening and America's Cup trophy presentation and also had a long-standing relationship with TVNZ who were the event's broadcasting partner.

7.2 Entertainment and activities (pgs 38 - 41)

Opening Dawn Ceremonial Blessing

Prior to the official opening of the ACV, a dawn ceremony led by Ngāti Whātua Ōrākei 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 Whātua Ōrākei 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.

Content for this section has been drawn from the ACE Final Event Report.³⁸ The content is as written by ACE, other than where additional text has been provided for context or spelling has been corrected.

³⁸ America's Cup Event Limited Final Event Report, ACE, June 2021.

Auckland Unlimited's Māori outcomes working group contracted Fresh Concepts to deliver entertainment and activity at Silo Park during the America's Cup match which had a strong cultural footprint. Included in 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), Manuaute 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 Match 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 was 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 Ngāti Whātua Ōrākei.

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.

7.3 Cultural, Environmental and Sustainability Impact

Cultural Values (pg 70)

The ACKEP, created for the Wynyard Hobson Resource Consent, 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 provided the framework for ensuring that cultural values were recognised and the impact on the 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 Rangatiratanga** – acknowledge mana whenua have autonomy and have each iwi/ hapū and individually and distinctiveness
- **Tāmaki 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 Tāmaki 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.

Marine protection (pg 69)

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 Waitematā 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.

7.4 Leverage & legacy (pg 73)

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.

Storytelling

The rich cultural and voyaging stories of Tāmaki 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** – Ngāti Whātua Ōrākei 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.
 - **Pūpū 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 Māori 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** – Ngāti Whātua Ōrākei 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.

7.5 Key performance Indicators

In Appendix A, ACE reported the following Key Performance Indicator (KPI) for mana whenua.

Figure 35: Extract from Appendix A relating to KPI for mana whenua

MANA WHENUA	ACE to demonstrate how the event platform supported lwi 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 Māori Outcome Steering Group alongside Mana whenua developed the Silo Park Activation Programme for the Match – Te Pua.
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No photographic content was provided in this section.

In Appendix B, ACE KPI Survey results, ACE provided the responses in Figure 36. This was collected by Fresh Info³⁹ as part of the post event survey of public attendees⁴⁰. Fresh Information asked firstly if they thought there was a strong Māori cultural theme running through the event, and for those who answered yes, they were asked where they had seen it.

39 Fresh Info was the economics consultancy contracted by MBIE to evaluate the impact of AC36 in terms of cost and benefits
40 Public attendees included people who visited the Cup Village, watched a race live from a boat (charter) or watched a race live from a land-based viewing area.

Figure 36: Extract from Appendix B: KPI Survey results

PERCENTAGE OF PUBLIC ATTENDEES WHO THOUGHT THERE WAS A STRONG MĀORI CULTURAL THEME RUNNING THROUGH THE EVENT		57%
Percentage of public attendees who thought there was a strong Māori cultural theme running through the event and noticed the use of te reo and other Māori 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 Tāmaki Makaurau / Aotearoa (in addition to Auckland and New Zealand)		74%
The use of te reo Māori and cultural imagery on the America's Cup website		50%
The marketplace in Silo Park		15%
Race commentary on TV		65%
Other		19%

