



FIFA Women's World Cup 2023

Tāmaki Makaurau Auckland

HOST CITY REPORT



This report has been compiled by Host City Tāmaki Makaurau Auckland on behalf of Auckland Council, Tātaki Auckland Unlimited and Auckland Transport to document the activities and events the Host City undertook in support of the FIFA Women’s World Cup 2023 in Tāmaki Makaurau Auckland.

It was first published in January 2024.

Images contained in the report come from a variety of sources.

Front Cover: FWWC 2023 Opening at Eden Park, 20 July 2023. Credit: Hannah Peters, FIFA via Getty Images.

Inside front cover: Entrance to the FIFA Fan Festival on Queens Wharf

Table of Contents

Event overview	5
About the FIFA Women’s World Cup 2023.....	6
By the numbers.....	7
Who was involved	7
Host City Tāmaki Makaurau Auckland	7
Local FIFA Subsidiary	7
New Zealand Football.....	8
Central Government	8
Event evaluation.....	9
Tāmaki Makaurau Auckland’s role	10
Vision and Mission	11
Local and central government investment.....	12
Tāmaki Makaurau Auckland delivery	12
Working as one	13
Māori outcomes.....	14
Te Ao Māori and Reo showcasing.....	14
Manaakitanga	15
Ōhanga – prosperity and Mana wāhine.....	17
Cultural impact.....	19
Sustainability.....	19
Sustainability in Tāmaki Makaurau Auckland.....	19
Environmental impact	21
On the world stage.....	22
Marketing campaign	22
Dressing the region.....	24
Visitation	26
Positioning Tāmaki Makaurau Auckland as a major events destination	27
Economic impact	28
Cost benefit and GDP.....	28
Cost benefit comparisons with forecast.....	29
Event Delivery	30
Event infrastructure – training venue upgrades	30
Training venue use.....	31
FIFA Fan Festival	32

By the numbers.....	32
Transport.....	34
Last Mile.....	35
Regulatory and compliance	35
Event operations.....	36
Host City Tournament Operations Centre.....	36
Security	36
Volunteers.....	37
Leverage and legacy.....	38
Participation and perception of women’s sport.....	38
Build up events.....	39
One Year to Go.....	39
Unity Pitch.....	41
Toa Pitch	41
Wāhine leaders campaign.....	42
Trophy Tour.....	42
Te Hine O Te Kura Youth Symposium	42
Native Tree planting.....	43
Open team training sessions.....	43

EVENT OVERVIEW

The FIFA Women's World Cup 2023 (FWWC 2023) was jointly hosted by Australia and New Zealand and lasted 32 memorable days from 20 July to 20 August 2023. The largest women's sporting event in history, the FWWC 2023 surpassed expectations from the incredible opening match between New Zealand and Norway at Eden Park, with several history-making records being set in Tāmaki Makaurau Auckland. FWWC 2023 delivered more than New Zealanders hoped for and was hugely successful across all key measures.

Tāmaki Makaurau Auckland played a major role in Aotearoa New Zealand's co-hosting of FWWC 2023 across the Official Draw at the Aotea Centre in October 2022, co-hosted the Play-Off Tournament at North Harbour Stadium in February 2023, and nine World Cup matches at Eden Park between 20 July and 15 August 2023. Eight of the 32 participating teams also called Tāmaki Makaurau Auckland home through the group stage of the tournament.

FWWC 2023 was over five years in the making, from bidding in 2019, the awarding of the event to co-hosts Australia and Aotearoa New Zealand in 2020, to the planning and delivery undertaken by the Host City programme up to and including 2023. The task of bringing FWWC 2023 to life in Tāmaki Makaurau Auckland was the culmination of work by the Local FIFA Subsidiary, central government and many city stakeholders; including Tātaki Auckland Unlimited, Auckland Council, Auckland Transport, Auckland Airport, Eden Park, Trusts Arena, Aktive, Northern Region Football and football clubs as well as many of the city's accommodation providers. Ngāti Whātua Ōrākei also played a key role throughout – at Eden Park, leading pōwhiri for manuhiri, and in the city with the Wāhine Toa Takatini campaign and symposium.

Beyond the immediate economic benefits – a \$87.1m boost to the regions GDP and over 175,000 visitor nights - the FWWC 2023 has left a legacy for Tāmaki Makaurau Auckland with over \$18 million invested in upgrading pitches, lighting and facilities. These upgrades will continue to benefit local communities for years to come, providing access to high-quality sporting infrastructure for athletes of all ages and abilities.

The tournament was the catalyst for a surge in interest in women's sports, with 350,719 tickets issued across the nine Eden Park matches. The record crowd for a football match in Aotearoa New Zealand – women's or men's – was broken three times in Tāmaki Makaurau Auckland and a capacity crowd of 43,217 was achieved for the final three matches played at Eden Park. The FIFA Fan Festival, open from the beginning to the end of the FWWC 2023 at The Cloud on Queen's Wharf, attracted over 91,000 fan visits with its free access and family-friendly environment.

FWWC 2023 increased the global profile for the region and has solidified Tāmaki Makaurau Auckland's reputation as a world-class host city for major international events. From the matches and last mile activations at Eden Park, the FIFA Fan Festival, the volunteer programme, the international teams training at eight council community parks and football clubs across the region and the open team training sessions, to numerous build up events including the Trophy Tour and three welcome pōwhiri, the FWWC 2023 also captured the attention and hearts of thousands of Aucklanders.

Together we made history in Tāmaki Makaurau Auckland.

Nick Hill, CEO Tāmaki Auckland Unlimited – 15 December 2023

The FIFA Women's World Cup 2023™ exceeded expectations on all fronts, leaving a lasting positive impact on Auckland. The event showcased Auckland's position as a vibrant and dynamic region, but it also generated significant economic, social and cultural benefits. The tournament involved huge collaboration across the Auckland Council group and with wider city stakeholders, and we extend our appreciation to all our valued partners for their support in making it such a success. We are committed to leveraging this momentum to attract future major events and further strengthen Auckland's position on the global stage.

About the FIFA Women's World Cup 2023

FWWC 2023 was the largest women's sporting event in history, with 32 teams taking part for the first time.

Australia and Aotearoa New Zealand were awarded co-hosting rights to the FWWC 2023 on 26 June 2020 following a formal bidding process that began in 2019. The tournament took place across nine Host Cities – Auckland/Tāmaki Makaurau, Hamilton/Kirikiroa, Wellington/Te Whanganui-a-Tara, Dunedin/Ōtepoti, Adelaide, Brisbane, Melbourne, Perth and Sydney, with 64 games played over 32 days and spread across 10 different stadiums.

New Zealand's, and Tāmaki Makaurau Auckland's, hosting of FWWC 2023 involved three distinct events:

1. **FWWC 2023 Draw** in Tāmaki Makaurau Auckland on 22 October 2022.
2. **Play-Off Tournament for FWWC 2023 (inter-confederation play-offs)**, hosted in Tāmaki Makaurau Auckland and Kirikiriroa Hamilton between 17 February and 23 February 2023.
3. **FWWC 2023** co-hosted in Aotearoa New Zealand and Australia between 20 July and 20 August 2023, with 32 teams playing 64 games over 32 days in nine Host Cities. 16 teams were based in Aotearoa New Zealand, with eight based in Tāmaki Makaurau Auckland for the group stage of the tournament (including the Football Ferns). 29 matches were played across the four Host Cities in Aotearoa New Zealand with nine matches being played at Eden Park.

Host Cities played a key role in the delivery and success of FWWC 2023, working alongside the Local FIFA Subsidiary and central government. Host City roles were across core delivery responsibilities (outlined in Host City and Training Venue agreements with FIFA and New Zealand Football), and the programmes that they undertook to leverage the event for their region and for women's football and women's sport in general.

By the numbers

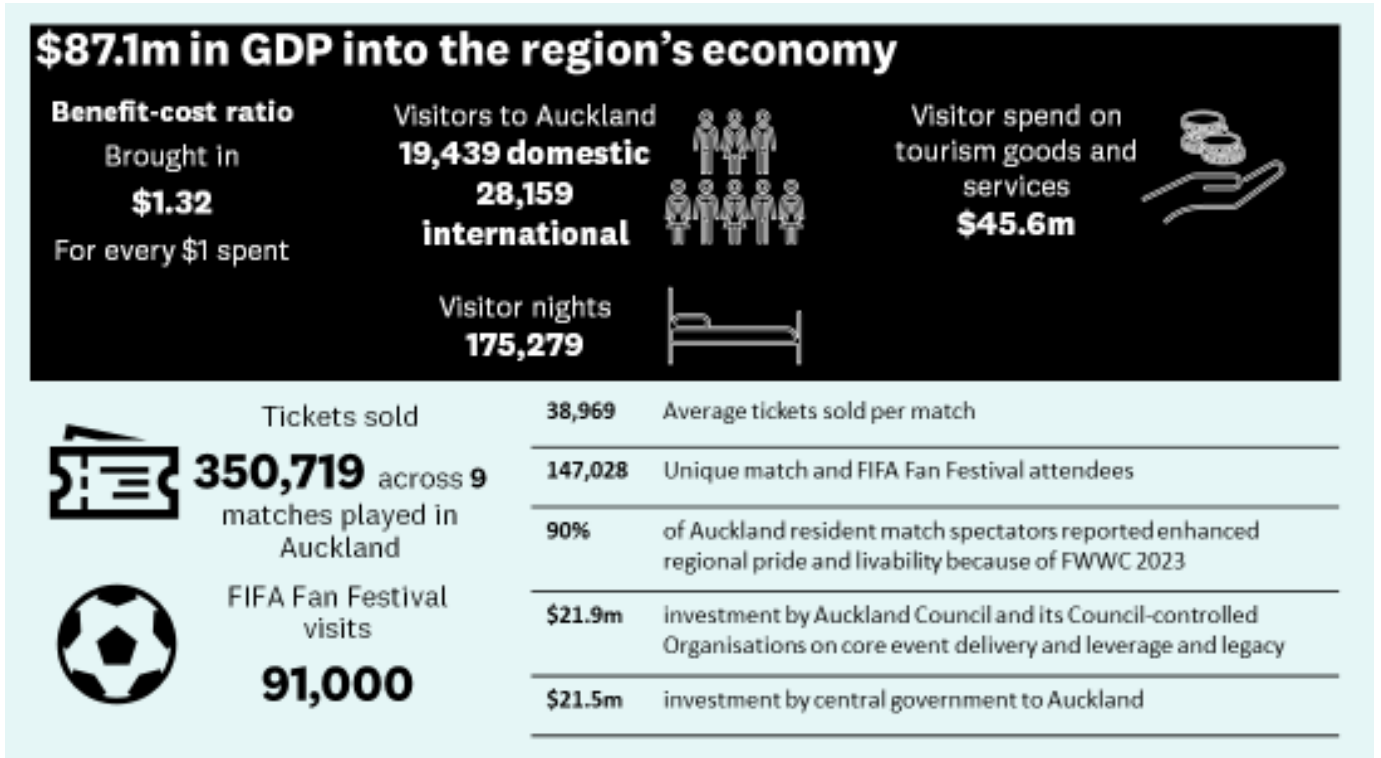


Figure 1: Summary of the key results for Tāmaki Makaurau Auckland

Who was involved

Host City Tāmaki Makaurau Auckland

As with other mega events, FWWC 2023 in Tāmaki Makaurau Auckland required a whole-of-Council, multi-year endeavour to deliver a safe, successful tournament, maximising participation across Tāmaki Makaurau Auckland and realising the economic and legacy benefits of hosting an event of this size and scale.

While Auckland Council contracted with FIFA (Zurich) and New Zealand Football for the delivery of the tournament and was the primary funder of the FWWC 2023 programme in Tāmaki Makaurau Auckland, it charged Tātaki Auckland Unlimited, as the major event delivery arm of Auckland Council, to be the lead agency for the planning and delivery of the Host City obligations and leverage and legacy activity.

The tournament involved a huge collaboration across the Auckland Council group and with wider city stakeholders, and the city extends its appreciation to its valued partners for their support in making it such a success.

Local FIFA Subsidiary

FIFA established a legal entity – FWWC2023 Pty Ltd as the central entity for the delivery of the tournament in Australia and Aotearoa New Zealand.

FIFA had responsibility for liaising with participating teams, including the use of training sites, the event broadcast and media, event marketing and ticket sales, the volunteer programme and event

transport and accommodation and the Main Operations Centre, in most instances through its subsidiary company the Local FIFA Subsidiary (LFS).

New Zealand Football

New Zealand Football (NZ Football), as the national governing body for the sport of association football in New Zealand, is a member of FIFA, and was appointed to co-organise FWWC 2023 with FIFA.

In addition to being the co-host of FWWC 2023 in Aotearoa New Zealand, and preparing the national team the Football Ferns, NZ Football had responsibility for planning and delivering the legacy from the event through its Legacy Starts Now plan.

Regional football associations also had a role in the delivery of the tournament in the Host Cities, including the embedding of the legacy starts now within each association area. In Tāmaki Makaurau Auckland, the Regional Sporting Organisation was Northern Regional Football.

Central Government

A significant number of central government agencies had a role in FWWC 2023 led by the Ministry of Business Innovation and Employment (MBIE).

MBIE worked closely with Host Cities; particularly on training venue requirements and directly funded Host Cities to ensure that funding wasn't an obstacle to the required upgrades being undertaken.

MBIE led the development of the [Puawānanga Leverage and Legacy programme](#) which leveraged Aotearoa New Zealand's role as co-hosts of FWWC 2023 to create a lasting legacy for our country.

MBIE also worked with the Department of Internal Affairs to establish The Hine te Hiringa – Empower Women Utilising FIFA Women's World Cup 2023 Fund to help celebrate women's achievement.

Other central government agencies with a key role in FWWC 2023 were:

Sport New Zealand –partnered with NZ Football to provide funding to assist with the delivery of gender equal changing room facilities at team training sites. Sport New Zealand also partnered with Host City Tāmaki Makaurau Auckland on the Hine O Te Kura Youth Symposium, which aimed to help break down menstrual equity barriers to participation in sport and education and the aspects of the programming at the FIFA Fan Festival.

NZ Police – in addition to the national Major Event Coordination unit within Police National Headquarters, District Police worked closely with Host Cities through designated FIFA District Commanders alongside usual District Commanders. In addition to their standard presence at all matches, of particular assistance to the Host City were reassurance patrols (dedicated Police focused on FIFA sites of significance such as team hotels, training sites, and venues such as the FIFA Fan Festival) and designated Police personnel who were assigned to travel with participating teams as Team Security Liaison Officers.

NZ Police were an integral partner to the LFS and Host Cities in realising a safe and secure event for residents as well as for event attendees.

Event evaluation

A range of post event reporting has been undertaken by Tāmaki Makaurau Auckland as Host City providing comprehensive overview of what was achieved as well as lessons learned to assist future events. A range of post event reporting has also been undertaken by MBIE for the tournament as a whole in Aotearoa New Zealand.

This report provides a summary of what was achieved at a Tāmaki Makaurau Auckland Host City level.

Independent research agency, Fresh Information Limited (Fresh Info) was contracted by Tātaki Auckland Unlimited on behalf of Auckland Council to evaluate the costs and benefits to Tāmaki Makaurau Auckland of hosting FWWC 2023. This includes a cost-benefit analysis of the economic, social, cultural and environmental impacts generated by the event. This report includes the highlights from the [FIFA Women's World Cup 2023 Impact Evaluation for Auckland](#) prepared by Fresh Info.

Fresh Info also produced impact reports for Aotearoa New Zealand and the other three New Zealand Host Cities - Hamilton, Wellington and Dunedin.

TĀMAKI MAKAUROU AUCKLAND'S ROLE

Tāmaki Makaurau Auckland played a major role in Aotearoa New Zealand's co-hosting of the FWWC 2023 across three key events – highlighting the region's profile and essential role as the country's epicentre for hosting international events.

In collaboration across the Council Group, Tāmaki Makaurau Auckland hosted the Official Draw at the Aotea Centre in October 2022, co-hosted the Play-Off Tournament, held at North Harbour Stadium in February 2023, and nine World Cup matches at Eden Park between 20 July and 15 August 2023.

Official Draw

The Official Draw was held in October 2022 at Aotea Centre with over 800 people in attendance. Ngāti Whātua Ōrākei formally welcomed FIFA, the teams, the officials, football legends, sponsors and media and the tournament to Aotearoa New Zealand with a pōwhiri held at Karanga Plaza in the Wynyard Quarter ahead of the official tournament Draw – a significant event on the international football calendar. A number of rangatira were at the pōwhiri, including FIFA President Gianni Infantino, FIFA Secretary-General Fatma Samoura, FIFA Chief Women's Football Officer Sarai Bareman, and the New Zealand and Australian Sports' Ministers.

Play-Off Tournament

The Play-Off Tournament was co-hosted in Tāmaki Makaurau Auckland and Kirikiriroa Hamilton from 17-23 February at North Harbour and Waikato stadiums. The final build up and delivery of the Play-Off Tournament took place during a State of Emergency in Tāmaki Makaurau Auckland owing to severe weather, however the tournament took place as planned. The six teams and referees based in Tāmaki Makaurau Auckland were welcomed by local iwi, Ngāti Whātua Ōrākei, at a pōwhiri which took place in the lower atrium of Spark Arena.

FWWC 2023

Tāmaki Makaurau Auckland hosted nine World Cup matches at Eden Park from 20 July – 15 August 2023; including the opening ceremony and match on 20 July and culminating in the last match in New Zealand the Semi Final on 15 August. A colourful programme of entertainment around the perimeter of Eden Park, enhanced the spectator experience and supported both public safety and wayfinding.

The World Cup also saw eight of the 32 participating teams call Tāmaki Makaurau Auckland home through the group stage of the tournament. The teams based in Tāmaki Makaurau Auckland were USA, the Philippines, Norway, Vietnam, Argentina, Italy, Portugal, and New Zealand, and all were welcomed by local iwi, Ngāti Whātua Ōrākei, at a pōwhiri which took place at Spark Arena.

11 training venues (nine community parks and North Harbour and Waitākere stadiums) across the region were upgraded to meet FIFA Tier 1 international tournament standards and gender equity requirements. More than \$18 million was invested in upgrades to pitches, lighting, clubroom facilities, and changing rooms, and Tāmaki Makaurau Auckland hosted over 120 training sessions for participating teams.

There were over 91,000 fan visits to the Tāmaki Makaurau Auckland FIFA Fan Festival at The Cloud on Queen's Wharf, which was open for the duration of the tournament and free for all ages. Highlights of the FIFA Fan Festival were a hosted schools programme, the Unity Pitch, a vibrant and unique, multi-coloured Futsal-sized astro-turf pitch, a poi activation in collaboration with Sport New Zealand, and an international media hub.

In addition to the enduring legacy for community sport of the training site upgrades, Tāmaki Makaurau Auckland’s leverage and legacy programme featured a campaign celebrating wāhine leaders across diverse fields, Te Hine O Te Kura Youth Symposium which broke down menstrual equity barriers to participation in sport and education, and hundreds of volunteers planted 5,000 native trees at Puhinui Reserve to celebrate FIFA and help make a positive impact on the environment.

Vision and Mission

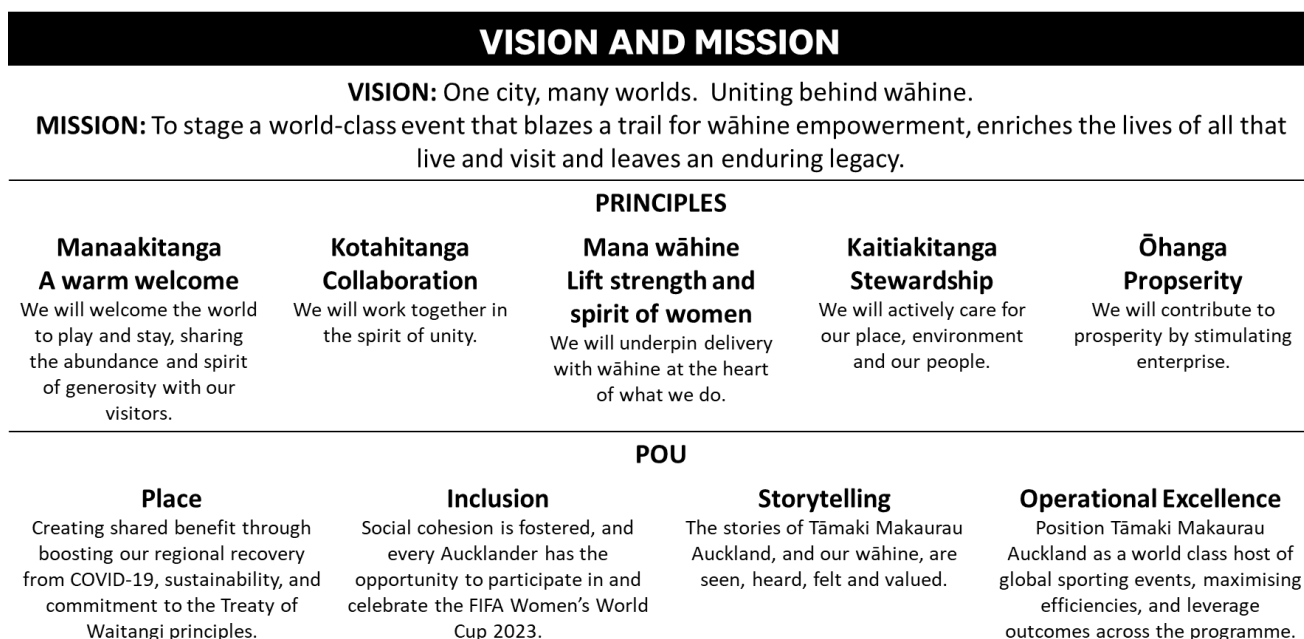
A wide range of stakeholders and partners from multiple entities were involved in the planning and delivery of FWWC 2023 in Tāmaki Makaurau Auckland. Key to achieving this was having a shared vision and mission, with principles and pou that all parties could work towards and align projects to.

Tāmaki Makaurau Auckland’s overarching goal for the event was to provide an **inclusive, sustainable and welcoming world class event, with the empowerment of women at its heart.**

This was summarised in the vision of ‘**One city, many worlds. Uniting behind wāhine**’, and Host City Tāmaki Makaurau Auckland’s role was to achieve this vision by staging ‘a world-class event that blazed a trail for wāhine empowerment, enriching the lives of all who live and visit and left an enduring legacy’.

Five principles with accompanying actions supported the delivery of four pou. All programmes and projects contributed to the achievement of the vision and mission by delivering to one or more of the pou.

Figure 2: Tāmaki Makaurau Auckland FWWC 2023 strategic framework



Local and central government investment

As with all major events, planning and delivering FWWC 2023 required a considerable investment of time, money and resources from a wide range of local and central government agencies. A summary of the key investments made in Tāmaki Makaurau Auckland and funding sources is as follows.

Delivering FWWC 2023 in Tāmaki Makaurau Auckland involved¹:

- \$21.9 million investment by Auckland Council and its Council-controlled Organisations on core event delivery and leverage and legacy.
- \$21.5 million of central government investment in FWWC 2023 allocated as a cost to Auckland taxpayers based on Auckland's share of the population.

Auckland Council's contribution of \$21.9 million was made up of:

- \$10.75m for the works required to consent, plan, and upgrade pitches, lights and clubrooms at the 11 training venues across the region. This included the allocation of \$2.7 million from the Auckland Council Sport and Recreation Facility Investment Fund, and planned Community & Parks works which were bought forward.
- \$6.74m for core delivery costs including transport services, the delivery of the FIFA Fan Festival and city operation costs to ensure safety and security, marketing and promotion, supporting activations and lead up events.
- \$4.42m of programme-wide administrative management and resource provided as value in kind across the Auckland Council group and across multiple years.

The Host City received \$7.9m of direct investment from central government into its programme, and funding was also secured from FIFA (\$2.6m) for venue rental, including for the Draw event and Play-Off Tournament match venue, and \$637,591 from other sources such as participating teams for additional services and upgrade works, and revenue from FIFA Fan Festival food and beverage and the Asia NZ Foundation for FIFA Fan Festival programming. A total of \$11m revenue was generated for the Host City programme from non-Council sources, comprising 49.7% of the total Host City delivery (of \$31m).

Tāmaki Makaurau Auckland delivery

As a Host City, Tāmaki Makaurau Auckland had a wide range of delivery responsibilities (outlined in its Host City and Training Venue agreements), including:

- The delivery of extensive training venue infrastructure upgrades to the eleven training venues across the region to meet FIFA Tier 1 international tournament standards.
- The delivery of the FIFA Fan Festival which was operational from 21 July to 20 August 2023 at The Cloud on Queens Wharf, providing a festival in football, music, entertainment, food, in addition to showing matches on a big screen.
- Supporting event transport operations (led by Auckland Transport) – including integrated ticketing, traffic management plans, and accredited travel for FIFA workforce and volunteers. Auckland Transport also supported FIFA with transport and coach parking provisions at team hotels and route optimisation for teams (e.g. between team hotels and Eden Park).

¹ FIFA Women's World Cup 2023 Impact evaluation for Auckland – December 2023; Fresh Information

- City beautification and readiness (e.g. minor repairs to footpaths, adjustments to cleaning and waste services).
- Major Events Management Act monitoring, compliance, and enforcement support through Auckland Council Regulatory Services teams.
- Airport and NZ Police operations liaison.
- Eden Park stadium perimeter activations and operations (match days only).
- Host City volunteer programme for the FIFA Fan Festival and stadium perimeter.
- Supporting FIFA’s promotion of the tournament on a nationwide, regional and local level, and the staging of Host City events.

In addition, the Host City was responsible for standing up a Host City Operations Centre (HCTOC) at tournament time, with the LFS operating a Main Operations Centre (MOC) across Aotearoa New Zealand.

The Host City obligations were successfully delivered, including:

- **Eleven training venues** were upgraded to FIFA standards with over **120 training sessions** held in Tāmaki Makaurau Auckland over the tournament period, including nine community parks with upgraded floodlights and playing fields. Gender-neutral upgrades, in line with Sport New Zealand guidelines, included cubicle showers, privacy screens, cubicle toilets, baby-change tables and accessible bathrooms.
- Over **91,000 fan visits** to the FIFA Fan Festival, which was open for the duration of the tournament and free for all ages.
- To encourage the use of public transport, travel to and from matches was free for all FWWC 2023 ticketholders. About **130,000** people used **special event bus and train services** to/from the North Shore, eastern and western suburbs and the CBD to get/from the nine matches in Tāmaki Makaurau Auckland. The Host City also provided complimentary accredited travel for FIFA workforce and volunteers.

Working as one

All elements of the Host City deliverables for the tournament involved significant collaboration across the Auckland Council group and with wider city stakeholders, to realise the vision of ‘One city, many worlds. Uniting behind wāhine’.

A bespoke programme governance and delivery structure was established that reflected Auckland Council as the primary funder of the FWWC 2023 programme in Tāmaki Makaurau Auckland, and the key role played by Council parks as nine of the 11 training venues, and Tātaki Auckland Unlimited’s role as Council’s lead major events agency for the planning and delivery of the Host City obligations and leverage and legacy activity.

The Host City governance and delivery structure operated in the lead up to the tournament, based around five programmes of work, being:

- **Programme Management & Governance** - led by the Programme Director, reporting to and supported by a Host City Steering Group (HCSG) made up of Auckland Council, Tātaki Auckland Unlimited and Auckland Transport senior executives.
- **Training Venues** – led by a Programme Manager Training Venues and supported by a Training Venues Working Group.

- **Host City Operations** – led by a Programme Manager Host City Operations and supported by a Host City Operations Working Group.
- **Leverage & Legacy** – led by a Programme Manager Leverage & Legacy and supported by a Leverage & Legacy Working Group.
- **Communications, Marketing & Engagement** – led by a Programme Manager Communications, Marketing & Engagement and supported by a Communications, Marketing & Engagement Working Group.

As well as comprising relevant Auckland Council group delivery representatives, working groups also comprised relevant LFS, government agencies based in Tāmaki Makaurau Auckland, (especially NZ Police and Waka Kotahi (the New Zealand Transport Agency)) and other key stakeholders in Tāmaki Makaurau Auckland.

At tournament-time, the HCSG operated as the Host City Incident Management Group, and the Communications, Marketing & Engagement Working Group operated as the Media and Communications Group for the Host City.

The working relationships between both internal and external parties established over the build-up created a valuable platform for a seamless, coordinated delivery at tournament-time, including for the operation of the Host City Tournament Operations Centre and incident management.

Māori outcomes

Having a strong Māori cultural theme running through FWWC 2023 was a shared objective between the LFS, MBIE, Host Cities, and mana whenua. Māori and First Nations’ culture was the inspiration behind the visual branding and identification of FWWC 2023.

Another key feature was the adoption of dual (English with Reo and First Nations) naming of the Host Cities and countries for the first time in a FIFA event. This was evident across all major touchpoints including stadia, FIFA Fan Festival sites, and media content delivered to domestic and international audiences. Manaaki was extended to visiting participants (FIFA and international teams and broadcasters) through pōwhiri lead by Ngāti Whātua Ōrākei.

Te Ao Māori and Reo showcasing

A snapshot of the Tāmaki Makaurau Auckland specific showcasing of te Ao Māori and Reo included:

- Various initiatives at the FIFA Fan Festival including: a bespoke design of the venue’s entrance carpet and bi-lingual signage throughout the FIFA Fan Festival; storytelling opportunities for mana whenua with Kapa Haka, pōwhiri for the opening of the Fan Festival site and digital content; and poi workshops (supported by Sport New Zealand funding) which proved to be one of the most popular activations.
 - **90%** of artists performing at the FIFA Fan Festival were from Aotearoa New Zealand, with **81%** from Tāmaki Makaurau Auckland itself and **31% identifying as Māori**.
- Talent selection and Te Reo subtitles for the [Wāhine Leaders campaign](#), showcasing female leaders speaking about their careers, communities and what hosting the FWWC 2023 in Tāmaki Makaurau Auckland means to them.
- Hine O Te Kura Youth Symposium, which broke down menstrual equity barriers to participation in sport and education; through speaker selection and attendee participation; with the primary target market being Māori and Pasifika (30% of attendees identified as Māori, exceeding the Māori participation target by 15%), and symposium content including tikanga, Te Ao Māori ikura (periods) session and poi learning session.

- Native tree planting at Puhinui Reserve, South Auckland to celebrate the unity of the 32 nations represented in the FWWC 2023, with tikanga, including inclusion of the Tino Rangatiratanga flag (national Māori flag) alongside participating teams' national flags and the inclusion of a Māori biodiversity session in the programme.
- Creative concept and talent selection for the local and domestic marketing campaign – see detail under the Unite in Auckland marketing campaign.



Figure 3: Performers at the FIFA Fan Festival

Dual language signage was also installed across all training venues welcoming teams to their 'home away from home' during the tournament.



Figure 4: Team base camp signage

Manaakitanga

As well as being a core principle of Tāmaki Makaurau Auckland's vision and mission, manaakitanga – a warm welcome is an essential element of Te Ao Māori.

Manaaki to visiting international participants (FIFA and teams) was provided through pōwhiri led by Ngāti Whātua Ōrākei for the Draw event, the Play-off Tournament and the FWWC 2023.

The Draw pōwhiri was held at Karanga Plaza in Tāmaki Makaurau Auckland on 21 October 2022 to officially welcome the FWWC 2023 to Aotearoa New Zealand ahead of the Draw. Representatives from FIFA (including the FIFA President and Secretary General), international media and team representatives from the 39 qualified teams for the tournament and Play-Off Tournament were welcomed by Ngāti Whātua Ōrākei.

The six teams and tournament referees and officials based in Tāmaki Makaurau Auckland for the Play-off Tournament were welcomed by Ngāti Whātua Ōrākei, at a pōwhiri which took place in the lower atrium of Spark Arena on 16 February 2023.

The eight teams based in Tāmaki Makaurau Auckland for FWC 2023, FIFA and International media were welcomed by Ngāti Whātua Ōrākei, with almost 500 attending a pōwhiri which took place at Spark Arena on 15 July 2023.



Figure 5: Ngāti Whātua Ōrākei and FIFA President at the Draw pōwhiri.
Credit: Hannah Peters, FIFA via Getty Images.



Figure 6: Pōwhiri for the Play-Off Tournament teams led by Ngāti Whātua Ōrākei.



Figure 7: Pōwhiri for the Tournament teams led by Ngāti Whātua Ōrākei.
Credit: Hannah Peters, FIFA via Getty Images.

Ōhanga – prosperity and Mana wāhine

Wāhine Toa Takatini – campaign and symposium

As part of Central Government’s Puawānanga Leverage and Legacy fund, Ngāti Whātua Ōrākei delivered a digital billboard campaign and held a symposium to celebrate successful wāhine toa and honour the knowledge, experiences and achievements of wāhine Māori.

The Wāhine Toa Takatini billboard campaign occurred over 14 – 20 August 2023 and featured 17 billboards, 13 portraits and 25 Wāhine Toa, with a net reach of 351,058 unique audience contacts.

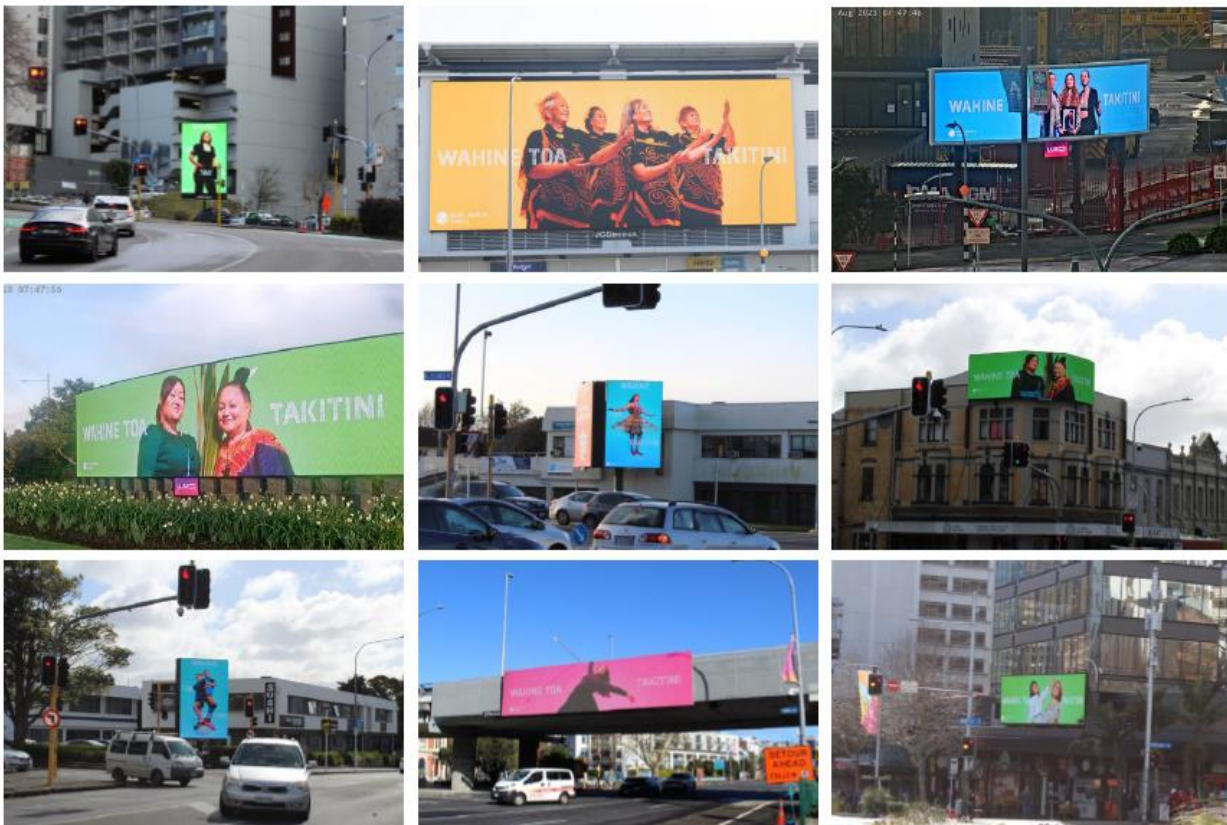


Figure 8: Images of Wāhine Toa billboards from Ngāti Whātua Ōrākei Puawānanga post event report.

The Wāhine Toa Takatini – Symposium was held on 15 August 2023 at the Akarana Hyundai Marine Sports Centre on Tāmaki Drive, and was attended by over 200 in person, over 300 on-line and has received over 4,000 views of the online video.



Figure 9: Images of Wāhine Toa symposium from Ngāti Whātua Ōrākei Puawānanga post event report

Whāriki

Whāriki, the Māori Business Network, worked with Tātaki Auckland Unlimited to showcase pakihi Māori to international visitors to Tāmaki Makaurau Auckland.



FOOD & DRINK
20 Māori Businesses To Help You Celebrate the FIFA Women's World Cup 2023 in Tāmaki Makaurau



THINGS TO DO
8 Epic Ways To Embrace The FIFA Women's World Cup
[Read More >](#)

Figure 10: Extract from Urban list EDM showcasing pakihi

Cultural impact

To evaluate the effectiveness of the public facing initiatives, questions were included in the post-event survey of match and fan festival spectators to determine whether respondents felt there was a strong Māori cultural theme within the event.

The survey results showed that **75%** of match spectators and **59%** of FIFA Fan Festival spectators in Tāmaki Makaurau Auckland felt there was a **strong Māori cultural theme** running through the event.

Sustainability

A Host City programme-wide approach was taken to sustainability approaches and practices guided by FIFA's overarching Sustainability Strategy Priorities and Actions as well as Auckland Council and Tātaki Auckland Unlimited's sustainability guides.

FIFA's Sustainability Strategy for the FIFA WWC 2023 was led out of Australia by Dr Sheila Nguyen, Head of Sustainability. At the time of writing FIFA's WWC 2023 Sustainability post event report has yet to be released and therefore there are limited results which can be incorporated into this report.

Sustainability in Tāmaki Makaurau Auckland

The key sustainability elements progressed in Tāmaki Makaurau Auckland through the Host City programme relate primarily to the team base camp training sites and the FIFA Fan Festival. As neither match venues or accommodation were the responsibility of the Host City, these are not covered in this report.

The key elements of Host City sustainability practices that took place at the training sites and FIFA Fan Festival are as follows.

Sustainable procurement

All Host City controlled procurement for FWWC 2023 focused on supplier diversity, local supplier, zero waste and net zero carbon in line with Auckland Council's procurement guidelines.

Environmental protection

At the FIFA Fan Festival:

- All technical equipment and resource was hired from local suppliers with the objective of reducing the site's CO2 footprint (in comparison with being sourced from outside Tāmaki Makaurau Auckland).
- Where temporary structures were required, they were predominantly built using reusable truss construction to ensure their reuse after the event. Where this was not possible the structure was disposed of in an environmentally conscious manner.
- All furniture, infrastructure and purchases were tracked to ensure their end-of-life plan was environmentally sustainable. Where assets had to be purchased rather than rented, they were either sold or donated to ensure they did not become landfill.
- All suppliers of branded coverings used only environmentally-friendly, recyclable and/or reusable materials.
- Attendees and staff were encouraged to utilise public transport and low-emission transport modes to access the site. A predominantly local crew and talent was used to reduce travel emissions.

At training sites:

- The sport field renovation at Keith Hay Park required the installation of irrigation. Six in-ground rain-water capture tanks were installed to pull water from the clubroom roof and stored water is used to irrigate the field.
- Across all training venues LED lights were installed which use less power than traditional halogen lights. LED lights can also be dialled back through the council booking system to use less power for training (100 Lux) than for matches (300 Lux).

Sustainable waste management

Sustainable waste management initiatives that were deployed at the FIFA Fan Festival included:

- No single use water bottles, cutlery, straws or throwaway promotional materials were permitted on site.
- The Cloud was equipped with 22 rubbish stations as well as a waste sorting area outside public areas to ensure rubbish was disposed of as either organic, recyclable, or general.
- Clean Event was employed to deliver the waste management plan and staff were onsite each day to empty bins and keep the venue clear of litter.
- 99% of furniture was rented, 97% of the site's branding and signage were made of recyclable materials, with all cups, plates and cutlery for artist riders being reusable, recyclable or biodegradable.
- All suppliers were briefed to use only environmentally friendly, recyclable and/or reusable materials to ensure temporary structures could be disposed of sustainably post event.
- All materials at the end of the event that were leftover were collected by Auckland Live to use for future events or donated to charities.

The training venues programme accumulated around 10km of scrim from both the Play-Off Tournament as well as the main tournament (a mixture of standard 70% and 90% shade cloth as well as standard weed mat). The scrim material was successfully repurposed to the community led Kaipatiki Project after the tournament.

By creatively reusing event scrim for things such as community projects, not only was the environmental footprint reduced, it also fostered a sense of community engagement and sustainable practices among stakeholders. This added to the dedication to leaving a positive and lasting impact beyond the event itself, emphasising the Host City's commitment to both environmental and community sustainability.

The Toa Pitch structure, created for the Host City as a key means of event promotion and community engagement, was repurposed by the company that built it, therefore did not end up as waste.

Carbon emissions attributable to FWWC 2023

An unintended consequence of a major event like FWWC 2023 is production of additional greenhouse gases through the travel, tourism and operational activity they create. Fresh Information's Impact Evaluation for Auckland report² calculated the amount and value of additional carbon emissions produced, as part of the cost analysis for the cost benefit calculation.

² Section 5.4.1, FIFA Women's World Cup 2023 Impact Evaluation for Auckland - December 2023, Fresh Information

The results of the CO2e analysis was that FWWC 2023 attendees³ produced around 79,411 tonnes of CO2e across event operations, international transport, domestic transport and other tourism related activity, with international transport being the largest source due to long-haul travel, and the spectators as the dominant source.

Around 50% of the CO2e attributable to FWWC 2023 has been allocated to Tāmaki Makaurau Auckland based on ticketing data. The CO2e estimate has been included in the cost benefit calculation as a monetised cost.

At the time of writing FIFA's WWC 2023 Sustainability post event report has yet to be released and therefore FIFA's own assessment of the FWWC 2023 carbon footprint is not available.

Environmental impact

To evaluate the effectiveness of the waste management initiatives, sustainability messaging and availability of low carbon options for transport across all FWWC 2023 events and venues in Tāmaki Makaurau Auckland, questions were included in the post-event survey of match and fan festival spectators to determine respondents' satisfaction.

- **77%** of match spectators, **86%** of Fan Festival attendees and **72%** volunteers were satisfied with the waste management initiatives in and around FWWC 2023 venues in Tāmaki Makaurau Auckland.
- **61%** of match spectators, **77%** of Fan Festival attendees and **62%** volunteers were satisfied with the availability of low carbon options for transport to/from FWWC 2023 venues in Tāmaki Makaurau Auckland.
- **58%** match spectators, **71%** of Fan Festival attendees and **67%** volunteers were satisfied with the sustainability messaging in and around FWWC 2023 venues in Tāmaki Makaurau Auckland.

³ Attendees includes FIFA, Host City, teams, broadcast and media, volunteers and spectators.

On the world stage

An event on the scale of FWWC 2023 presents opportunities beyond the sporting spectacle and is a platform to share what makes Tāmaki Makaurau Auckland unique with domestic and global audiences.

To support the promotion of the tournament on a nationwide, regional and local level in the years leading up to and during FWWC 2023, a multi-agency effort saw hundreds of stories shared around the world, with coverage on the One Year to Go activation, the Draw, the Play-Off Tournament and the World Cup itself. Tāmaki Makaurau Auckland and New Zealand stories featured in the likes of the *New York Times*, *BBC*, *CNN*, *The Guardian*, and *The Times*.

At tournament time, the Host City ran a media centre based at the FIFA Fan Festival for both domestic and international media. The media centre was operational for 24 days during the tournament and offered workstations, dedicated wireless and a secure area for media to set up equipment for content capture and live crosses.

There were over 200 international and domestic media accredited to the FIFA Fan Festival, making broadcasts in the build up to, during and after matches shown in Aotearoa New Zealand and in Australia, including on days when the FIFA Fan Festival was closed to the public. Over thirty international media outlets utilised the media hub.

The FWWC 2023 also generated unprecedented levels of media coverage for women's sport in New Zealand, according to a study by Sport New Zealand and Isentia analysing television, radio, print and online sports coverage over the duration of the tournament. The study found that the FIFA Women's World Cup had the highest impact on gender balance since the survey began in 2019.

During the event, coverage of women's sports accounted for 45.5% of all sports news in New Zealand, equal to that for men for the first time and the highest since studies began. This was an increase of 29% since July 2022⁴.



Figure 11: Media broadcasting live from the FIFA Fan Festival. On the left CNN reporter and Seven Sharp on the right

Marketing campaign

Tāmaki Makaurau Auckland invested in a 'Unite in Auckland' domestic marketing campaign focussed on promotion of the tournament, Host City events and Tāmaki Makaurau Auckland as a destination. The campaign had a wide range of activity across owned, earned, shared and paid

⁴ Source: Sport New Zealand's media and gender study in conjunction with Gemba.

channels (including Out of Home – posters, digital billboards and street furniture; radio; social, digital advertising on YouTube, TVNZ and Stuff focused on fly/drive markets, and SEO).

The focus of the Unite in Auckland campaign was on promoting the role of Tāmaki Makaurau Auckland as a key host city, with a strong Te Ao Māori and multi-cultural focus. Alongside this was a Fan Festival marketing campaign, focussed on out of home – billboards and street furniture, and lightboxes in Te Komititanga Square.

This use of Te Reo Māori flowed through to [an event microsite](#), with the primary call-to-action for the campaign driving traffic to this site.

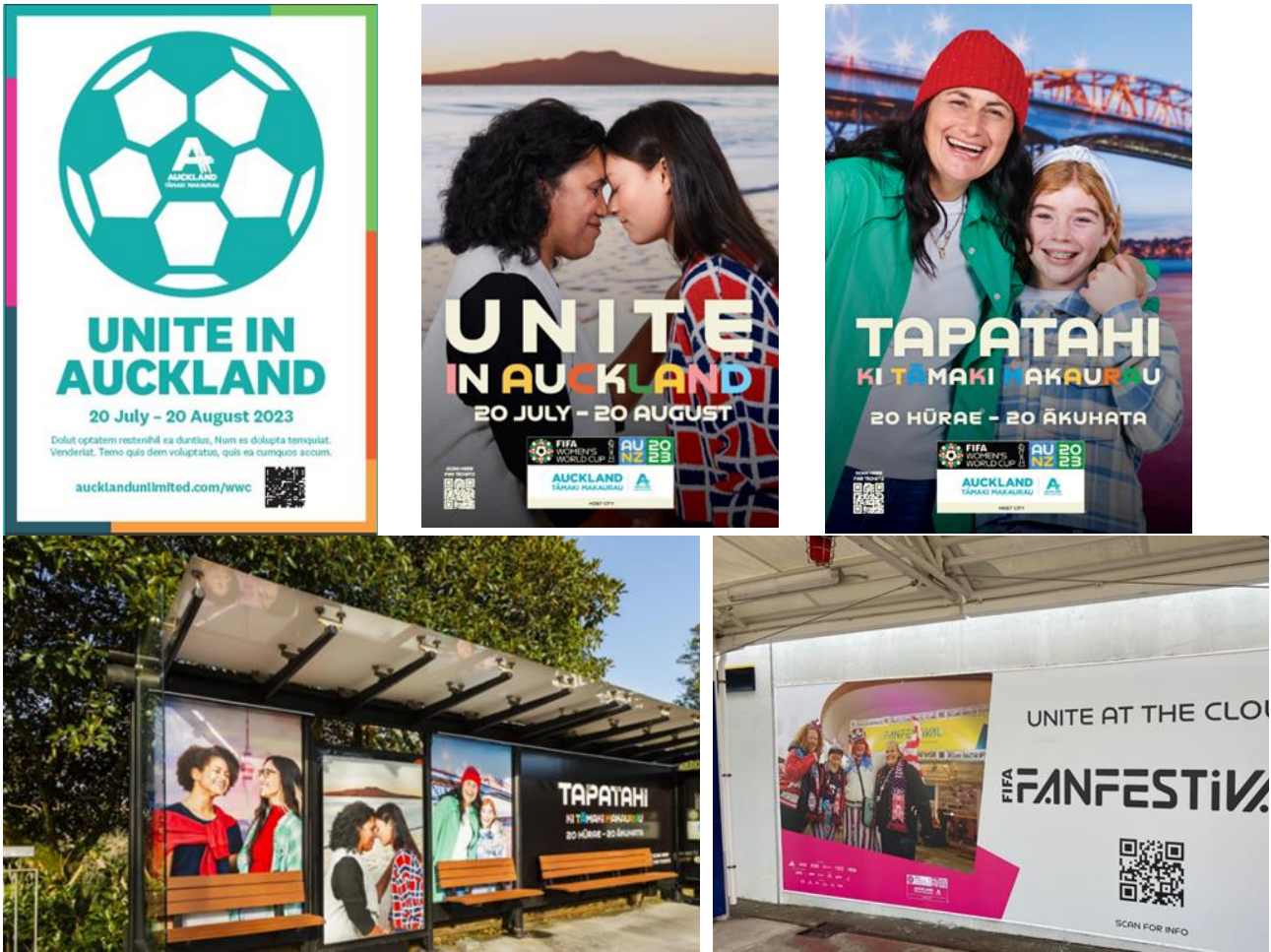


Figure 12: Unite in Auckland: Top: Hero campaign image in English and Te Reo. Bottom: executions on street furniture (left) and at Kingsland station (right).



Figure 13: Host City Billboard

Dressing the region

To promote the event, and to add vibrancy through the event period, key transport routes and parts of the region were dressed in branding relating to the FWWC 2023 and Tāmaki Makaurau Auckland.

City assets (e.g. Harbour Bridge, Sky Tower, Auckland Museum) were lit in the tournament colours, and captured in the helicopter footage for the international television feed which was broadcast to hundreds of millions of people around the world.

The Host City led the development of the business and community dressing programme which included street flags, bunting and decals for businesses and the community to use to show their support without breaching the Major Events Management Act 2007 requirements.

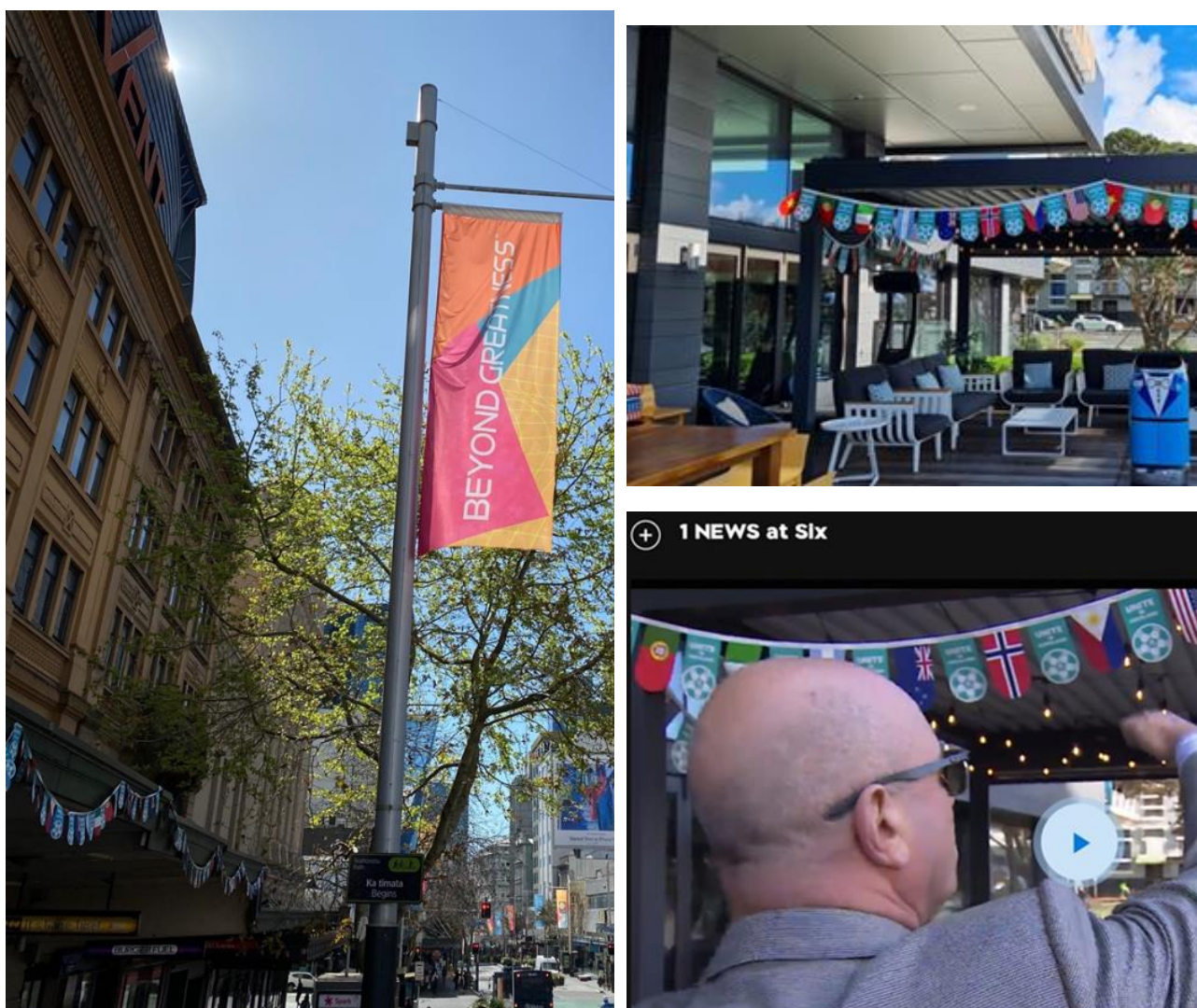


Figure 14: City Dressing flags example on Queen St (left), and business dressing / bunting (right)

By the Numbers:

- A provisional estimate of approximately **\$8.6 million** worth of media exposure was generated for Tāmaki Makaurau Auckland⁵, based on estimating the expected future tourism benefits caused by the media exposure using a conversion-based approach.
- An analysis of coverage published measuring volume in the 353 days between 13 September 2022 and 31 August 2023 found **14,063** direct mentions of the FWWC 2023 and women’s football in Tāmaki Makaurau Auckland. This coverage reached a cumulative potential reach of 940,279,777 and an Advertising Standard Rate of **NZD\$115,897,117**.
- Over **6,000** sites across Tāmaki Makaurau Auckland were **dressed** for the Draw, Play-off Tournament and FWWC 2023.
- A partnership with Auckland Airport saw multiple internal and external airport assets dressed to welcome delegates to the Draw, the Play-off Tournament and FWWC 2023.
- Over **500** street flags which were so popular with the public that the majority were gifted to the football community at the event’s conclusion.
- The Harbour bridge lights were activated for a total of 17 nights through the tournament. The online livestream of the show reached 24,400 and engaged 1,734 viewers on the opening night of the FIFA WWC 2023.



Figure 15: Dressing at Auckland airport.

⁵ Source: Fresh Information. Provisional - awaiting final audience estimates from FIFA. The dedicated audience for FWWC 2023 was estimated by media monitoring agency Nielsen to be 1.39 billion. This was around 25% larger than the audience of 1.11 billion for FWWC 2019. The dedicated audience includes those who watched live coverage, delayed coverage, or highlights of FWWC 2023 on TV or through FWWC 2023’s digital channels.



Figure 16: External dressing at Auckland airport. Image on the right sourced from Auckland Airport.

Visitation

One of the key drivers of economic benefit to Tāmaki Makaurau Auckland of hosting FWWC 2023 was the amount of additional tourism expenditure the event created⁶. Estimating this required a detailed understanding of the domestic and international tourism activity created by FWWC 2023 in Tāmaki Makaurau Auckland. The visitor activity created by FWWC 2023 was also an important input into the carbon emission estimates in Section 5.4.

Fresh Info identified the number, composition, and tourism behaviour of domestic and international visitors whose main reason for travelling to Tāmaki Makaurau Auckland was attending FWWC 2023. This excludes domestic and international visitors who attended FWWC 2023 but were not attracted to Tāmaki Makaurau Auckland by the event. The exclusion of these attendees means that the visitor numbers presented below are in some cases lower than the unique attendee estimates presented earlier.

40,982 visitors⁷ were attracted to Tāmaki Makaurau Auckland by FWWC 2023⁸, made up of:

- **16,848 domestic visitors** and **24,134 international visitors**. 96% of international visitors were spectators.
- Of the 22,623 international spectators, **14,820 (65.5%) were from the USA**, 2,762 (12.2%) were from Australia, with the remaining 5,050 (22.3%) were from other countries.

It is important to note that some visitors travelled to Tāmaki Makaurau Auckland more than once to attend FWWC 2023. In such cases the visitor is only counted once (because it is the same visitor each time), but their visitor nights and expenditure are determined cumulatively across the duration of the event (total visitor nights and expenditure across all their visits).

In addition, anecdotal feedback on the tournament was:

- the average (actual) commercial accommodation occupancy in Tāmaki Makaurau Auckland for the period from Thursday 20 July to Saturday 12 August 2023 was **75.0%**, representing an **increase of 51.4%** in bookings in comparison to the same period for the previous year (49.7%).
- Tāmaki Makaurau Auckland tourism operators reported a significant increase in bookings in July and August, with some operators fully booked for long periods throughout the tournament.

⁶ Source: FIFA Women's World Cup 2023 Impact Evaluation for Auckland - December 2023, Fresh Information

⁷ Visitors includes FIFA, teams, broadcast and media, volunteers and spectators.

⁸ Not all domestic and international attendees were attracted to Tāmaki Makaurau Auckland by the event.

Visitor spend

Expenditure by visiting FWWC 2023 attendees was a major source of financial benefit for Tāmaki Makaurau Auckland. This included FIFA, teams, independent broadcaster and media staff, volunteers and spectators.

Total expenditure in Tāmaki Makaurau Auckland by visiting FWWC 2023 attendees was \$45.6 million. This included \$40.3 million on traditional tourism goods and services (accommodation, meals, transport, retail shopping etc) and \$5.4 million on goods and services that were of a business nature or not for personal consumption. Spectators were the largest source of expenditure in Tāmaki Makaurau Auckland at \$34.5 million (75.5% of total expenditure by visiting attendees), followed by FIFA at \$4.8 million (10.5%).

Table 1: Additional expenditure in Tāmaki Makaurau Auckland by visiting FWWC 2023 attendees (\$m)

Source: Fresh Info: Surveys of spectators and volunteers, FWWC 2023 stakeholder surveys and interviews

Attendee group	Tourism goods & services	Non-tourism goods & services	TOTAL	Share
FIFA and Host City	\$0.3	\$4.5	\$4.8	10.5%
Teams	\$3.4	\$0.9	\$4.2	9.3%
Broadcast & media	\$2.1	\$0.0	\$2.1	4.7%
Volunteers	\$0.0	\$0.0	\$0.0	0.0%
Spectators	\$34.5	\$0.0	\$34.5	75.5%
TOTAL	\$40.3	\$5.4	\$45.6	100.0%
Share	88.3%	11.7%	100.0%	

Positioning Tāmaki Makaurau Auckland as a major events destination

Tāmaki Makaurau Auckland’s role in hosting the FIFA Women’s World Cup 2023 helped demonstrate its capability in successfully hosting mega events.

Visitor⁹ perceptions of Tāmaki Makaurau Auckland:

- **23%** of visiting FWWC 2023 match spectators, **73%** of visiting FIFA Fan Festival spectators and **51%** of visiting volunteers agreed or strongly agreed that attending FWWC 2023 improved their **perception of Tāmaki Makaurau Auckland as a place to live.**
- **42%** of visiting FWWC 2023 match spectators, **86%** of visiting FIFA Fan Festival spectators and **51%** of visiting volunteers agreed or strongly agreed that attending FWWC 2023 improved their **perception of Tāmaki Makaurau Auckland as a place to visit.**
- **18%** of visiting FWWC 2023 match spectators, **55%** of visiting FIFA Fan Festival spectators and **39%** of visiting volunteers agreed or strongly agreed that attending FWWC 2023 improved their **perception of Tāmaki Makaurau Auckland as a place to do business.**

Tāmaki Makaurau Auckland residents also considered FWWC 2023 had a positive impact on the city with the post-tournament survey indicating that:

- **90%** of match spectators, **88%** of FIFA Fan Festival spectators and **95%** of official volunteers living in Auckland thought that hosting FWWC 2023 **increased their pride in Auckland.**

⁹ Match spectators results are from domestic visitors only, FIFA Fan Festival spectators and volunteers results are from all visitors.

- **90%** of match spectators, **88%** of FIFA Fan Festival spectators and **96%** of official volunteers living in Auckland thought that hosting FWWC 2023 made Auckland a **more enjoyable place to live**.

Economic impact

Cost benefit and GDP

The net benefit to Tāmaki Makaurau Auckland of hosting FWWC 2023 was **\$48.9** million, with a benefit-cost ratio of **1.32**. This is based on both financial impacts (from actual or expected financial transactions) and non-financial impacts (unpriced social, cultural or environmental effects). Key drivers of cost are government investment (local and central), attendance (including those involved in delivering the event), visitation and visitor nights, and additional expenditure attributable to the event (such as from domestic event operations and visiting attendees).

Other monetised impacts that are taken into account in the calculation of cost benefit include carbon emissions, media exposure benefits, non-attendee benefits, avoided future costs and other benefits (such a prize money paid to the Football ferns).

A full analysis of the economic impact FWWC 2023 to Auckland, expressed both in terms of the cost-benefit ratio and impact on regional GDP, is provided in the FIFA Women’s World Cup 2023 Impact evaluation for Auckland¹⁰.

Table 2: Comparison of realised and projected impacts for Auckland

Source: Fresh Info: FIFA Women’s World Cup 2023 Impact evaluation for Auckland (2023), FWWC 2023 Pre-Event Evaluation (2019)

Measure	Realised (2023)	Projected (2019)	Variance	Percentage variance
Gross cost (\$m)	\$154.8	\$80.1	\$74.7	93%
Gross benefit (\$m)	\$203.6	\$100.3	\$103.4	103%
Net benefit (\$m)	\$48.9	\$20.2	\$28.7	142%
Benefit-cost ratio	1.32	1.25	0.07	5%
Visitor nights	175,279	129,663	45,616	35%
Change in Auckland GDP (\$m) ¹¹	\$87.1	\$59.0	\$28.1	49%

FWWC 2023¹² delivered the following key results in Tāmaki Makaurau Auckland:

- A **regional GDP** benefit of **\$87.1 million** (an increase of 45% above the \$59.9 million forecast in 2019), and a total of **175,279 visitor nights** (an increase of 35% above the forecast of 129,663 in 2019).

Delivering FWWC 2023 in Tāmaki Makaurau Auckland involved:

- \$21.9 million investment by Auckland Council and its Council-controlled Organisations on core event delivery and leverage and legacy.

¹⁰ FIFA Women’s World Cup 2023 Impact evaluation for Auckland – December 2023; Fresh Information

¹¹ Regional GDP is not part of the cost-benefit analysis but has been included in this table because it is a KPI for Tātaki Auckland Unlimited.

¹² Comprising the FWWC 2023 Draw in Auckland in October 2022, the Play-Off Tournament in February 2023 and FWWC 2023 itself in July and August 2023.

- \$21.5 million of central government investment in FWWC 2023 allocated as a cost to Auckland taxpayers based on Auckland’s share of the population.

\$117.6 million of additional expenditure occurred in Tāmaki Makaurau Auckland due to the hosting of FWWC 2023. This excludes expenditure by Auckland residents and businesses. Additional expenditure was generated through two main channels:

- \$72 million expenditure required to plan and deliver the event (event operations), driven by new money into Auckland economy from elsewhere in New Zealand (eg Government) and overseas (eg FIFA).
- \$45.6 million through expenditure in Tāmaki Makaurau Auckland by visiting FWWC 2023 attendees. This includes \$40.3 million on traditional tourism goods and services (accommodation, meals, transport, retail shopping etc) and \$5.4 million on goods and services that were of a business nature or not for personal consumption.

Cost benefit comparisons with forecast

Comparisons have been made between the projected impacts on Tāmaki Makaurau Auckland (produced in 2019) and the realised impacts presented in the [FIFA Women’s World Cup 2023 Impact Evaluation for Auckland](#)¹³.

Released gross costs were \$74.7 million (93%) higher than projected and realised benefits were \$103.4 million (103%) higher. The realised net benefit was \$28.7 million (142%) higher than projected and the realised benefit-cost ratio was 7 basis points (5%) higher than projected.

Reasons for these variances include:

- The inclusion of Draw and Play-Off Tournament costs and benefits in this evaluation (these were not included in the 2019 projections as they hadn’t been awarded to New Zealand or Tāmaki Makaurau Auckland at that stage).
- The inclusion of non-attendee benefits in the evaluation (non-attendee benefits were not considered in the 2019 projections).
- The teams that were drawn to play in New Zealand. This was not finalised until February 2023 following the Play-Off Tournament. Tāmaki Makaurau Auckland benefited from hosting the United States team which was accompanied by a large group of travelling supporters.
- Changes in central and local investment levels during the planning phase as the requirements and opportunities of co-hosting FWWC 2023 became more certain.

¹³ Source: FIFA Women’s World Cup 2023 Impact Evaluation for Auckland, December 2023. Fresh Information.

EVENT DELIVERY

FWWC 2023 in Tāmaki Makaurau Auckland required a collaborative work programme between the LFS, central government the Auckland Council group and many other city stakeholders.

Event delivery focused on the planning and integration requirements outside of the match venue and covered the following key areas:

- Training venue infrastructure upgrades and team training sessions
- The FIFA Fan Festival
- Transport services
- Last Mile activations
- Regulatory and compliance
- Event operations
- Volunteers

Event infrastructure – training venue upgrades

Across the tournament, significant investments were made in stadium, community parks and football club infrastructure in Tāmaki Makaurau Auckland to comply with FIFA’s Tier 1 international requirements. Many of these changes will be long-lived, resulting in better facilities for football clubs and safer and more appropriate environments for women.

Community sport in Tāmaki Makaurau Auckland has benefitted from upgrades to 13 sports fields and the installation of pitch lighting at eight training venues (from Māngere and Papakura to Ellerslie, New Lynn, and Brown’s Bay), rebuilt or upgraded to meet FIFA and team requirements for the tournament. The quality of these sports fields is unprecedented, and Auckland Council is working with clubs to retain the quality of these surfaces for the benefit of local communities.

Some of the park upgrades involved wider improvements such as the installation or upgrade of new paths, planting, fencing, car parks, and internal access roads suitable for use by heavy vehicles.

The new LED lights installed at eight training venues meet New Zealand Football National League competition requirements, and there are now an additional 15 floodlit fields adding over 60 hours a week to Tāmaki Makaurau Auckland’s sports field network, supporting the development of strong clubs and healthier communities.

Clubroom facilities were upgraded at nine clubs in Tāmaki Makaurau Auckland to support the participation of women and girls at club level. Gender-neutral upgrades, in line with Sport New Zealand guidelines, included cubicle showers, privacy screens, cubicle toilets, baby-change tables, and accessible bathrooms.

By the numbers:

- 17 new changing rooms, with 30 more upgraded
- Four new referees changing rooms, with four more upgraded
- 58 new cubicle showers and 40 new partition showers
- Four new accessible toilets/showers with baby change tables
- 37 new cubicle toilets, with 31 more upgraded
- Four new storage facilities for club equipment

Football clubs also contributed just over \$2m from community fundraising¹⁴ and an estimated 6,500 of volunteer hours to infrastructure upgrades and readying facilities for FWWC 2023 which were outside of the official volunteer programme.

The funding for the training venue upgrades came from a variety of sources, including Auckland Council, central government, charities, and contributions from local football clubs. The investment into nine community parks and two stadiums (North Harbour Stadium and Waitākere Stadium) has left a strong legacy for grassroots sport in Tāmaki Makaurau Auckland.

Central government also invested directly in upgrades at Eden Park (independently of Auckland Council).

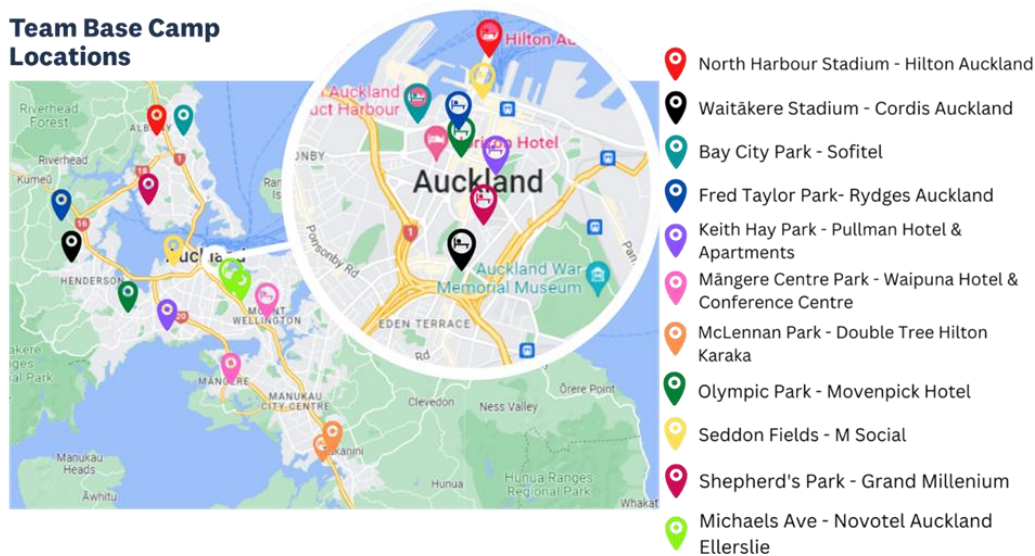
Training venue use

In the lead up to, and during FWWC23, Tāmaki Makaurau Auckland hosted over 120 training sessions for participating teams, as well as hosting training for teams participating in the Play-Off Tournament for FWWC 2023.

FIFA’s exclusive use period for training sites commenced on 6 July 2023, but FIFA rules prescribed that official use of team base camps was not permitted until Match Day minus 5 (i.e. 5 days before the first match played by a team), being 15 July for New Zealand and Norway. However, all teams arrived and wanted to train earlier than their Match Day minus 5, necessitating the preparation of alternate playing fields to the required standard in addition to the nine team base camp sites.

Scheduling on-the-day ground preparation (e.g. watering fields) with each team’s travel and training plans was a significant logistical exercise for both the LFS and the Host City, who had on-site coordinators and ground staff at each site. Coordination of the Host City training venue operation was done at the Host Tournament Operations Centre and supported by NZ Police reassurance patrols.

Figure 17: Team Base Camp locations in Tāmaki Makaurau Auckland



¹⁴ Excludes Lottery Grants funding

FIFA Fan Festival

The FIFA Fan Festival was a significant contracted deliverable for each of the tournament's nine host cities across Aotearoa New Zealand and Australia.

Tātaki Auckland Unlimited acted as the local organiser of the FIFA Fan Festival in Tāmaki Makaurau Auckland and was responsible for the planning, preparation, and delivery of all operational elements and the overall site operations.

By the numbers

- There were **over 91,000 fan visits** to the FIFA Fan Festival at The Cloud on Queen's Wharf, which was open for the duration of the tournament, showing the majority of matches including the Final match in Sydney on 20 August.
- The vibrant destination provided an exciting entertainment programme to celebrate the **best in football, music, local culture, food and interactive games**.
 - **48 matches** were streamed live and **82 artists** performed (including Tuawahine, Kaylee Bell, JessB, Chail, Hollie Smith, Ladi6, Bic Runga, Georgina lines, YAHYAH & Judah, Coterie, Troy Kingi and Te Whare Karioi).
 - Over **4,000** faces painted.
 - Over **31,000 food and beverage** items sold, including 2,300 wines, 8,400 beers, 3,500 coffees and 1,700 orders of fries.
- In pursuit of **reducing** the FIFA Fan Festival **environmental footprint**:
 - No single-use water bottles, cutlery, plastic straws, or throwaway promotional materials were permitted onsite.
 - **89.2%** of event waste and **58.5%** of pack-in and out waste was diverted from landfill, totaling 77% of all waste.
 - 99% of furniture was rented, 97% of the site **branding and signage** was made of **recyclable** materials, and all cups, plates and cutlery for artist riders were reusable, recyclable or biodegradable.
- A hosted Schools Programme provided the opportunity for over **1,500** Year 1-6 students to experience the football activations and learn about the history of women's football.
- The Unity Pitch, a vibrant and unique, multi-coloured Futsal-sized astro-turf pitch saw almost **200** bookings and over **260 hours** of operation.
- A collaboration with Sport New Zealand to integrate the national **Poi Tukua** kaupapa built on the excitement and momentum of previous world cup events hosted in Aotearoa New Zealand and urged New Zealanders and manuhiri (international visitors) to "karawhiua!" and give poi a go!
- The FIFA Fan Festival also served as a **media centre** for both domestic and international media, with media broadcasting from the fan festival in the build up to, during and after matches shown in Aotearoa and in Australia, including on days when the FIFA Fan Festival was closed to the public. Over **thirty international media outlets** utilised the media hub.
- **93%** of FIFA Fan Festival attendees were **satisfied or very satisfied** with their overall FIFA Fan Festival experience.



Figure 18: Fans at the FIFA Fan Festival at The Cloud. Bottom row – respective highs of the final match.

Auckland Transport also supported traffic management plans, transport and coach parking provisions at Eden Park, team hotels and route optimisation for teams and FIFA officials (e.g. between team hotels and Eden Park).

Last Mile

A colourful Last Mile programme of entertainment around the perimeter of Eden Park, enhanced the spectator experience and supported both public safety and wayfinding at all nine matches. The entertainment programme was curated with performers to reflect and showcase the vibrancy of the cultures competing in each match.



Figure 20: Face painting and volunteers on the Last Mile around the perimeter of Eden Park

Regulatory and compliance

The duration of the event (commencing from One Year to Go), the number of venues and sites (from stadia, parks, transport sites, hotels, three pōwhiri, the FIFA Fan Festival on Queens Wharf to Te Komititanga Square and other public spaces all requiring some form of consent or permit), and the multiplicity of event, marketing and commercial partners involved in delivery, required that the Host City take an integrated approach to the consenting, permitting and licensing requirements. This was overseen by a Coordination Group jointly led by Auckland Council Regulatory Services and the Host City programme using a tracking dashboard.

The Host city also played a key role in the implementation of monitoring and compliance under the Major Events Management Act for each of the Draw, the Play-Off Tournament and FWWC 2023. At tournament time, up to five compliance officers monitored the Eden Park clean zone for illegal trading/ambush marketing/signage and footpath obstruction, and two officers monitored the Britomart Transport Hub, supported by two Auckland Council City Watch security staff.

By the numbers:

- Over 30 Building Act consents / building consent exemptions issued and associated code compliance certificates, 11 resource consents, 11 event permits / advisories issued.
- Eight Health and safety plans and six waste management and minimisation plans approved.
- Over 300 hours from Monitoring and Compliance Officers on Major Event Management Act enforcement across the Draw, Play-Off Tournament and FWWC 2023.

Event operations

Host City Tournament Operations Centre

Due to the complex structure of the event, its scale and duration, a Host City Tournament Operations Centre (HCTOC) was established by the Host City to ensure the safe and successful delivery of the event.

HCTOC worked in conjunction with FIFA's national Main Operations Centre (MOC) and was staffed with a mix of Host City and city-based government agencies such as NZ Police and St John on match days. It operated for 45 days from 7 July to 20 August, with a roster which reflected the nature of the FWWC 2023 activity taking place in the city on any given day (across matches, team training, open team training sessions, pōwhiri and the FIFA Fan Festival).

Supporting the HCTOC was a C4 Plan (Command, Control and Communications Coordination) which outlined the method, timings, logistics, protocols, procedures and support mechanisms to effectively deliver the event in the city, the escalation thresholds and levels in response to an incident within the Host City environments, and the roles and responsibilities of all delivery agencies and emergency services at Tournament-time. Readiness testing of the C4 Plan using a number of event scenarios was undertaken at several levels in May and June 2023 (LFS, National through NZ Police), culminating in a Host City Readiness session on 15 June 2023.

The value of the planning for event operations including HCTOC, the C4 Plan and escalation was brought to the fore during a major incident on 20 July 2023. The Host City programme team had also undertaken Coordinated Incident Management Systems training which proved to be invaluable.

Security

Security for the event was a multi-agency exercise across several organisations and event sites, including the city centre and transport hubs. It was of vital importance to the city that visiting teams and spectators, and residents felt safe in the city, and the Host City had a coordination role across the Auckland Council group, Heart of the City (the business association for Auckland's city centre), NZ Police, FIFA, Host City sites (e.g. FIFA Fan Festival), Māori wardens and the establishment of a downtown kiosk.

In each host city NZ Police established designated FIFA District Commanders alongside usual District Commanders. In addition to their standard presence at all matches, of particular assistance to the Host City were reassurance patrols (dedicated Police focused on FIFA sites of significance such as team hotels, training sites, and venues such as the FIFA Fan Festival) and designated Police personnel who were assigned to travel with participating teams as Team Security Liaison Officers. NZ Police were an integral partner in realising a safe and secure event for residents as well as for event attendees.

Questions were included in the post-event survey of match and fan festival spectators to determine respondents' satisfaction with safety and security:

- **91%** of match spectators, **92%** of Fan Festival attendees and **91%** volunteers were satisfied with **safety and security** in and around FWWC 2023 venues.

It is worth highlighting that during the tournament period Tāmaki Makaurau Auckland experienced a number of significant incidents impacting public safety and security, unrelated to the event. The processes put in place by the Host City programme team to manage the impact of these incidents

and connect with NZ Police and other emergency services contributed significantly to the above positive responses from event attendees and other stakeholders regarding safety and security during the tournament.

Volunteers

Volunteers played a critical role to support the successful delivery of FWWC 2023. Overall, 600 people volunteered in Tāmaki Makaurau Auckland throughout the event period, providing a range of support including public information, wayfinding, crowd counting, crowd management, Host City activation support, and media management at the FIFA Fan Festival. Although there was one volunteer programme, managed by the LFS, the Host City was responsible for the volunteers for the FIFA Fan Festival and the Last Mile.

Overall, post-event survey¹⁵ results for volunteer satisfaction with the FWWC 2023 experience was high, and on par with similar major events in the past 10 years.

- **96%** of volunteers living in Tāmaki Makaurau Auckland were **satisfied or very satisfied** with their overall volunteering experience.
- **95%** of volunteers living in Tāmaki Makaurau Auckland thought hosting FWWC 2023 **increased their pride in Auckland**.
- **96%** of volunteers living in Tāmaki Makaurau Auckland thought hosting FWWC 2023 made Auckland as more **enjoyable place to live**.

In addition to the official volunteer programme, football clubs contributed an estimated 6,500 of volunteer hours to infrastructure upgrades and readying facilities for FWWC 2023.

¹⁵ Source: FIFA Women's World Cup 2023 Impact Evaluation for Auckland - December 2023, Fresh Information

LEVERAGE AND LEGACY

Leverage and legacy refers to the opportunities provided by the platform of the FWWC 2023 and to advance the creation of lasting benefits for Tāmaki Makaurau Auckland. Leverage refers to activities outside of the normal running of the event, which results in benefits to either enhance, or add to the impacts already created by the event. Legacy refers to the long-terms 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.

The Host City Leverage & Legacy programme for FWWC 2023 included training venue infrastructure upgrades, community engagement (e.g. Toa Pitch, open team training sessions), build up events (e.g. One Year To Go, Trophy Tour), Wāhine Leaders campaign, Te Hine O Te Kura Youth Symposium, and tree planting.

The empowerment of women was at the heart of Tāmaki Makaurau Auckland’s vision, mission, and principles for FWWC 2023, and this guided the development of all activities in the Host City Leverage & Legacy Plan.

In addition to the strong economic results, the Fresh Info¹⁶ impact evaluation found that hosting FIFA WWC 2023 delivered a wide range of intangible benefits.

Participation and perception of women’s sport

A total of **350,719 tickets** were issued to witness the world’s best footballers at Eden Park representing an average crowd of 38,969 across the nine matches in Tāmaki Makaurau Auckland. The **record crowd** for a football match in Aotearoa New Zealand – women’s or men’s – **was broken three times in Tāmaki Makaurau Auckland: a capacity crowd of 43,217 was achieved for the final three matches** at Eden Park.

This is expected to have an enduring legacy for women’s football and women’s sport in general.

- **Potential growth in football participation.** Survey results indicate that around 21% of Tāmaki Makaurau Auckland residents were inspired by FWWC 2023 to increase their participation in football, although actual changes are likely to be lower than intended changes. Early evidence of these changes will not be available until early/mid 2024 when registration numbers for the 2024 club season are known.
- **Increased visibility and perception of women’s sport in Tāmaki Makaurau Auckland and New Zealand.** The FWWC 2023 was the third of three women’s world cup events hosted in Aotearoa New Zealand / Tāmaki Makaurau Auckland in an 18-month period. Hosting these events in quick succession was a deliberate strategy to elevate women’s sport in Aotearoa New Zealand and provide a platform for gender equality in sport and society more generally.

Evidence from the Fresh Info evaluation indicates that FWWC 2023 contributed strongly to the overarching objective of “increasing the visibility of, and value placed on, women in sport and wider society”.

Feedback from post-event surveys indicates that these objectives were reached:

¹⁶ Source: FIFA Women’s World Cup 2023 Impact Evaluation for Auckland - December 2023, Fresh Information

- **97%** of Tāmaki Makaurau Auckland resident match spectators, **96%** of FIFA Fan Festival spectators and **99%** of volunteers agreed that FWWC 2023 has **increased the visibility of women’s sport in New Zealand**.
- **86%** of Auckland resident match spectators, **88%** of FIFA Fan Festival spectators and **90%** of volunteers agreed that FWWC 2023 has **improved their understanding and appreciation of women’s sport**.

Build up events

As usual for major events, a number of milestones and build up events and activities took place to raise awareness and excitement and to provide as many Aucklanders as possible with ways of engaging with the event. In some cases, the build-up events were part of FIFA’s own marketing efforts, while others were Host City specific initiatives.

Several of the initiatives also went on to feature at the tournament as part of the FIFA Fan Festival programming. The events and activities that formed part of the build-up are included in the graphic in figure 22.

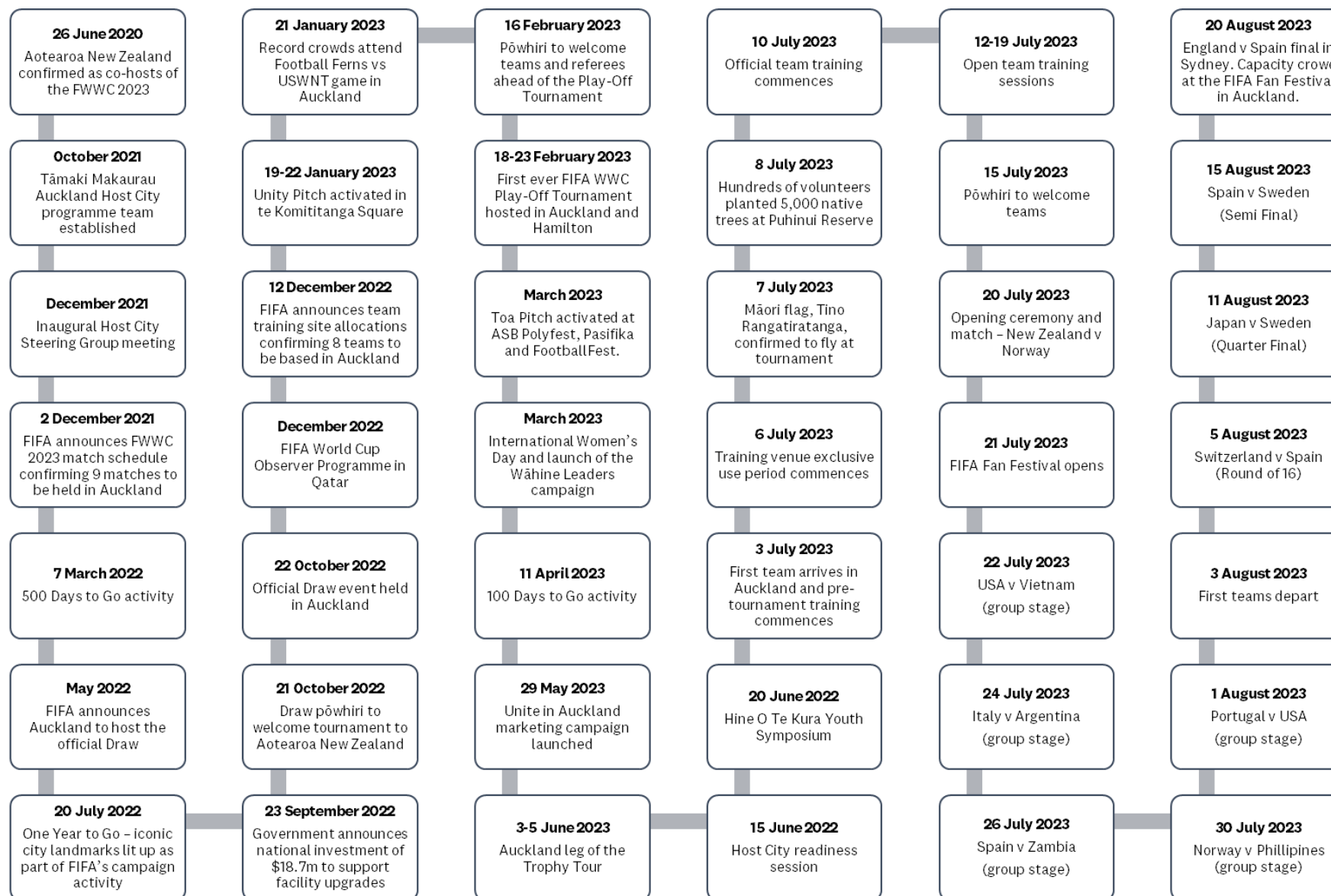
One Year to Go

Several iconic landmarks were lit up throughout Tāmaki Makaurau Auckland as part of FIFA’s One Year to Go ‘Unity Lights’ campaign: the Harbour Bridge, Eden Park Stadium, Te Ara I Whiti (the Lightpath) and the Sky Tower. The Sky Tower also featured a projection on the tower which was used as a hero image marking the milestone across FIFA’s channels.



Figure 21: Hero image of Auckland Sky Tower lit up for One Year To Go, with the Harbour Bridge in the background.

Figure 22: Road to the FWWC 2023 in Tāmaki Makaurau Auckland



Results collated by FIFA demonstrated that One Year to Go Unity Lights campaign gathered truly global awareness with more than 100 countries reporting on the milestone, with massive regional excitement as roughly one-third of the total coverage derived from host nations Australia and Aotearoa New Zealand.

The one year countdown and corresponding activities was extensively covered across leading TV channels like ABC News, Channel 10, Channel 9, Channel 7, SBS, Optus, TVNZ Breakfast, Newshub, Sky Sport and Fox Sports, and a Sun Wen session triggered interest from major Chinese broadcasting stations like CCTV5, Beijing TV, Shanghai TV or Tianjin TV.

Unity Pitch

The Unity Pitch, a vibrant and unique, multi-coloured Futsal-sized astro-turf pitch was based in Te Komititanga Square in January 2023 (as part of the friendly match between the Football Ferns and the US National Women’s Team) and received almost 200 bookings and over 260 hours of operation at the FIFA Fan Festival over the Tournament.

In consultation with NZ Football and Auckland Council, FIFA provided two Unity Pitches as a legacy gift and these are now located at Beachhaven Primary School and Manurewa Netball Centre, valued at \$75k per pitch. These locations were selected through consultation between FIFA, NZ Football and Auckland Council.



Figure 23: The Unity Pitch in action in Te Komititanga Square in January 2023 for the US Women’s National Team vs Football Ferns build up match, and at the FIFA Fan Festival in July and August 2023.

Toa Pitch

A key component of the Host City’s participation and engagement programme to engage as many Aucklanders as possible in the event included the Toa Pitch, a bespoke football activation commissioned by the Host City.

The Toa Pitch was an enclosed stimulation space allowing for safe and inclusive play to practice kicking and aiming, while trying to get past Tazuni, the official FWWC 2023 mascot. The Toa Pitch featured at community events in the lead up to the tournament (Pasifika Festival 2023, ASB Polyfest 2023 and FootballFest 2023), the Trophy Tour, and during the tournament it was located at the FIFA Fan Festival.

At the end of the event, the Toa Pitch structure was repurposed for a future use by the agency that developed it.



Figure 24: The Toa Pitch in action at the ASB Polyfest and at the FIFA Fan Festival.

Wāhine leaders campaign

A campaign celebrating wāhine leaders, with a series of videos of incredible women talking about their careers, communities, and what hosting the FWWC 2023 in Tāmaki Makaurau Auckland meant to them – demonstrating that if “you can see it, so you can be it.” The campaign was launched in conjunction with international Women’s Day on 8 March 2023.

Trophy Tour

The Trophy Tour was a FIFA promotion creating awareness of FWWC 2023 through activations across Aotearoa New Zealand. Tāmaki Makaurau Auckland was the first stop on the tour across the host nations and activity took place over King’s birthday weekend from 3 – 5 June across two types of event activity.

The first was an invitation-only unveiling for key stakeholders in the team changing room at Eden Park attended by media and representatives from the Host City and football clubs hosting participating teams.

The trophy was then taken to three shopping malls (Manukau, St Lukes and Albany) along with the Toa Pitch providing a great public platform for promotion of the tournament. In addition to being high traffic locations, the shopping malls are a popular destination over winter long weekends, especially when there is wet weather. These venues provided a weather-proof event solution, enabling an activation regardless of outdoor conditions.

Te Hine O Te Kura Youth Symposium

The Te Hine O Te Kura Youth Symposium, a Host City initiative aligned to Sport NZ’s Advance the Flow education programme to break down menstrual equity barriers to participation in sport and education. A meaningful legacy resource of assets was created that will endure and support rangatahi now, and in the future. The symposium was held on Tuesday, 20 June 2023 at Due Drop Events Centre, Manukau and involved panel sessions, inspiring athletes, poi workshops and a visit from the FWWC 2023 mascot Tazuni.

Native Tree planting

Hundreds of volunteers planted 5,000 native trees at Puhinui Reserve on 8 July 2023 to celebrate FIFA and help make a positive impact on the environment.



Figure 25: Hine o Te Kura Youth Symposium and tree planting at Puhinui Reserve.

Open team training sessions

Eight open team training sessions were held in Tāmaki Makaurau Auckland at team base camps between 12 and 17 July 2023 which proved very popular with local communities.

Pre-registration was required to manage numbers, for safety and security, to ensure a meaningful engagement with the team, and to minimize the impact on the team training sites. Attendance numbers were capped at 150 at each session, enabling around 1,200 Aucklanders to participate.

Each session was 90 minutes long, comprising of 45 minutes of watching training sessions, and 45 minutes of activity including Tazuni (the Official FWWC 2023 mascot) meet and greets and team player signings.



Figure 26: Community engagement at open team training sessions: USA at Bay City Park (left) and Norway at Seddon Fields (right).