**Date:** Thursday 6 December 2018  
**Time:** 1.30pm  
**Meeting Room:** Reception Lounge  
**Venue:** Auckland Town Hall  
301-305 Queen Street  
Auckland

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**Tira Kāwana / Governing Body**

**OPEN MINUTE ITEM ATTACHMENTS**

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**Note:** The attachments contained within this document are for consideration and should not be construed as Council policy unless and until adopted. Should Councillors require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Attachment A

https://drive.google.com/file/d/1UF2PG2pdgiiGW7nWFrw_zt16vaB0cooPv_/view
The 36th Americas Cup 2021
Auckland, New Zealand

In June 2017, Emirates Team New Zealand (ETNZ) etched their name in the history books in a remarkable victory over Oracle Team USA to once again bring the America’s Cup (AC) home to their adoring fans. By securing the Cup, The Royal New Zealand Yacht Club has won the opportunity to defend the Cup.

The Challenger of Record Circolo della Vela Sicilia accepted the sporting challenge and in December 2020, one of the world’s best sporting competitions will commence in front of the eyes of the world.

Opposite: Steve Mair, Royal New Zealand Yacht Squadron Commodore and Agostino Iandusz, president of Circolo della Vela Sicilia, a yacht club in Monfetta, a northern borough of Palermo, Sicily. The club is the “Challenger of Record” for the 36th America’s Cup.
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Welcome

In the immortal words of Peter Montgomery
“The Americas Cup is now New Zealand’s Cup”

Emirates Team New Zealand’s herculean effort in Bermuda had every citizen of our tiny nation collectively holding their breath, experiencing both joy and pain in pre-dawn gatherings around every television in the country. Through the triumphs and disasters of the campaign we all dreamed of bringing the cup back to Aotearoa. One year on, the dream has become reality and planning for the hosting the Americas Cup on the waters of Waitemata has begun in earnest.

It wasn’t just the winning of the Americas Cup but how the team of 95 captured our hearts. Emirates Team New Zealand reflected some of the values that we kiwis recognise as defining ourselves: ingenuity, creativity, integrity, humility and inclusiveness are values that our culture is firmly built on. And they will be the values that will guide us in delivering the 36th Americas Cup Event.

We are delighted to be working closely with the Challenger of Record their style, passion and skills will bring an exciting dimension to the event and we look forward to welcoming them to our shores.

Many individuals, government departments, government agencies, mana whenua and private sector organisations have shared with us their hopes and dreams for the Event. This is a distillation of their words and guidance. Thank you to the many people who have been generous of with their time and considered thoughts.

This document is the beginning of the story of the Americas Cup Event. It’s not a detailed plan or map but a brief created by many hundreds of people to get us started – He Waika ehe noa. We are all paddling in the same waka – and this will guide us as we start together on an epic voyage.

Yours sincerely,

Tina Symmans
Chair of ACE

Pietro Berelli, Chief Executive of PRADA Group and Luna Rossa Challenge and Peter Montgomery
Introduction

The significant moment

The America's Cup is the oldest and most coveted sporting trophy in the world that has the ability to make a resounding statement about a nation's technology and innovation.

In July 2017, ETNZ achieved the unthinkable and won the coveted America’s Cup after almost whitewashing the US holders with a revolutionary boat design and new superstar sailors to avenge a humiliating defeat four years ago.

A dominant ETNZ claimed International sport's oldest trophy by winning 7-1 in Bermuda, with 26-year-old Peter Burling becoming the youngest helmsman to secure sailing's biggest prize. Despite many challenges in the lead-up to this enormous challenge, the underdogs overcame all odds to bring the Cup to the Royal New Zealand Yacht Squadron. Shortly thereafter Circolo della Vela Sicilia accepted the challenge and will enter the Luna Rossa sailing team. The announcement of Luna Rossa and the subsequent announcement of PRADA as the title sponsor, immediately gave the event a level of prestige and excitement.

In arriving home, the fans went wild for ETNZ at their America’s Cup victory parade in Auckland. Despite the pouring rain, the party did not stop as tens of thousands of fans lined the streets with flags and homemade signs, supporting the team's incredible efforts. The crowd’s excitement was palpable with screams and cheers only getting louder as the athletes and trophy sailed past, underlining New Zealand’s passion, enthusiasm and identification in winning the 'Auld Mug'. There is simply no other sporting achievement that brings New Zealand together with a collective sense of national pride as much as doing well in the America’s Cup.

While we will continue to celebrate the efforts of our heroic team and sailors, the long-term benefits of hosting the event are likely to be more significant.

The AC will expose New Zealand to the world, help create better waterfront infrastructure, grow international tourism interest, forge new business links across the country and the world, enhance community pride and strengthen the already strong volunteer network for future events. Furthermore, there is no other sporting event that brings so much economic benefit to our country. We do not build rugby balls, but we do build boats.

The Cup will also give thousands of visitors to the country an experience they will never forget and this is an ideal opportunity to sell the New Zealand story. Kiwis will add their own special atmosphere, technology and passion to this historical event, and provide a greeting unprecedented in the AC history,

America's Cup Events Limited (ACE) has been formed to deliver the 36th America’s Cup to New Zealand alongside the Challenger of Record to deliver an amazing spectacle for all of NZ and the world to see.

The Wynyard Edge Alliance has been formed to consent, design and construct the infrastructure required to support the 36th America’s Cup event at Auckland in 2020/2021. The scope includes marine works such as breakwaters, pontoons, wharf extensions and repairs, as well as land-based works for the foundations of landside syndicate bases and associated landscaping on Wynyard Point. All works will have a legacy beyond the America’s Cup event, facilitating the future development of Wynyard Point and providing and improving berthing in the Wynyard area. Hence our mission is "creating the stage for the America’s Cup and a waterfront destination that Kiwis and visitors love".
About this report

ACE is an organisation that has the potential to realise a major and unique opportunity within New Zealand and produce a first-class event. ACE is a new organisation with new leadership that will be relying on an ever-growing team to make this event a success. ACE will work alongside the Challenger of Record to deliver an amazing experience for the Hosts, Teams and Event partners.

In March 2018, ACE signed a host city appointment agreement with Auckland City, the Crown and the New Zealand Government, collectively known as the Event Partners.

The key challenge facing the Event Partners is ensuring that the wide variety of stakeholders, organisations and individuals required to make the event a success on a national and international basis are all working towards the same vision for the event. With this in mind, this document outlines the approach to developing the Event Concept.

Part 1 is an introduction to the incredible events that occurred in Bermuda in 2017, with ETNZ bringing home the AC after an emphatic victory over Oracle Team USA.

Part 2 delves into a brief history of the AC, examining some key aspects about the 'Auld Mug' and how this has evolved into what we know today.

Part 3 is a look into key trends and fan engagement strategies that are employed across major sports events around the globe and what needs to be considered when planning a successful and engaging major event. It also looks into research into how the AC is perceived locally and its expected outcomes from both stakeholders and the general public.

Part 4 is the distillation of all of the above. This section delivers the optimal vision, mission and key strategic objectives for the 36th America’s Cup Events. It also delves into the current ‘Event Field of Play’ - on land and water, an overview of the event fundamentals and our next steps.

The Challenger of Record (CoR)

On the 26th of June 2017, immediately after the final race of the 35th America’s Cup, the Royal New Zealand Yacht Squadron (RNZYS) received and accepted a notice of challenge from Circolo della Vela Sicilia, (CVS) in accordance with the Deed of Gift. The Deed of Gift is the primary instrument that governs the rules to make a valid challenge for the America’s Cup and the rules of conduct of the races.

CVS is a Yacht Club in Mondello, a northern borough of Palermo, Sicily. Established in 1883, it is one of the oldest and most prestigious sailing clubs in the Mediterranean.

The club is the “Challenger of Record” for the 36th America’s Cup, where they will be represented by their team, Luna Rossa Challenge.

The CoR are an integral piece of the America’s Cup; part of their key responsibilities are to organise and conduct the preliminary regattas in the lead up to the final America’s Cup match presented by PRADA. These regattas are comprised of:

- **America’s Cup World Series (ACWS)**: an initial one or two regattas held during the second half of 2019 and three events to take place in 2020 at venues determined by both CoR and Defender.

- **America’s Cup Christmas Race presented by PRADA**: to be held in Auckland between the 10th and 20th of December 2020.

- **PRADA Cup Challenger Selection Series**: to be held in Auckland in January /February 2021. CoR shall organise and conduct a Challenger Selection Series for all Challengers

**Luna Rossa Challenge**

One evening in the mid 90s, in an office near the Duomo of Milan, Patrizio Bertelli (CEO – PRADA Group & President of the Luna Rossa Challenge) and Argentinian yacht designer, German Frers, are discussing the construction of a cruising boat, when Frers changed the conversation to the idea of challenging for the AC, to which Bertelli replied, “Let’s do the America’s Cup!” In only 15 short days, the core of the challenge was set and the Luna Rossa team was born.

Reminiscent with the future strong bonds between ETNZ & Luna Rossa, their first foray was to challenge for the AC in Auckland, New Zealand in 2000. There was incredible excitement as they launched the new two Luna Rossa boats, slender, sleek and shining, and affectionately nicknamed by the New Zealanders the “Silver Bullet”.

The Luna Rossa team wrote a page in history by defeating 10 opponents, with a record of 38 wins over 49 races, to win the Louis Vuitton Cup series and gain the right to challenge Team New Zealand, in which they lost to in the final. This is first time in history that an Italian skipper races the America’s Cup final Match, and the first time there is no American yacht in the Cup’s finals.
From these beginnings, success has continued for Luna Rossa, with a semi-final birth in the Challenger series in 2003, and finals appearances in both 2007 & 2013. Over the 2012/13 season, they also won the America’s Cup World Series, taking home honours in both the Newport Match Race and winner of the San Francisco Fleet Race event.

Just like Patrizio Bertelli’s international brand, PRADA, uncompromising quality, in all process steps, and innovation, are the core values that have always inspired Luna Rossa Challenge, and there is no doubt that Luna Rossa will once again be a strong contender in the lead up to 36th Americas Cup,

The Emirates Team New Zealand - Luna Rossa friendship stretches back to the dawn of this millennium and it is through this close relationship that PRADA has now signed on as an official naming rights partner for the Challenger Series and presenting partner of the America’s Cup, which provides an incredible prospect for the America’s Cup and New Zealand to capitalise on, considering the worldwide recognition of such a strong and luxurious brand.

RNZYS and ETNZ look forward to working closely with CVS and Luna Rossa Challenge and welcoming them to New Zealand to create an exciting future for the event by combining innovation with the traditional sporting values of the America’s Cup.
New Zealand’s Black Magic competes in the America’s Cup in 1995.
The Background
The history of the America’s cup.

The AC is the world’s oldest sporting trophy and was first contested in 1851. Originally conceived as the 100 Guineas Cup, the race consisted of participants from the Royal Yacht Squadron (UK) and a recently formed New York Yacht Club (US) in a race around the Isle of Wight.

When the schooner ‘America’ crossed the line and beat 15 British yachts to the honours, the converted trophy was renamed ‘the America’s Cup’. These were the humble beginnings of the tradition that the yacht club who wins the trophy, known as the defender, becomes mandatory host of the next event, where they face the Challenger yacht clubs.

After the victory in Bermuda, the Royal New Zealand Yacht Club is the current defender. The team won the 2017 America’s Cup in Bermuda, defeating Oracle Team USA. The team has become a household name around the globe, having been the first team from outside the United States of America to win the AC in 1995 and successfully defend it in 2000.

New Zealand has a long-standing history with the ‘Auld Mug’, a testament to the country’s incredibly skilled sailing community and ability to host the International event. In 2021, New Zealand will host the Cup for the third time in the last six editions of the event and will work alongside the Challenger of Record in doing so.

New Zealand-born yachting legend Sir Peter Blake is the only sailor to have taken part in the first five Whitbread Round the World races. He also led his country to two successive America’s Cup victories.
### Defining Moments in America's Cup History

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>1958 to 1987</td>
<td><strong>The Twelve Metre Era</strong>&lt;br&gt;When the New York Yacht Club and the Royal Yacht Squadron resurrected the America's Cup after 33 years with no competition, they continued the tradition of racing displacement yachts with soft sails, albeit in much smaller yachts than they had previously raced. While the ten AC matches sailed in 12-metre yachts are recalled with well-deserved affection and nostalgia, they were not close contests. During that era of best-of-seven competitions, the winners took 40 races, the losers only six. The only close score was Australia II's historic 4-3 victory over Liberty to wrestle the Cup from the New York Yacht Club after 132 years.</td>
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<tr>
<td>1987</td>
<td><strong>Australia Fails to Defend in Perth</strong>&lt;br&gt;The Royal Perth Yacht Club tried to follow the example of the New York Yacht Club by holding defender trials. This led to four Australian syndicates battling each other for the right to defend, and competing with their yacht club for sponsorship money. With money and effort diluted in the defender trials, Kookaburra III was defeated 4-0 in the final by San Diego Yacht Club's Stars and Stripes.</td>
</tr>
<tr>
<td>1988</td>
<td><strong>San Diego - Catamaran vs. Big Boat Mismatch</strong>&lt;br&gt;Michael Fay of New Zealand caught Dennis Conner's Sail America Foundation and the San Diego Yacht Club (SDYC) by surprise when he challenged in a 90-foot monohull. Telling the SDYC to “read the deck”, he was completely in his rights not to wait for SDYC to sort out how, when and where they wanted to hold the next defence. But he did read the Deck of Cards carefully enough himself. From there, it gives the holder of the Cup the right to defend in “… any one yacht or vessel…” and SDYC carried with them the first-ever catamaran to race in an America's Cup match. Stars and Stripes had a hard wing sail with the same basic design that Oracle Team USA would use 22 years later in their grudge match against Alinghi.</td>
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<tr>
<td>1992</td>
<td><strong>Beaten by the Italians</strong>&lt;br&gt;When Michael Fay came back for one last shot in 1992, the KIJI challenge once more found itself embroiled in controversy. NZL 20 had established a 4-1 lead over Paul Cayard and the Italian syndicate, Ti Momo di Venezia, in the challenger final when a protest over NZL 20’s use of a bowsprit (the pole or spar extending forward from the vessel's prow) was upheld. Team New Zealand was docked one point and forced to remove the bowsprit. The vented don’t a serious blow to the team’s morale and detracted from its boat's performance. New Zealand lost the next four races and the series.</td>
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<tr>
<td>1995</td>
<td><strong>Team New Zealand Overpowers the USA in San Diego</strong>&lt;br&gt;Just like Australia’s efforts in 1987, competing US defender candidates weakened the American defence. A focused and disciplined Team New Zealand dominated with their Black Magic yachts. When Team New Zealand won the Cup in San Diego in 1995, the RNZYS declared that there would be no defender trials. After 1995, every defender followed this practice of concentrating resources on a single defender team.</td>
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Valencia: 12 Teams in Floating Monohulls

We could well see floating monohulls again some day, but for now, the 2007 America’s Cup will mark the end of the floating monohull era. Alinghi mounted a market-driven campaign to defend the Cup against ETNZ, winning 5-2. With crews of 17, lead keel hulls weighing 20 tonnes and spinnakers the size of a tennis court, the “America’s Cup Class” yachts continued the style of match racing that developers of the 12-metre yachts enjoy.

Valencia: Duel in Monster Multihulls

The 1999 Deed of Gift match showed that the only winning strategy was to build the fastest boat allowed by the deed. That meant multihulls – a trimaran for Larry Ellison’s Oracle Racing of Golden Gate Yacht Club and a catamaran for Ernesto Bertarelli’s Alinghi of the Société d’Assurance de Genève. Both yachts were 90 feet on the waterline and over 100 feet overall. Team Oracle’s giant wing sail was the difference – the Swiss yacht was simply overpowered.

San Francisco – The Empire Strikes Back: Oracles Comeback

The AC72 class rule prohibited movable control surfaces on the foils, but ETNZ figured out how to control angle of attack and lift by using cleverly shaped foils, fore and aft. Sadly, for ETNZ, Oracle Team USA caught up in the design battle and Oracle Team USA’s international sailors mastered how to race their boat after first falling behind 1-4 in the duel on San Francisco Bay.

Return of the Kiwis

ETNZ played the lone wolf and won, dominating Oracle by winning eight races to Oracle’s one. They refused to join the other two teams in the “Framework Agreement.” They thought outside the box, committed early to cyclers instead of grinders, and kept it secret until it was too late for the other teams to respond. They were the last team to arrive in Bermuda. They were still developing their boat and learning to sail it. Their strategy paid off!

---

Alinghi’s Kiwis beat Team New Zealand’s Kiwis in Auckland

When Sir Peter Blake left Team New Zealand, so did other team members – several went to the One World syndicate in Seattle and the heart of the sailing team to Alinghi in Switzerland. The yachts of the early 20th century housed their giant yachts with crews of Scandinavian fishermen. But now, yachts began recruiting internationally for the afterguard and other key roles on board.
The Boats – Lessons From America’s Cup History For 2021

In the AC, the boats are the stars of the show, with the use of technology often being the difference between 1st and 2nd place. The AC75 foiling monohulls to be used in the 2021 America’s Cup will accelerate the already rapid phase of modern race yacht technology that began in 1988. In the history of sailing, there have been three major technical advances that increased speed and the ability to point higher.

17th century - The Bermuda Rig

A shipwrecked Dutch sailor, living in Bermuda, used a fore-and-aft rigged triangular sail to point higher into the prevailing south-westerly winds and tack efficiently between the island’s north shore and the nearby reefs. Fast “Bermuda sloops” were favoured by pirates and later by Civil War blockade-runners.

19th century - Multihulls

Nathanael Greene Herreshoff, then 28 years old, won the Centennial Regatta in New York in 1876 with his catamaran Amaryllis. Catamarans were promptly banned from yacht racing. Dennis Conner’s Stars and Stripes catamaran turned the 1988 America’s Cup into the “mismatch” against New Zealand’s KZ-1 monohull. Stars and Stripes also sported a hard wingsail. The last three AC matches – in 2010, 2013 and 2017 – were all sailed in multihulls.

21st century - Foiling

Although foiling motorboats were tested early in the 20th century and a foiling monohull sailboat was successfully demonstrated in 1958, it took the outside-the-box thinking of ETNZ to bring foiling to the America’s Cup in San Francisco in 2013. Even though the 36th America’s Cup will be sailing in monohulls, they will be foilers rather than displacement boats, so the tradition of speed will continue to evolve.
The Events – Historic Editions Of The America’s Cup

Previous ACs around the world have demonstrated the potential to attract significant international visitation and boost the host economy. The last two events, held in San Francisco and Bermuda respectively, proved to be incredibly successful and lucrative events for the host city, as shown below.

**San Francisco 2013**
- $550 Million Worth Of Economic Activity
- 700,000 Visitors
- $125.1 Million Spent By Visitors
- 3,863 Jobs Created
- 200 Countries Broadcasted Event

**Bermuda 2017**
- 525% Return On Investment
- 452 Million Views Globally
- $80.9 Million AEV
- $90.9 million in legacy tourism
- 94,600 Spectators

**New Zealand’s history with the event**

Auckland and New Zealand, under the RNZYS, have hosted the event twice in recent years, delivering consecutive events in 2000 and 2003. New Zealanders have a unique connection with the event based on the country's success, and local support and engagement has traditionally been very strong.

In addition to its impact on New Zealanders, the 2000 and 2003 events generated significant economic benefits for New Zealand as a host.

**Auckland 2000 & 2003**
- Economic Impact: NZ$1.2bn
- Spectators: 1.6 million
- Jobs Created: 16,000

In addition to hosting the two landmark events, in 2013, New Zealand launched a substantial leveraging programme at the 34th AC in San Francisco. Due to New Zealand’s strong association with the AC and marine industries, New Zealand Trade and Enterprise led a successful business leverage programme at the event that generated significant exposure for brand ‘New Zealand’, highlighting its tourism, companies, products and services to a global audience.

In total, the program generated trade and investment deals for New Zealand worth $200 million and a further $120 million of new sales opportunities and investor interest.
The Teams

Several teams are emerging to challenge ETNZ for the America's Cup.

Challenger of Record Luna Rossa has revealed the first details of the fleet-building to try to wrestle the Auld Mug from the Kiwis in 2021. Entries opened on January 1 and the first phase of entries will close on June 30, although late entries will be accepted until November 30th, 2018. Below we profile some of the teams that have emerged as favourites.
**Emirates Team New Zealand / Royal New Zealand Yacht Squadron**

**Defender**

They have the opportunity to race in all five AC World Series events, will compete in the 2020 Christmas Regatta and the 2021 America’s Cup match, but not in any part of the PRADA Cup.

They developed the AC75 Class Rule. This, together with their advanced simulation systems developed for the 2017 AC, gives them a jump on the other teams in design. Pete Burling, 2017 helmsman, is currently sailing around the world with Team Brunel in the Volvo Ocean Race. Blair Tuke is also in the VOR with Spanish team MAPFRE. Tuke and Burling dominated the 49er class for four years leading up to their gold medal at Rio. Tuke was the primary operator of the foil controls from his cyclor station. In ETNZ’s dramatic wins over Oracle in Bermuda in 2017.

ETNZ represents the Royal New Zealand Yacht Squadron. RNYS is the only club in AC history to have lost the Cup and then won it back. ETNZ dominated Team Oracle in the 2017 AC Match, winning eight races. ETNZ won with better design and better sailing. They were helped by Oracle Team USA’s self-inflicted errors including being OCS in races 1 and 5, and a disastrous gybe in race 2.

**Key Team Members**

- Grant Dalton - CEO
- Kevin Shuebridge - COO
- Matteo De Nora - Team Principal
- Sir Stephen Tindall - Director - Chair ETNZ
- Tina Symmans - Chair ACE and ETNZ
- Dan Bernasconi - Head of Design
Luna Rossa / Circolo Della Vela Sicilia

Challenger of Record

The Challenger of Record for the 36th America’s Cup is Luna Rossa, representing the Circolo della Vela Sicilia of Palermo (Italy). The 36th America’s Cup marks the six challenge for Luna Rossa whose main sponsor is PRADA. The team is led by Maxi Sirena and includes Jimmy Spithill and Francesco Bruni. Luna Rossa’s design team, headed by Martin Fischer, worked together with ETNZ to develop the AC75 Class Rule.

As the Challenger of Record, the team is responsible for the organisation of the America’s Cup World Series events (two in 2019 and three in 2020), as well as the Christmas Race presented by PRADA and the PRADA Cup, the Challenger Selection Series in January-February 2021 the winner of which will race against the Defender in the 36th America’s Cup presented by PRADA.

Key Team Members

- Patrizio Bertelli - Team President, PRADA CEO
- Massimiliano Sirena - Team Director and Skipper
- Francesco Bruni - Sailing Team
- Martin Fischer - Head of Design Team
- Jimmy Spithill - Sailing Team
American Magic / New York Yacht Club

Challenger

The New York Yacht Club returns to the America's Cup represented by American Magic. As of the end of March 2018, they are the only team to have announced their submission of a formal challenge under the Protocol. They will have their primary base in Newport, Rhode Island, the likely venue for one of the AC World Series regattas.

With their budget fully underwritten by John "Hap" Fauth, Doug DeVos and Roger Penske, American Magic is off to a strong start. Terry Hutchinson leads the team as Executive Director and skipper. Dean Barker has been signed as helmsman. With a Spanish designer and a sailing team that currently includes four Kiwis, two Brits and four Americans, it is clear that American Magic’s priority is winning, rather than presenting an "all-American" front.

Key Team Members

![John J. "Hap" Fauth (USA) - CEO](image1)

![Doug DeVos (USA) - Principal](image2)

![Roger Penske (USA) - Principal](image3)

![Terry Hutchinson (USA) - Skipper](image4)

Other Key Team Members

Dean Barker (NZL) – Helmsman
Marcelino Berti (ESP) – Head of Design Team
Bora Gulari (USA) – Sailing Team
Andrew Campbell (USA) – Sailing Team
Cooper Dressler (USA) – Sailing Team
Joe Spooner (USA) – Sailing Team
Jim Turner (NZL) – Sailing Team
Sean Clarkson (NZL) – Sailing Team
Paul Goodison (GBR) – Sailing Team
Ian Moore (GBR) – Sailing Team
INEOS Team UK / Royal Yacht Squadron Racing

Challenger
The British Challenger is also fully funded. Sir Ben Ainslie is principal and skipper, even if the team name no longer includes his name. Giles Scott is tactician and Jono Macbeth is Sailing Team Manager. America’s Cup Hall of Fame member Grant Simmer brings decades of experience as CEO. Nick Holroyd, who led ETNZ’s design team when they developed their foiling AC72 for the 2013 AC, is Chief Designer. Ben Ainslie’s team has acquired a new title sponsor, INEOS, a major chemical and petrochemical company.

Key Team Members
Jim Ratcliffe (GBR) – INEOS CEO

Grant Simmer (AUS) - CEO
Sir Ben Ainslie (GBR) - Principal & Skipper

Nick Holroyd (NZL) - Chief Designer
Jono Macbeth (NZL) - Sailing Team Manager

Giles Scott (GBR) - Tactician
The Event Concept
# Vision and Mission for the 36th America's Cup

**VISION:**
*Ignite the passion - celebrate our voyages*

- **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.

**WHAKATAUKI**
*He Waka Eke Noa
Kia Eke Panuku, Kia Eke Tangaroa
We’re in this waka together
Through all our efforts, we will succeed*

**PRINCIPLES**

- **Manaakitanga:** a warm welcome. We share the abundance and spirit of generosity with our visitors.
- **Karitkitanga:** 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.

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<th>THEME</th>
<th>Description</th>
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<tr>
<td>Place</td>
<td>To accelerate the sustainable transformation of our communities, our water and our whenua</td>
</tr>
<tr>
<td>Economic Wellbeing</td>
<td>Creating shared benefit through connection, innovation and trade</td>
</tr>
<tr>
<td>Participation</td>
<td>Every New Zealander has the opportunity to participate in and celebrate the America’s Cup</td>
</tr>
<tr>
<td>Storytelling</td>
<td>The rich cultural and voyaging stories of Tamaki Makaurau and Aotearoa are shared and valued</td>
</tr>
</tbody>
</table>
Event Concept in Auckland and New Zealand

Event Concept Plan – Igniting the Passion in Auckland

The Waitemata Harbour lies at the heart of Auckland, and the sea and our shorelines are part of Aucklanders’ heart and soul. With the America’s Cup, we want to ignite the passion of Aucklanders to immerse themselves in the opportunities such a spectacular event promises.

We want to encourage and enable our communities and businesses to both flourish and proudly showcase the essence of who we are, welcoming visitors from around New Zealand and the world.

Key components of the event have been carefully designed to ensure there is maximum potential for people in Auckland, locals and visitors alike, to immerse themselves in the many facets of the America’s Cup and to embrace the event as a catalyst for innovation, whether on land or water.

Securing TVNZ as a free-to-air broadcaster, along with spectator-friendly race courses gives us a fantastic launchpad for this activity, with further opportunities to follow.

Event Concept Plan – Igniting the Passion in New Zealand

Beyond what happens in Auckland, our aim is also to make sure the 36th America’s Cup ignites the passion of all New Zealanders, with everyone given an opportunity to share in the event.

This is more than the free-to-air coverage, which will bring the event to all New Zealand homes and communities, but it is also a chance to celebrate our voyages. In every sense.

New Zealanders share a unique voyaging history, with many of our ancestors having journeyed to Aotearoa New Zealand by sea. The 36th America’s Cup is another step in this shared heritage, providing all New Zealanders with an opportunity to celebrate New Zealand’s stories – our people, our place and our accomplishments.

We, and our event partners, are still in the planning stage, but we are clear that the platform the 36th America’s Cup offers will allow those partners to develop, share and celebrate those wider stories at home and on the world stage, and to welcome our international visitors with the spirit of manaakitanga.

Legacy and Leverage

ITNZ and ACE acknowledge that the 36th America’s Cup provides a strong platform for Government and Council to secure additional benefits for Auckland and New Zealand, beyond what the event itself achieves. This event concept provides an outline of the event platform and will be used to guide legacy and leverage planning.

For this reason, legacy and leverage are built into the design of our joint event vision, principles and themes. The development of objectives and programmes of work for legacy and leverage will take place over the coming months and years, under the overarching vision, principles and themes.

This activity will be led by Government and Auckland Council and will partner with Mana Whenua and engage with a wide range of stakeholders, including the commercial and education sectors, and voluntary or not-for-profit organisation.

Legacy is the benefits that remain for a region and a country after the event itself has gone. For example, the development at Wynyard Quarter will continue to benefit Auckland and New Zealand long after 2021.

Leverage is activities outside the normal running of the event which amplify or create additional benefits. For example, in the lead-up to RWC2011, New Zealand dispatched a giant rugby ball to key markets around the world to give us additional exposure as a visitor and business destination.
Our key strategic objectives

These strategic objectives are linked to our three principles and define the direction of the America’s Cup Event:

Manaakitanga: A Warm Welcome

We share the abundance and spirit of generosity with our visitors

• To exceed audience expectations through our welcome, entertainment and event content for all New Zealanders and visitors that is accessible online or in person at the race village and across the region free of charge.
• To welcome competing syndicates, event sponsors and suppliers and ensure they are able to gain maximum benefits from their time in Auckland and New Zealand.
• To welcome international and national media, delivering a world-class experience providing a platform for positive and quality coverage.

Kaitiakitanga: Guardianship

Guided by Mana Whenua, we will actively care for our place, our environment and our people

• To drive awareness of ocean health through education and ambassadorial roles (igniting the passion) with key agencies and organisations, local and global.
• To implement with partners a best-practice transport plan to minimise carbon traffic to the event village.
• To provide a platform to raise the profile and understanding of New Zealand stories, Mana Whenua, our place and our people.

Kotahitanga: Collaboration

We will work together in unity

• To provide an ‘open to business’ environment, providing a platform to showcase businesses and industry.
• To establish, alongside additional Crown, Auckland Council and government agencies, educational platforms to engage New Zealand’s youth in a range of programmes focused on sailing, the environment, technology and other relevant topics.
• To jointly drive domestic and global brand and profile awareness of the 36th America’s Cup and its hosts, Auckland and New Zealand, through all possible channels to national and international markets.
• To cement Auckland and New Zealand’s reputation as renowned hosts of major events by delivering a world-class event experience for all national and international visitors.

Kaitiakitanga is a Māori term used for the concept of guardianship, for the sky, the sea, and the land. A kaitiaki is a guardian, and the processes and practices of protecting and looking after the environment are referred to as kaitiakitanga.

The 36th America’s Cup 2021
Positioning and Messaging

Communication Fundamentals

A Focus On Multiple Target Groups – From Old To Young

- Engage the core audience – The Sailing Fan
- Primary target group for positioning and ‘active communication’
  – The Millenial

Target Groups

- Baby Boomers: 1946 - 1964
- Generation X: 1965 - 1979
- Generation Z: 1996 - 2010

Through Their Digital World

- Constant Connectivity
- Social Media
- On-Demand Entertainment & Communication

Through Their Lifestyle

- High experiential expectations
- Seek new and unconventional approaches
- Expect constant evolution

Key Pillars

- AC75 Yacht
  - Revolutionary boat
  - First fully foiling monohull
  - E-engine to move foil arms
- Teams
  - Highly skilled teams
  - Experience alone is not enough
  - Toughest nationality rule in America’s Cup history
  - Established Yacht Clubs
- Cutting-edge Approaches
  - E-Mobility focus throughout
  - Drones infrastructure
  - Hologram presentations
  - Sustainability
- Style, Creativity, Culture.
  - Identity
  - Event architecture
  - Photo style
  - Cultural influences
The Event Field Of Play

Auckland has a history of utilising mega sporting events, like the AC and the Rugby World Cup, to revitalise areas of the city and catalyse much-needed infrastructure development. Auckland is one of the world’s fastest growing cities and the waterfront represents an opportunity to regain some of the most attractive areas of the city for the public.

Peter Busfield, New Zealand’s Marine Industry Association Executive Director, said that winning the AC in 1995 gave Auckland “a new front door” with the building of the Viaduct Harbour, and once again, the Viaduct Harbour will play host to another world-recognised event. Hosting the AC catalyses a wave of innovation and creativity that can make New Zealand an even more attractive country for international visitors as well as for domestic inhabitants.
The Stadium On The Water

These race maps are depictions of what the race courses will look like for the 36th America's Cup.

The Racing
As of 31st August and under the Protocol, ACE and the CoR have announced a non-water and course areas.

Course Layout
The courses will be designed to provide racing of up to 40 minutes in duration, with an upwind start and the possibility of reaching legs, the purpose of which is to finish races where possible near the public event space situated at North Head. In order to meet the time expectations we have set, we are likely to be sailing 2-2.5-mile legs with up to 3x full laps and a reach to the finish line.

Course Area’s
The option with five courses will help us determine which area would showcase the race best if there were unforeseen wind conditions. Either one of the five courses will predominantly be dependent on the wind conditions of the day. The wind directions for the course area are either northeast or southwest.

Teams Timeline
At the conclusion of the World Series, it is likely that the first syndicates will begin to arrive and set up base in Auckland’s Viaduct. This will have an incredible effect, not only on the landscape, but on the economic impact of the region with teams, including sailors, designers, mechanics and management, and their families based in Auckland for almost 18 months in the lead-up to the final in March 2021.

Showcasing Auckland
The racing and the backdrop will ensure that Auckland and New Zealand are showcased for their innovation surrounded by the natural beauty of the Waitemata.

Getting Up Close
The water will not only be the location of world-class sailing, but also provide an opportunity for New Zealand’s 1.4 million recreational boat users to join the action and watch the event from the water.

Hospitality Options
During racing, a variety of on-water hospitality options will be targeted as to ensure that spectators get the best chance to see world-class racing.
Appendix 1: On-water Area 1

Appendix 2: On-water Area 2 (protected area)

Course Configuration

Exact course dimensions will vary depending upon the course location and prevailing conditions.

* May reduce below this at times in some course locations.

Appendix 3: Course configuration
America's Cup On The Land

The action of the 36th edition of the America's Cup will not be confined to the waters around Auckland. The race also offers multiple opportunities for on-land activation.

**Land Based Event Space — The Venue**

The Race Village will be situated at the start of Hobson's Wharf, continuing on through to Eastern Viaduct, Te Wero Island, Western Viaduct, Halsey Wharf, Silo Park and Maritime and Jellicoe Car Park (incl. a further caveat that will be finally agreed within the IVA).

**Building an America's Cup Village and Free Entry**

The teams will be housed in team bases around the Viaduct Basin and Wynyard Wharf, accessible to the public. This gives us an opportunity to build excitement and interest in the event well in advance of the racing in 2020/2021.

Auckland’s Viaduct will be transformed into the ‘Race Village’, which will welcome between 20,000 and 40,000 spectators per day. Temporary overlay structures will house public activation spaces which will include a performance stage, merchandise stands, viewing opportunities and sponsor activations such as the PRADA Area.

**Closer to the Racing**

We aim to enhance the race day experience for on-land spectators using cutting-edge technology to provide a unique and unrivalled spectator viewing experience.

**Ceremonies**

The Race Village will also host the opening and closing ceremonies of the race. The ceremonies provide an additional broadcast opportunity for New Zealand and Auckland to gain exceptional media exposure on the world stage.

**Broadcasting to the World**

The 36th edition of the America’s Cup will be broadcast to a global audience on free-to-air television. In June 2018, ETNZ and CoR signed off on a landmark deal with TVNZ that will see the America’s Cup beamed into lounge rooms across New Zealand. As well as the 36th AC match presented by PRADA in March 2021, TVNZ’s coverage will include the America’s Cup World Series in 2019 and 2020, the Christmas Regatta in 2020, followed by the PRADA Cup in early 2021. As part of the agreement, Newstalk ZB and Radio Sport will deliver live radio coverage of the event. Our approach to the broadcasting of the event will expand the global reach beyond any previous event and showcase New Zealand and Auckland as widely as possible. In addition, all matches and racing will be streamed live over the America’s Cup digital platform to maximise exposure of the New Zealand brand.

**Technology Led**

Our broadcast infrastructure will use technology from the pinnacle of modern broadcast innovation such as drone technology and Virtual Reality graphic technology to showcase the sport’s best sailors competing against the world’s most attractive natural backdrop.

**Digestible Highlights**

Our broadcast operation and world-class production standards will also be complemented by talent from the world of sailing to anchor a series of live studio broadcasts and highlighted packages for distribution worldwide.
The Venue

Venue Boundary
Event Fundamentals To Date

Over the period of the 36th America’s Cup, there will be some basic functional and operative principles – times of opening, public interactivity, key event zones.

Note:
This list shall not be prescriptive; it is rather a guide for development over time.

Our concept consists of:

- A centralised Race Village spanning from the start of Hobson’s Wharf, along Wynyard Wharf, through to the Silo Marina and Park.
- Clustered team bases with public access to view the daily operations or launching and retrieving the AC75 yachts.
- A ETNZ base located in the heart of the race village which incorporates a public interactive innovation space.
- A centralised PRADA media and broadcast centre on the Halsey Wharf extension, where content will be distributed around the world, showcasing Auckland and New Zealand.
- Multiple large public spaces(s) with big screen race viewing and interactive attractions to bring the race action to life (number to be defined end November 2018).
- Bars, world-class restaurants and sponsor activations across the event village.
- A world-class super yacht berthing facility run by ACE maximising economic return for the economy and marine industry.
- A concert and performance stage to showcase New Zealand’s musical and cultural performers.
- A legacy plan including non-permanent team bases that make way for waterfront public space opening up the harbour for all Aucklanders to use.

<table>
<thead>
<tr>
<th>Estimated Dates</th>
<th>Pack In</th>
<th>Setup Ready</th>
<th>Dec 2020</th>
<th>PRADA Xmas Cup</th>
<th>Break</th>
<th>16/01-27/02</th>
<th>Break</th>
<th>13/02-27/05</th>
<th>Pack Out</th>
<th>Total days</th>
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<tr>
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<td>Race Village</td>
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<td>Racing Availability</td>
<td>From Oct 2020</td>
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<td>9</td>
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<td>30</td>
<td>23</td>
<td>14</td>
<td>5</td>
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<tr>
<td>Team Base Setup</td>
<td>From July 2019</td>
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<tr>
<td>Race Course Setup</td>
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<td>--</td>
<td>10</td>
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<td>14</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>70</td>
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</tbody>
</table>

Please note: The above event days are concept only and is subject to change. Event days will depend on number of competitors and format of racing, which is yet to be confirmed.
Event Scenarios

The Event Management Plan identifies three different scenarios relating to the number of spectator attending the event. The three scenarios below directly relate to the proposed Transport Management Plan and proposed event site activities.

These scenarios are indicative and will continue to be worked through once dates are confirmed.

**Scenario 3 – Low**
Similar to day-to-day activities during the 2018 Volvo Ocean Race, with the area having free moving public access with no restrictions.

**Scenario 2 – Medium**
Similar to the busiest day activities during the 2018 Volvo Ocean Race with managed vehicle access in certain parts of Wynyard Precinct and Eastern Viaduct close to the Event.

**Scenario 1 (and 1+1) – High**
A significant event, involving much larger public attraction, that will require managed vehicle access (with priority for event and occupant traffic) and parking restrictions. Along with event traffic and public transport, priority will be given to residents and businesses in the vicinity.
**Scenario Two - Race Days**
Race days not involving Emirates Team NZ, Prada Cup Challenger Series

**Scenario One – Key Race Days and Celebrations**
Race Day events involving Emirates Team NZ, Key Race Day Events and Celebrations, Opening and Closing Events, Xmas Cup and America’s Cup Match
Scenario Calendar

For the majority of time, scenario 3 is envisaged to be employed. This will enable the event to be undertaken with minimal disruption to the surrounding environment. Scenario 2 and 1 will be used on days where larger patronage is expected. The management measures have been designed to enable access to occupants in and around the event area while the general public will be encouraged to access the event by public transport or modes other than private vehicle movements.

- Scenario 1 (and 1+1) – High
- Scenario 2 – Medium
- Scenario 3 - Non-Race Day

![Image of Scenario Calendar graph]

The 36th America’s Cup 2021
Item 8

Non Race Days with Village Open

Prada Cup

Americas Cup Match

Closing Ceremony

February 2021

March 2021

The 36th America’s Cup 2021
The 36th America’s Cup: Timeline

- **36th America's Cup Protocol Released**
  - Sept 28, 2017

- **Entries for Challengers open**
  - Jan 01, 2018

- **Initial entries for Challengers close**
  - Jun 30, 2018

- **Late entries deadline**
  - Nov 30, 2018

- **Nov 30, 2017**
  - AC75 Class concepts released to key stakeholders

- **Mar 31, 2018**
  - AC75 Class Rule published

- **Aug 31, 2018**
  - Location of the America’s Cup Match Presented by PRADA and The PRADA Cup confirmed. Specific racecourse area confirmed.
What's next for us?

This is the first step of the event delivery journey. Next on the agenda for ACE together with the CoR is to develop:

1. Host Venue Agreement
2. A marketing and communications plan
3. An operations plan
36th America’s Cup (AC36) progress update on infrastructure design, procurement and budget

Governing Body meeting
6 December 2018

Wynyard Hobson proposal (March 2018)
Legacy infrastructure

- Extended Hobson Wharf
- Removal of tanks on Wynyard Point
- Increased public access from the Hobson and Halsey wharves and breakwaters
- New sheltered water space in the Viaduct and Wynyard Basins to enable water-based events, both local and international
- Upgrade to Wynyard Wharf and sea wall, with infill spaces that can be temporarily used for public activation until the proposed linear park and headland park can be developed
- Water quality improvements in the Viaduct Basin

Optimised plan – December 2018
Design and cost optimisation

- March cost estimate cannot be compared with current cost estimate
  - concept vs detailed design
  - build methodology
- Cost estimate (based on detailed design) approx 65% higher than March 2018 approved capital budget
- Alliance worked with ETNZ to refine scope and cost ('optimisation')
- Optimisation identified $70m in capex savings and refined design;
- After savings, costs remain $29m higher than approved budget
- Staff request approval to invest an additional $14.5m capital (being Council's half share) to deliver the infrastructure required.

Delivery cost estimates

<table>
<thead>
<tr>
<th>Revised AC36 Infrastructure Delivery Estimates</th>
<th>Mar 18 - Budget</th>
<th>Dec 18 - Revised Budget</th>
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<tbody>
<tr>
<td>Wynyard Point</td>
<td>$49.9M</td>
<td>$53.9M</td>
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<td>Nelson Schoof</td>
<td>$35.5M</td>
<td>$36.9M</td>
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<td>Breakwaters</td>
<td>$18.4M</td>
<td>$22.2M</td>
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<tr>
<td>Drifting</td>
<td>$9.1M</td>
<td>$14.4M</td>
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<tr>
<td>Pontoons etc.</td>
<td>$9.9M</td>
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<tr>
<td>Other</td>
<td>$1.3M</td>
<td>$8.9M</td>
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<tr>
<td>Total Shared Costs</td>
<td>$72.8M</td>
<td>$151.9M</td>
</tr>
</tbody>
</table>

*Note this includes contingency

- Construction timeframe related costs that drove the designs
- Design changes to wave break structures to achieve ‘tranquility’ requirements
- Costs associated with floating pontoons
- Increased dredging quantities and disposal costs
$31.2m already committed

- Concept and detailed designs
- Construction methodologies, planning and procurement
- Detailed cost estimating
- Supporting resource consent processes
- Preordering of materials:
  - Steel
  - Reinforcing
  - Precast
- Orders for plant and equipment:
  - Barges
  - Cranes
  - Work boats
  - Site establishment

Next steps
Optimised plan – December 2018

Questions?