



# CORPORATE & PERFORMANCE COMMITTEE

## Open Minutes Attachments

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Meeting Date: Wednesday 4 March 2026

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Time: 9.30am

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Venue: Breakout Room 2  
War Memorial Centre  
Marine Parade  
Napier

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# Napier Social Monitor 2025

## Overview for Corporate & Performance Committee

4 March 2026





# The Social Monitor...

- Annual survey of social indicators
  - Community safety
  - Diversity and inclusion
  - Social connections
  - Climate change
  - Accessibility
  - Community wellbeing
  - Community resilience and emergency preparedness
- Multiple data collection methods
- 446 responses for analysis
- In field Aug-Oct 2025



# Main findings – improvements



Feelings of safety:  
daytime and night-  
time at home



High community  
resilience index



Neighbourhood  
perceptions: a good  
place to live, has  
everything needed



# Main findings – little change



Diversity makes Napier a better place to live



Average accessibility score



Overall life in Napier



Feelings of safety: overall, CBD day and night, when out at night



Social connections



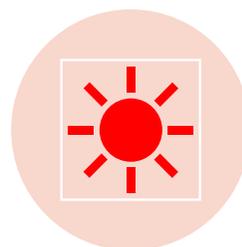
Mental wellbeing index



# Main findings – declines



Lower levels of emergency preparedness



Less concerned about climate change impacts

# Using this information

- Information distribution plan
- Informing work programmes
  - For Council
  - And our partners
- Informing advocacy opportunities
- Building a regional picture

# AIM Presentation to Corp Perf Committee





## Ahuriri Investment Management

Presentation to Corporate Performance Committee

Part 1 | Public Session | 04 March 2026

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## AIM | At a glance

- **About AIM**
  - AIM is a Council Controlled Trading Organisation (CCTO) under the Local Government Act 2002. NCC is the 100% shareholder
  - AIM established to independently manage a long-term inter-generational investment portfolio in a commercial manner
  - AIM registered 1 August 2025, full board in place 1 December 2025
- **AIMs purpose**
  - To proactively develop an inter-generational investment portfolio
  - To build financial resilience / reduce reliance on ratepayers
- **First principals**
  - To adopt normal commercial principals and practice
  - To deliver against purpose - recognising place in public domain
  - To preserve and grow the capital base / putea

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## Timeline to date

- **Preparation Phase | - Jun25**
  - Prosperous Napier Committee
  - Agreed purpose, structure, draft operating agreement
- **Establishment Phase | Aug25-Jun26**
  - Dig the footings: director appts; portfolio reviews; initial transition work
  - Build the foundation: financial transparency; portfolio strategy/budgets; transition to overarching management in partnership with NCC
- **Phase III – Execution Phase | Jul 26 -**
  - Deliver against plan, refine as appropriate

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# AIM Presentation to Corp Perf Committee



**Our starting portfolio**

- Leasehold land: asset value ~\$89m
  - 60 leasehold land investments in Ahuriri, Pandora, Onekawa
  - Land owned, income via ground lease terms, periodic reset
- Freehold land: asset value ~\$20m
  - 7 freehold properties of surplus land blocks and buildings, no income
- Parklands residential: asset value ~\$30m
  - Ongoing since early 2000's: ~20 lots remaining area 3
  - Area 4 (c.200 lots) in early stage, plus plan change underway
- Hawkes Bay Airport shares: asset value ~\$15m
  - 26% holding in Hawkes Bay Airport Limited (Crown / Hastings)
  - A 'Strategic Asset' under the Local Government Act – but...
- Managed Funds: starting value ~\$5m
  - From investment property sold by Council prior to AIM establishment

NB: Values for indicative purposes only

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**Focus to date – big vs small rocks**

- Build the board / governance framework
  - Chair (Jun), Independents (Aug), then EM Dec). Review mid 2026
  - Governance framework built from scratch – elements still pending
- Enable operational transition process
  - Initial scramble to gather information, build knowledge, put basics in place
  - Now evolving modelling / plan for financial and management separation
  - Resourcing a juggle as evolve - all hands on pump!
- Understand & review the portfolio
  - Priority to complete systematic review of portfolio - staged approach
  - Completed Jan26 – identifies initial focus areas – now work underway
- Commence stakeholder management
  - Initial focus has been on mana whenua, lessees, key business partners
  - Growing engagement with Parklands residents – extend in Q4

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**Initial observations**

- Aspiration sound
  - Aspiration and intent sound and consistent with market practice
  - Lots of inherent potential - but will require deliberate execution
  - Commercial lens - in partnership with NCC - delivering clear insights
- Establishment not that simple and takes time
  - Lots of work pre start line, but even more to do post
  - Initial modelling evolving as understanding develops
  - Administrative and financial separation an ongoing process
  - Resourcing has been challenging - but load shared
- View on portfolio evolving
  - Thorough / systematic review of portfolio now completed
  - Lots of learnings as collectively view portfolio with commercial lens
  - Next steps currently being actively considered
  - Will inform development of strategy and budget for AP / LTP

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# AIM Presentation to Corp Perf Committee



**Portfolio thoughts...**

- Overall portfolio sound but unevenly developed
  - Some assets require reprioritisation, structured decision frameworks
  - Some assets require repair or reset
- Building Blocks
  - Leasehold Land: Sound but structural tension. Needs proactive management
  - Parklands: Sound with potential. More strategic approach plus plan change
  - Freehold Land: Unexplored optionality – active assessment underway
  - Airport: Low return on capital but opportunities exist plus dividend growth
  - Managed Fund: Manager appointed, initial funds deployed, markets mixed

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**Priorities to June**

- Parklands
  - Manage BAU; progress plan change; manage stakeholders
- Thames St
  - Address demolition / contamination issues to prep for sale or lease
- Ahuriri Bowling Club
  - Complete next stage of feasibility (masterplan, budget) then refine
- Leasehold Tranche One
  - Prepare for Q4 process initiation on initial sale tranche
- Other Portfolio
  - Planned precinct approach for West Quay / Inner Harbour
  - Begin Hospital Hill assessment
- Management & Strategy
  - Complete financial discovery, modelling, draft 3 year budget
  - Finalise asset review and develop draft 3 year plan / investment strategy
  - Continue to build management and broader team capability

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**Q&A**

*"There. Now it's all on paper. Feel better?"*

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