

Tātaki
Auckland
Unlimited



Auckland Cruise Plan

2026 – 2036

aucklandunlimited.com



“When settings are transparent and predictable, and impacts are well managed, cruise can support regional and seasonal dispersal and regional value while maintaining community confidence.”

Tourism Policy Statement

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1. Executive Summary

The New Zealand Cruise Association (NZCA) released its 2040 National Cruise Strategy in 2024 (Strategy) with a vision for “A visitor focused cruise sector that makes New Zealand a better place by contributing to, and growing the value of economy, environment and community.”

The Strategy acknowledges the current downturn in cruise ship visits and sees this as an opportunity for the cruise industry to “evolve, stand out and be noticed for its positive contribution and potential over the course of time.”

The Strategy is focused on manageable growth “through the right ships with the right visitors to be in the right place at the right time” and acknowledges the need to work collaboratively with industry to grow value and achieve balanced outcomes, with an initial focus to build and strengthen partnerships, engage with governments and activate communications.

Since its release, NZCA has been successful in communicating the impact of a continued downturn in cruise ship visits on Auckland and regional cities and has engaged extensively with the Government to find ways forward. It has also been active in promoting New Zealand at overseas cruise events and forums and identifying initiatives which will lead to increased deployment of cruise ships to the region.

For a cruise destination, especially a key port such as Auckland, there are only a limited number of factors within its control which can influence deployment decisions by cruise lines and the demand from passengers to include the port in their itineraries.

Work by the European Commission (EC) in 2009 examined more than 1400 cruise itineraries and the top 15 cruise ports and identified the key success factors for cruise ports as –

- The level of port facilities,
- Tourist attractiveness of a destination/region; and
- Accessibility of a destination/region (*creating a seamless barrier-free environment for all passengers including passengers with disabilities and reduced mobility*)

The Auckland Cruise Plan 2026 recognises these key success factors, which also emerged as core themes throughout Tātaki Auckland Unlimited’s (TAU) data collection and are outlined below.

1. Plan for continuing to host three cruise ships at the same time into the future – Two large and one boutique cruise ship
2. Position Auckland as a preferred overnight exchange port
3. Ensure passengers and crew feel welcome and can easily access and navigate the city
4. Ensure the region, city, and waterfront are attractive, accessible and engaging for visitors
5. Ensure cruise facilities are fit-for-purpose and enable managed growth

This plan charts the collaborative pathway TAU will follow with Port of Auckland (PoAL), mana whenua, partners and stakeholders to achieve Auckland’s aspiration to be **“Tāmaki Makaurau Auckland – Oceania’s most compelling urban waterfront cruise hub”**



2. Strategic Context

2.1 National Direction (Why this, why now)

The NZCA 2040 Strategy sets a long term vision, and the short-term priorities are to: unlock data and measurement; activate communications; build and strengthen partnerships; engage government stakeholders; and integrate national and regional operations. Auckland’s plan explicitly operationalises these priorities at the city region scale.

2.2 Auckland’s Role in the New Zealand Cruise System

Auckland plays a pivotal role in New Zealand’s cruise system. Although the city accounts for only 15 per cent of nationwide passenger movements – totalling 236,240 passengers and 103,030 crew in the 2023/24 season – it generates a disproportionately high share of economic value. Auckland’s strong air connectivity, diverse accommodation offering, and central city berths make it New Zealand’s most attractive and capable exchange port, which significantly lifts passenger value compared to transit-only calls.

In the 2023/24 season, cruise passengers and crew spent approximately NZD\$201 million in Auckland, representing 39 per cent of national cruise passenger expenditure. This high-value contribution is largely driven by the concentration of turnaround passengers, who typically stay longer, spend more, and disperse further across the region.

Cruise activity in Auckland also supports economic outcomes across Aotearoa New Zealand. Regional producers benefit through the supply of food and

beverage products, craft goods, and specialist services transported into the city to meet cruise-sector demand. While these national supply chain linkages are significant, around 80 per cent of economic impacts remain local, supporting Auckland’s visitor economy, waterfront precincts, and wider service industries. A detailed breakdown of economic impacts, both within Auckland and across the country, is provided in the appendix.

Beyond its economic contribution, Auckland delivers a strong visitor experience. The city achieved a Net Promoter Score (NPS) of 76.7 among transit cruise visitors in the 2025/26 season—an exceptionally high rating for a major urban destination. This reflects Auckland’s vibrant waterfront, cultural offering, and ease of access, as well as strong manaakitanga experienced by visitors.

When Auckland performs well, the cruise system across Aotearoa benefits – supporting regional dispersal, strengthening national competitiveness, and enhancing New Zealand’s reputation as a world-class cruise destination.

Economic impacts (GDP and jobs) – 2023/24 cruise season

	Direct + Indirect	Induced	Total
Impact from Auckland-based cruise activity			
<i>Within Auckland Region</i>			
GDP Impact (\$'m)	182.7	61.9	244.6
Employment Impact (jobs)	2,925	850	3,780
<i>Rest of New Zealand</i>			
GDP Impact (\$'m)	16.7	17.2	33.8
Employment Impact (jobs)	140	200	345
Impact within Auckland Region from national cruise activity			
GDP Impact (\$'m)	211.2	94.2	305.4
Employment Impact (jobs)	3,170	1,195	4365

Table 1, Source: Market Economic consulting report. A detailed breakdown of the economic impacts can be found in appendix A, Table 3 and Table 4



2.3 Market Dynamics to Acknowledge

Oceania, comprising Australia, New Zealand, and the Pacific Islands, is a small part of the global cruise industry with less than four per cent of the market whilst the Caribbean, Mediterranean and Europe are the largest destinations with over 70 per cent of cruise passengers.

There are over 80 cruise lines offering cruises, but the industry is dominated by four major corporations – Carnival Corporation (CCL) with eight brands and around 40 per cent of the market, Royal Caribbean Group (RCL) with three brands and 25 per cent, and Mediterranean Shipping Company (MSC), two brands and Norwegian Cruise Line Holdings (NCLH), three brands comprising 10 per cent each.

New cruise ships and those on order are either larger than those seen in Auckland a decade ago, with passenger capacity rising to between 3000 and 5000, or are the smaller boutique exploration ships.

- **Global:** Cruise demand has rebounded, with 2023 volumes at 107 per cent of 2019 and capacity projected to grow through 2028.
- **New Zealand:** Despite strong appeal and ratings, New Zealand faces forecast softness in 2026/27 driven by macro factors (fuel, FX, geopolitics) and local cost/regulatory settings—reinforcing the need for destination competitiveness and clarity of value.
- **Auckland infrastructure:** Auckland wharf availability and size presently are current constraints and limit the size and number of ships that can berth concurrently. Princes Wharf acts as the primary berth for ships more than >295m but this results in operational tradeoffs and logistical limitations – this will be partially resolved with the new Bledisloe North berth/terminal facilities planned to be operational in the 2026/27 season. Queens Wharf serves as the primary berth for mid-size and boutique ships, and it is envisaged that it will continue to serve this function in enabling

cruise into the future. There is a requirement for a third berth with options for this to be explored. These factors will be fed into the Central Wharves Masterplan.

Why is the cruise industry important to Auckland?

Cruise activity brings significant vibrancy and economic opportunity to Auckland, with passengers engaging directly in the city's retail, hospitality, cultural and tourism offerings. Transit visitors typically spend their day exploring the region through organised excursions or self-guided experiences, contributing immediate value to local operators. Turnaround passengers, who begin or end their journey in Auckland, often extend their stay by several days, supporting accommodation providers, attractions, and neighbourhood precincts across the city.

When a ship is berthed, the economic contribution extends well beyond passenger spend. Cruise vessels restock provisions, take on fuel, carry out maintenance, and dispose of waste — activity that supports a wide network of Auckland businesses and supply-chain partners. On cruise days with one ship, international spending in the downtown area increases by an average of 27 per cent, demonstrating the sector's meaningful impact on city centre performance.



Average daily spending on cruise days in downtown Auckland compared to non-cruise days (2023/24)

				Percentage shift relative to no ships				
	2023/24	Day count	Ave daily spend (\$)	Total % change vs no ships	Food & Beverage services	Retail Trade	Tourism - related services	Non-Tourism Industry ¹¹
Summer (Oct-Apr)	No ships	108	919,700					
	One ship	82	1,168,500	27%	22%	39%	16%	19%
	Two ships	22	1,261,400	37%	36%	42%	32%	35%
	Three ships	1	1,288,200	40%	30%	46%	52%	18%
Winter (Jul-Sep)	No ships	80	646,900					
	One Ship	12	704,300	9%	4%	13%	10%	9%

Table 2, Source: Marketview international card spending. A detailed view of the cruise visitor spend by category can be found in appendix B, figure 5 and figure 6.

Many Auckland businesses rely heavily on the cruise season. Port of Auckland deploys more than 150 pilots, stevedores, security and traffic staff for a single visit. IDNZ, which manages passenger movements, employs 28 full-time staff and mobilises more than 700 volunteers nationally.

Cultural institutions also benefit from cruise arrivals: for Auckland Museum, cruise visitors drive significant sales of Māori arts and jewellery sourced from local makers, while the New Zealand Maritime Museum brings on additional guides to meet seasonal demand. Retail precincts such as Newmarket report a noticeable uplift in foot traffic, especially during quieter summer periods when resident activity is lower.

Cruise is also a highly seasonal contributor, delivering consistent and predictable visitor numbers across the peak summer months — supporting the resilience of Auckland's tourism and city centre economy.

Auckland Museum explained that cruise tourism accounts for approximately 50 per cent of its B2B revenue, driving significant retail sales of Māori craft and jewelry, largely sourced from local artists.

Source: JOOTS 2025

Precinct Properties indicated that pharmacies and convenience stores in Commercial Bay experience considerable uplift in spend as a result of cruise ships being in port.

Source: JOOTS 2025

Seasonality of cruise visitation to Auckland 2025/26

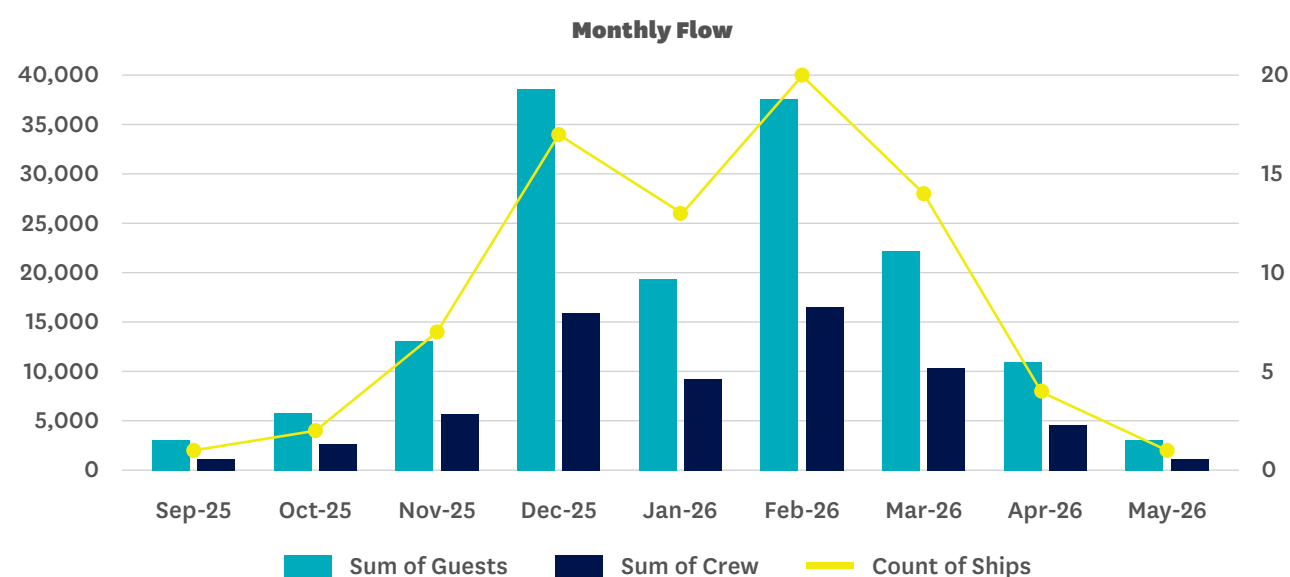


Figure 1, Source: Port of Auckland schedule 2025/26



3. Vision and Principles

3.1 Vision

Tāmaki Makaurau Auckland – Oceania’s most compelling urban waterfront cruise hub and preferred turnaround destination; delivering accessible high-value visitation, world-class manaakitanga, low-impact operations and measurable benefits for Aucklanders.

3.2 Guiding Principles (localised from NZCA 2040)

- **Drive for Value:** Maximise value per call and value per passenger, optimise seasonality, and lift exchange mix.
- **Empowered Partnerships:** Organisational collaboration (PoAL, TAU, Auckland Airport, AT, Auckland Council, commercial operators, mana whenua, NZCA, Cruise Lines International Association [CLIA], Ministry of Business, Innovation and Employment [MBIE]) enabling the cruise sector to maximise visitor experience and enhance economic outcomes for Aucklanders.
- **Continuous Improvement:** Adaptive and resilient delivery; transparent measurement; based on data and stakeholder feedback.
- **Evidence-led:** Decisions, investments and advocacy anchored in shared data.
- **Sustainable Progress:** Pragmatic emissions reduction, environmental resilience and building the cruise sector reputation as a sustainable sector for the region.

4. Goals and Outcomes (2026 - 2036)

Over the next decade, Auckland’s cruise system will evolve to deliver greater economic value, stronger partnerships, and an exceptional visitor experience that reflects the unique identity of Tāmaki Makaurau.

Our goals for 2026–2036 focus on building a resilient, future-ready cruise network that supports regional dispersal, uplifts cultural outcomes, and strengthens Auckland’s role as New Zealand’s primary cruise gateway. These outcomes set a clear trajectory for sustainable growth, improved infrastructure capability, and a higher-quality, high-value cruise offering for Aotearoa and a world-class leading transport and logistics integration between the cruise terminal and airport connections.

4.1 Economy (Value and Productivity)

Auckland will strengthen the economic performance of cruise activity by shifting the focus from volume led growth to value led outcomes. As New Zealand’s primary cruise gateway, Auckland has a unique opportunity to maximise return per port call and per passenger through longer stays, shoulder season deployment, and stronger integration with international air connectivity. Economic growth will be driven by improved utilisation of existing capacity and increased winter deployment that delivers tangible benefits to the city, region and national cruise economy.

Year	Objectives
2031	• Restore and grow deployment: year-on-year growth in port calls and passenger days from 2026, targeting recovery and expansion by 2030. • Lift value per port day and per passenger, considering the difference in spending between the ship sizes, and in line with NZCA’s economy pillar, with Auckland outperforming the national average due to exchange dynamics and airlift. • Grow winter cruise ship scheduling to enable better utilisation of capacity year-round including ships homeporting out of Auckland to travel to the Pacific Islands. • Grow open-jaw itineraries between Auckland and Australian ports.
2036	• Sustain growth in cruise expenditure while balancing community and environmental outcomes in Auckland. • Contribute materially to the NZCA’s 2040 \$1B direct spend national aspiration.

4.2 Visitor Experience (Culture, Uniqueness, Experience, Accessibility)

Auckland’s cruise visitor experience will reflect the distinctive cultural identity, creativity and mana of Tāmaki Makaurau, positioning the city as a memorable first and last impression of Aotearoa. The focus will be on high quality, accessible and seamless experiences across the terminals, city centre and wider region, supported by technology and data led insights. Greater emphasis will be placed on Māori led and locally delivered experiences that enrich the day of call and pre /post cruise journey, while setting national benchmarks for accessibility and service excellence.

Year	Objectives
2031	• Position the destination as a preferred choice for boutique cruise operators by delivering distinctive, premium experiences that increase ship calls, visitor spend, and overall guest satisfaction. • Reach and sustain ≥80 per cent visitor satisfaction for Auckland calls and cruise line NPS ≥80 for Auckland region, aligning with NZCA visitor pillar targets. • Achieve top-quartile guest satisfaction across sentiment terminals relative to comparable cruise destinations. • Become New Zealand’s benchmark for accessibility in cruise visitation (mobility, sensory, information accessibility) across terminal, first mile/last mile, and attraction interfaces. • Review how AI and technology are being adopted by cruise lines, passengers and ports.
2036	• Cement Auckland’s reputation for distinctive, Māori led and local experiences and/or onboard Māori cultural performance available both pre and day of call.

4.3 Environment

The global tourism sector is experiencing a clear shift toward more responsible travel, with visitors increasingly conscious of their environmental footprint and the social and cultural impact of their journeys. In response to this evolving traveler mindset, the cruise industry, like many parts of the tourism sector, is actively adopting its practices. Through the peak industry body, Cruise Lines International Association, cruise lines are actively pursuing net zero emissions by 2050 and are working in partnerships with ports and destinations to better manage the environmental, social and cultural impacts of cruise visitation.

Auckland, as part of the wider New Zealand cruise sector, needs to transition and reflect the broader industry's effort to align with the sustainability expectations of the global cruise industry, ensuring that the cruise sector is delivering positive economic and community outcomes for Auckland.

In alignment with the strategic direction of both CLIA and NZCA, PoAL is committed to enabling delivery of sustainable alternate fuels to the industry 2028. PoAL invests in class leading bunker delivery vessels capable of delivering alternate fuels facilitating and supporting the transition to carbon neutrality outcomes.

Year	Objectives
2031	• Advance shore side readiness roadmap with PoAL and partners consistent with national decarbonisation pathways.
2036	• Achieve >90 per cent waste diversion from landfill at terminals and contracted operations in line with NZCA's zero landfill aspiration trajectory.

4.4 Stakeholder Engagement

Successful delivery of Auckland's cruise ambitions relies on strong partnerships, clear communication and shared stewardship with mana whenua, businesses, cruise stakeholders and communities. Over the next decade, engagement will be more proactive, transparent and data informed, supporting balanced outcomes across economic, community and visitor experience objectives. Understanding and responding to community sentiment will be central to maintaining social licence and ensuring cruise activity contributes positively to Auckland's city centre and waterfront.

Year	Objectives
2031	• TAU on a yearly basis to develop and implement a communications plan to keep the community and stakeholders informed on significant cruise activity and plans. • Develop operating standards for the city centre waterfront (welcome, crowding thresholds, wayfinding, mobility access, data led activation), aligned with destination management goals. • Establish a benchmark for community sentiment amongst businesses and residents towards cruise activity
2036	• Maintain or improve positive community sentiment (including businesses and residents) toward cruise activity. (>90 per cent positive/neutral sentiment about cruise contribution among local stakeholders), consistent with NZCA's community pillar ambitions.



5. Priority Initiatives

5.1 Infrastructure and Operations (Fit for Purpose, Resilient, Accessible)

To maintain its position as New Zealand's primary cruise gateway, Auckland requires an integrated, scalable, and operationally robust infrastructure system. The following initiatives prioritise large ship readiness, optimised berth performance, expansion opportunities, improved accessibility, and strengthened operational reliability across the entire cruise footprint.

- 5.1.1 Deliver the large ship solution:** support PoAL's Bledisloe berth/terminal programme to enable ≤350m vessels to exchange in Auckland; confirm operations model and integration into city arrival experience.
- 5.1.2 Optimise current berths:** targeted improvements to Queens Wharf (Shed 10) for throughput, accessibility, baggage flows and dual use efficiency; Princes Wharf process refinements and ferry basin conflict mitigation with AT/Fullers.
- 5.1.3 Plan a third berth boutique option (~200m)** for extended stays during peak months to relieve pressure and diversify product (consideration as part of Central Wharves Masterplan).
- 5.1.4 Shorepower readiness** is a national discussion involving grid capability and infrastructure development on substations. Alternate fuels are proving to be a quicker market driven solution, and the new bunker vessel is capable of delivering alternate fuels which PoAL will have in their fleet by 2028. This will contribute to national decarbonisation ambitions and global cruise tech roadmaps as well as Auckland's target to achieve net zero greenhouse gas emissions by 2050.
- 5.1.5 Accessibility First upgrades:** curbside/queuing design, step free routes to attractions/transport, assisted wayfinding, accessible information standards—implemented ahead of 2028 high season.
- 5.1.6 Strengthen operational reliability:** on time performance, efficient turnaround, and safe flows across wharves.
- 5.1.7 Enable growth capacity within cruise operations:** providing the right spaces for the right size ships and space for growth in land-side services.

5.2 Visitor Experience (Distinctive, Māori-led, Experience, Accessibility)

Auckland's position as a premier cruise destination is defined by the unique advantage of welcoming ships directly into the heart of the city, with passengers stepping ashore at the base of our vibrant downtown waterfront. This immediate connection between port and city presents a powerful opportunity to deliver a distinctive first impression of Tāmaki Makaurau. As global travellers increasingly seek authentic, culturally meaningful and responsible experiences, Auckland's identity as a vibrant, Māori-led, world-class city must be evident from the moment visitors arrive.

The following initiatives must be a collective approach designed to strengthen arrival and departure pathways, celebrate Māori culture, enhance navigation and frontline engagement across the waterfront precinct and position Auckland as a destination that delivers both exceptional visitor experiences and lasting value for the city.

- 5.2.1 Exchange Excellence Programme:** a bundled experience and service standard for pre/post stays (airport ► hotel ► waterfront ► attraction), integrating Auckland Airport, hotels, IBOs, and isite network.
- 5.2.2 Māori Cultural Partnerships:** co-design welcome protocols and experiences with mana whenua; grow Māori operator participation and product in cruise channels.
- 5.2.3 Wayfinding and Ambassadors:** refreshed street level and digital navigation, multilingual content, and dynamic crowd guidance.
- 5.2.4 Develop High-end Experiences** to meet the growing needs of the boutique ship market.



5.3 Data, Measurement and Insights

High-quality data and consistent performance measurement are essential to understanding the value of cruise and informing future investment. These initiatives establish a coherent insights framework aligned with national partners, enabling Auckland to track economic, environmental, community and visitor outcomes through reliable, shared indicators.

- 5.3.1 Auckland Cruise Dashboard (Balanced Scorecard):** harmonise economic (value per call/day), visitor (satisfaction/NPS), environmental (emissions/waste), and community (sentiment) metrics with NZCA's national framework.
- 5.3.2 Data Partnerships:** participate in NZCA/CLIA's annual economic and environmental reporting, integrate relevant International Visitor Survey (IVS) and sentiment modules, and lobby for Stats NZ quality time series through commissioned analytics if necessary.
- 5.3.3 Operational Data:** citywide sharing of ship schedules, berths, and flows for precinct activation, transport planning and retail readiness.

Air New Zealand points out that cruise passengers enhance Auckland's brand awareness globally, contributing to "talkability" about the city. Auckland Zoo further emphasises the "free marketing" generated by tourists sharing their positive experiences of New Zealand on social media. This aligns with Sudima's view that if New Zealand is to achieve its export earnings goals, it needs to "actively encourage" cruise tourism.

Source: JOOTS 2025

5.4 Policy, Partnerships and Communications (Systemic Approach)

A resilient and successful cruise sector depends on consistent policy settings, coordinated partnerships, and shared leadership across Auckland's agencies and industry partners. These initiatives strengthen whole of system alignment, support effective advocacy, and ensure clear communication of the value and progress of cruise activity.

- 5.4.1 Auckland Cruise Partnership:** TAU led coordination across PoAL, Auckland Council, AT, Auckland Airport, mana whenua, business associations, NZCA, inbound operators, hotels, attractions.
- 5.4.2 Cost and Regulation Advocacy:** support NZCA engagement with central agencies to improve predictability and notice periods for changes in fees/levies; communicate Auckland's value case for exchange and boutique deployment.
- 5.4.3 Communication Programme:** adopt NZCA narratives; publish progress, jobs, precinct vibrancy, safety perception and environmental milestones to keep communities inside.

6. Governance and Roles

Auckland's cruise system depends on clear governance, shared accountability, and strong collaboration between partners responsible for infrastructure, visitor experience, cultural outcomes, regulation, and national alignment. The following structure clarifies the roles and responsibilities of each entity, ensuring coordinated action, transparent decision making, and an integrated, culturally grounded approach to cruise activity in Tāmaki Makaurau.

Entity	Primary Role	Key Responsibilities
Tātaki Auckland Unlimited (TAU)	Destination system steward and plan owner	Lead development and implementation of the Auckland Cruise Plan; coordinate destination and partner system interfaces; maintain the Auckland Cruise Dashboard; oversee data and measurement alignment with NZCA; manage destination readiness; track community sentiment; volunteer management and co-ordination visitor experience, product development and sector communications.
Port of Auckland (PoAL)	Port authority and terminal operator	Manage cruise line relationships for port operations; lead scheduling and berthing planning; deliver terminal operations and passenger processing; maintain transparent pricing; monitor and meet SLAs and operational KPIs; coordinate on wharf safety, marine operations, and landside interfaces with AT, Council, and TAU. Coordinate service providers for all ancillary services to the vessels, importantly in water bio-fouling cleaning of 'niche' areas alongside the berth.
Auckland Council / Auckland Transport (AT)	City and place stewards; transport and regulatory authorities	Integrate cruise into planning frameworks including the Central Wharves Masterplan; manage public realm, access, traffic and transport operations; oversee regulatory interfaces linked to events, permits and city services; coordinate waterfront operational interfaces; provide certainty on forward pricing, bylaws, and compliance.
New Zealand Cruise Association (NZCA) / Tourism New Zealand (TNZ) / Cruise Lines International Association (CLIA)	National alignment, advocacy and industry partnership	Maintain national cruise measurement frameworks; develop unified industry narratives; support trade and sector engagement; lead international promotion of New Zealand cruise; coordinate economic and environmental reporting partnerships; promote industry standards and best practice.
Central Government (MBIE, MPI, Customs, Maritime NZ)	National regulation, border systems and policy settings	Oversee border and biosecurity processes (Ministry for Primary Industries [MPI], Customs); regulate maritime safety and compliance (Maritime NZ); set national tourism, infrastructure and economic policy settings (MBIE); coordinate national system improvements; participate in industry forums and ensure consistent regulatory approaches.
Shipping agents	Local regulation, border systems and policy settings	Coordinate with government agencies to ensure the ship can legally enter and depart the port, passenger and cruise manifests, arrival documentation and regulatory inspections. They also co-ordinate with port authorities to manage berth allocations, pilotage and tug services, waste disposal, freshwater supply and fuel or provisioning.
Mana Whenua	Cultural partners and kaitiaki	Lead cultural partnership and outcomes; co-design cultural protocols and welcome experiences; guide Māori product development; provide kaitiakitanga perspectives for the waterfront and Waitematā; ensure alignment with tikanga and manaakitanga; participate in strategic planning and precinct discussions.
Ground handlers (previously known as Inbound Tourism Operators or Destination Management Offices)	Shore excursion operators	Ground handlers work with local tour operators to provide shore excursions for cruise passengers including contracting and scheduling operators, dispatching of buses and guides, management of guest check-in for tours and resolving operational issues during the day. They are contracted by the cruise lines and work with the local regional tourism organisation.

7. KPIs and Measurement

KPIs and measurement will be developed in consultation with stakeholders listed under Governance and Roles.

8. Risk and Mitigation

Auckland's cruise objectives will be delivered within a structured risk management framework that identifies, monitors and mitigates operational, market, environmental and social risks.

Ongoing collaboration with industry, government and community stakeholders will ensure risks are addressed proactively and opportunities are pursued responsibly.

Risk	Mitigation	Owner
Uncoordinated fee increases or pricing shocks	PoAL is committed to providing long-term price forecasts to the customers to enable planning and certainty. The current forecast is five years. Advocating for central Government agencies to provide long-term pricing certainty.	PoAL/Central Government
Biofouling requirements disrupt schedules	Work with MPI on practical solutions and timelines; communicate requirements early with lines; test readiness pre-season. Approved solution in place, niche area cleaning is available at the Port for deployment.	PoAL
Confirmed investment in cruise infrastructure	Inclusion within the AC Long Term Plan that the cruise sector is a priority for the waterfront and there is support for investment to progress developments.	AC/TAU/PoAL
Infrastructure/grid constraints for shore power	Adopt phased feasibility; prioritise operational emissions reductions and future-fuels readiness until viable. Future fuels capability is committed. The vessel will be ready in operation from 2028. Availability of the alternate fuels will be driven by market.	TAU/PoAL/AC/NZCA
Cruise berth quantity and location	Cruise is overlooked as a priority sector in the Central Wharves Masterplan. Proactively engage in upcoming master planning processes to ensure cruise berth capacity and location requirements are clearly articulated, evidence-led, and formally incorporated into planning objectives and design principles.	TAU/PoAL/AC
Uncoordinated Auckland engagement	Adopt a unified deployment narrative. Develop an a memorandum of understanding (MOU) between TAU, Port of Auckland, Auckland Council/AT to confirm roles and responsibilities, give action to this plan and agree on key deliverables. Set up a steering group to progress and manage the MOU.	TAU/PoAL/AC

Appendix

APPENDIX A

Impact in Auckland from Auckland-based cruise activity by broad economic sector (2023/24)

	Direct + Indirect		Induced		Total	
	GDP (\$m)	Emp (MEC)	GDP (\$m)	Emp (MEC)	GDP (\$m)	Emp (MEC)
Agriculture, Forestry, Fishing & Mining	0.5	5	0.2	0	0.6	10
Manufacturing	8.2	60	3.6	30	11.8	90
Utilities & Waste Services	2.5	15	1.2	5	3.7	20
Construction & Building Services	2.9	35	1.5	20	4.4	55
Wholesale & Retail	56.1	1,240	9.6	125	65.7	1,365
Accommodation, Food & Beverage	17	405	2.1	50	19.1	455
Transport, Postal & Warehousing	19.4	210	1.9	15	21.3	225
Media, ICT & Information Services	6.1	30	1.9	10	8	40
Finance, Real Estate & Professional Services	40.3	315	32.8	475	73	790
Public Services, Education & Health	5.1	90	4.5	80	9.5	170
Arts, Recreation & Personal Services	24.6	520	2.7	40	27.3	560
Total	182.7	2,925	61.9	850	244.6	3,780

Table 3; Source: Market Economic consulting report

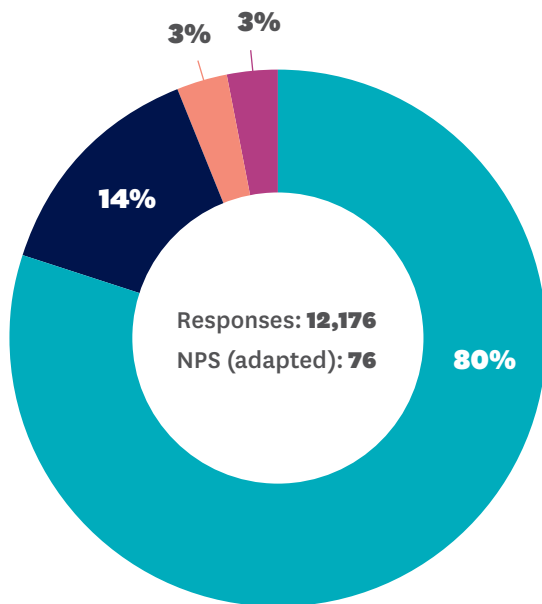
Impact in the rest of New Zealand from Auckland-based cruise activity by broad economic sector (2023/24)

	Direct + Indirect		Induced		Total	
	GDP (\$m)	Emp (MEC)	GDP (\$m)	Emp (MEC)	GDP (\$m)	Emp (MEC)
Agriculture, Forestry, Fishing & Mining	2.1	20	1.9	15	4	35
Manufacturing	2	15	1.7	15	3.7	30
Utilities & Waste Services	2.2	5	2.3	5	4.5	15
Construction & Building Services	0.6	10	0.4	5	1.1	15
Wholesale & Retail	0.7	10	1.6	25	2.3	35
Accommodation, Food & Beverage	0.3	5	0.8	20	1.1	25
Transport, Postal & Warehousing	2.2	25	1	10	3.2	35
Media, ICT & Information Services	0.2	0	0.2	0	0.4	0
Finance, Real Estate & Professional Services	5.2	30	5.4	75	10.6	105
Public Services, Education & Health	0.6	10	1.1	20	1.7	30
Arts, Recreation & Personal Services	0.6	10	0.6	10	1.2	20
Total	16.7	140	17.2	200	33.8	345

Table 4; Source: Market Economic consulting report

APPENDIX A

TAU sentiment terminal data for transit cruise at Princes Wharf 2025/26



Very happy Happy Sad Very Sad

Figure 2; Source: TAU sentiment terminal 2025/26

TAU sentiment terminal data for transit cruise at Queens Wharf 2025/26

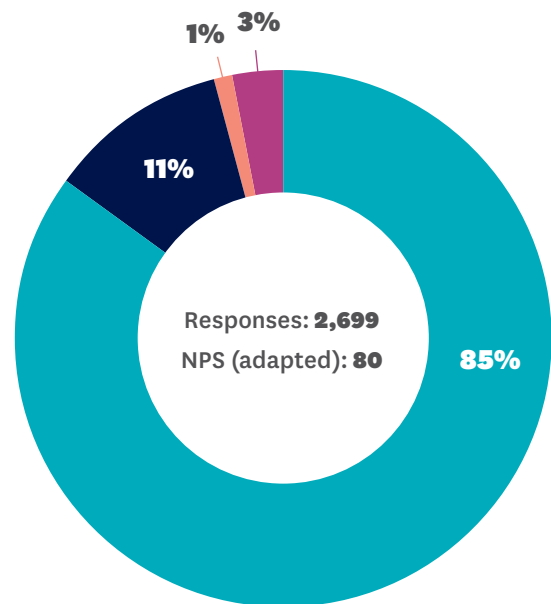


Figure 3; Source: TAU sentiment terminal 2025/26

TAU transit cruise survey 2025/26

Q: On a scale from 0-10, how likely are you to recommend Auckland as a cruise destination to others?

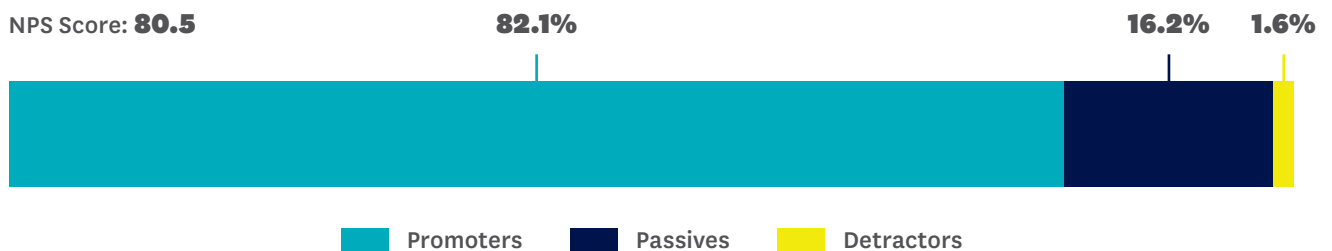
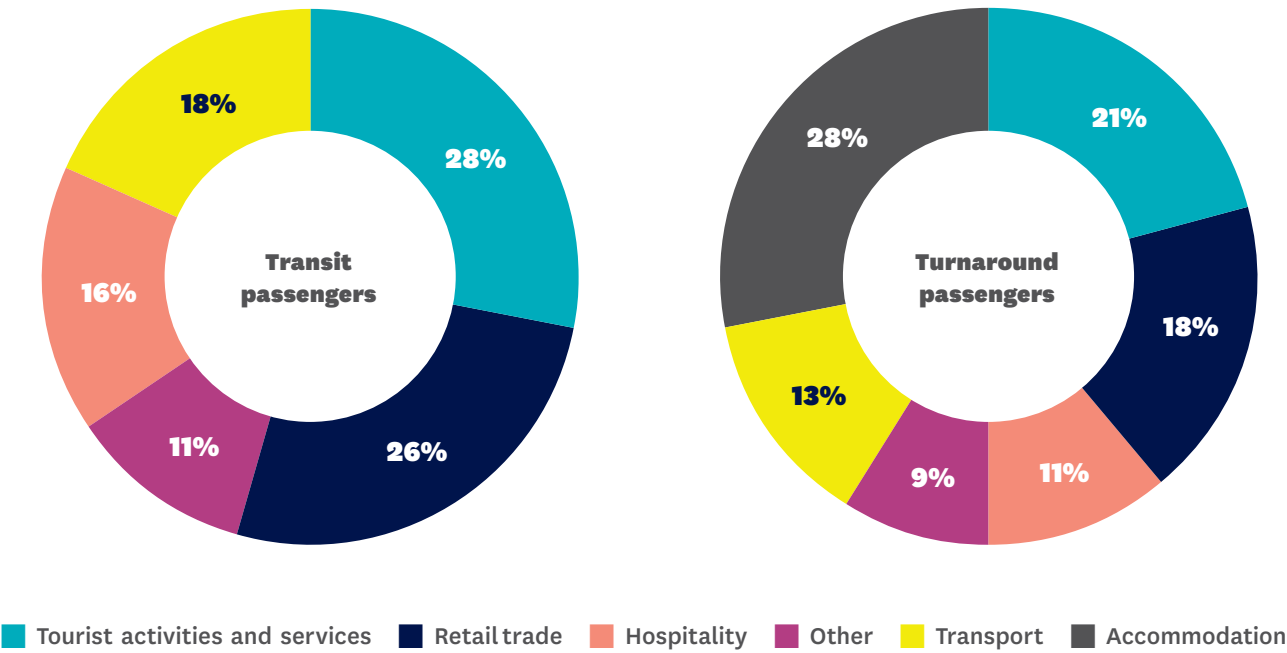


Figure 4; Source: TAU transit cruise survey 2025/26

APPENDIX B

Distribution of passenger expenditure across spending types



Combining expenditure information of guests with the distribution presented in Figure 5-6, suggest the range of spending (in dollars) is as follow:

Tourist activities and services	\$55-\$125
Retail trade	\$45-\$115
Hospitality	\$30-\$50
Other	\$25-\$75
Transport	\$35-\$80
Accommodation	\$0-\$125

Figure 5-6; Source: Marketview data 2017

Note: Those figures are from 2017 and can only compare with today's price levels after having been adjusted for inflation.
[Inflation calculator - Reserve Bank of New Zealand - Te Pūtea Matua](#)

APPENDIX C

Definitions and Abbreviations

AC – Auckland Council

AEC – AEC Group, consultants based in Australia

ATEED – Auckland Tourism, Events and Economic Development (now TAU)

CCL – Carnival Corporation Limited

CLIA – Cruise Lines International Association

Direct economic impact – The value added and employment created directly by the direct spending of an entity (tourist, cruise company, etc) in its area of presence

Direct spending – Gross total spending generated by an entity (tourist, cruise company, etc) in its area of presence

Economic impact – Impact generated by an entity due to its direct spending in its area of presence

Employment effects – The economic impact created by the spending of employees' wages in the wider economy

EP – Eke Panuku (now Auckland Urban Development Office, Auckland Council)

Exchange Visit – when all or most passengers disembark a cruise ship which has finished a cruise and new passengers embark the ship for a new cruise. Sometimes called a Turnaround Visit.

Indirect economic impact – The value added and employment created at suppliers (and those supplying the suppliers) by means of intermediate purchases

Intermediate purchases – Goods/services purchased at suppliers for processing or reselling

MBIE – Ministry of Business, Innovation and Employment

ME – Market Economics

NZCA – New Zealand Cruise Association

Open-jaw – is a journey that begins in one destination and ends in a different location rather than returning to the original starting city

Passenger Visit – refers to a visit by a cruise tourist to a particular port. A turnaround port can receive two passenger visits by the same passenger during a cruise.

PoAL – Port of Auckland Ltd

Port Calls – port call is calculated as the number of visitors onboard a cruise ship multiplied by the number of days a ship is in port.

RCL – Royal Caribbean Limited

TAU – Tātaki Auckland Unlimited

Transit Visit – when passengers arrive and depart on the same cruise ship and visit the port city

(Unique) Passenger – refers to an individual cruise tourist.

Value added – The value attributed to products, and services as the result of a particular process by a company

APPENDIX D

Source Documents

New Zealand Cruise Association

– *Cruise Aotearoa New Zealand 2040*

(NZCA 2023 – Tony Rogers Consulting)

Market Economics for **Ministry of Business, Innovation and Employment**

– *New Zealand Cruise Impact Research*

December 2024 (MBIE 2024)

Market Economics for **Eke Panuku**

– *Auckland's Cruise Sector*

May 2025 (EP 2025)

ACE for **CLIA & NZCA**

– *The Value of Cruise Tourism*

November 2024 (NZCA 2024)

JOOTS for **Tātaki Auckland Unlimited**

– *Cruise Tourism in Auckland*

June 2025 (TAU 2025)

CLIA – *State of the Cruise Industry Report 2025*

May 2025 (CLIA 2025)

PoAL – *Planned Cruise Ship Visits*

Various Years (PoAL)

Market Economics for **ATEED** (now TAU)

– *Auckland Central Wharves Cruise Scenarios 2017-2031*

June 2017 (ATEED2017)

Policy Research Corporation for European Commission

– *Tourist Facilities in Ports, The Economic Factor*

August 2009 (EC2009)

*A detailed breakdown of the economic impacts can be found in appendix A, Table 3 and Table 4

