Heart of the City

July 2025—June 2026

ANNUAL REPORT



HEART OF THE CITY™ AUCKLAND

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REPORT FROM THE CHAIR



IAN WRIGHT

Chair, Heart of the City Executive Committee

On behalf of Heart of the City (HOTC)'s new Executive Committee, I would like to firstly acknowledge our Chief Executive and staff for the strong results achieved during a very challenging year. Their professionalism and dedication to their work for city centre businesses is to be commended.

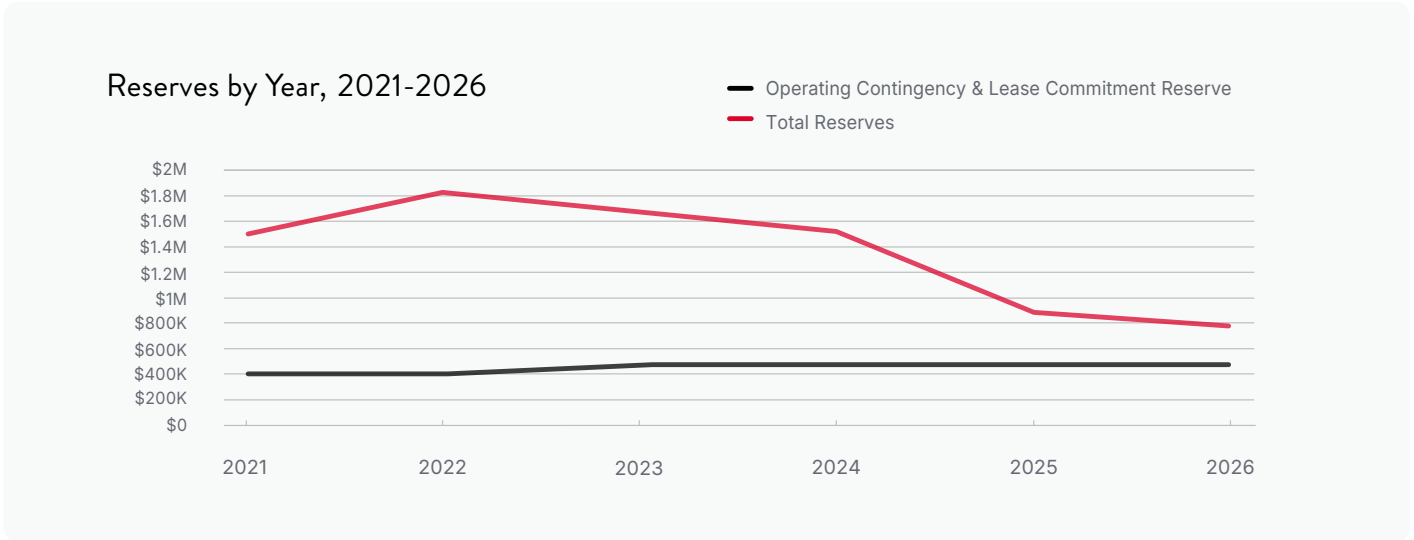
As HOTC's 2023-26 Strategic Plan comes to an end, their efforts to achieve the goals set are evidenced in the city centre we see today. From award winning creative campaigns that have encouraged people back after a decade of disruption; to popular Always On digital marketing that highlights the great things that are on here; and successful advocacy to make our city centre safer and more accessible, the FY26 achievements are outlined in this report.

HOTC's financial management is strong, with a decade of unqualified audits including the year ending 30 June 2026. During the covid years, reserves were accumulated and a decision taken to use them on agreed projects over time. One such project related to HOTC's share of the giant Christmas Tree, which attracts thousands of people and has quickly become a must-see visitor attraction. While this expenditure showed as a deficit in HOTC's FY25 financial accounts, it was fully funded from reserves.

During FY26, reserves were again utilised, although for a different purpose than intended. Over $400,000 was incurred by the Executive Committee that resigned recently, for legal, consulting and additional accounting fees. Excluding these extraordinary costs, general overhead expenditure has been very consistent, with a reduction in 2026 compared with each of the prior six financial years and well below the rate of inflation over that time.

Available equity of over $760,000 as of 30 June 2026 takes account of HOTC's reserves policy, retentions and non-current assets. At no point has HOTC's contingency reserve been required or compromised, confirming HOTC has been operating well within its means.

We are pleased to be elected to HOTC's Executive Committee as the city centre moves into a new era. We look forward to the growth and opportunity ahead that HOTC can facilitate for our members, property owners and businesses.



EXECUTIVE SUMMARY



VIV BECK
Chief Executive

This report marks the final year of our three-year Strategic Plan, which focused on key outcomes to deliver for 2026, the year large-scale, long-term infrastructure in midtown was due to be completed.

We completed a reorganization of our team in the lead up to this milestone year, with two new senior roles commencing in July 2025. Head of Marketing Natalie Back leads our marketing programme, delivering impactful communications that inspire people to feel positive about the city centre and spend more time here. Head of Customer Experience Edward Caughey leads our services for members, businesses and property owners, ensuring tangible value. Key operational functions are outsourced, with in-house support provided by Jessie Vlasich.

The first half year focused on attracting more people to the city centre, changing the way they view it, and ensuring it was safe, clean and accessible as we headed towards 2026.

Our signature Restaurant Month event, followed by the Straight to the Heart retro taxi and Christmas campaigns, played a role in changing perceptions and growing foot traffic. Our popular Always On social media complemented these campaigns by promoting all the great things to see and do here.

A major safety advocacy milestone was achieved in July 2025 with the opening of a permanent public-facing police station in the city centre, following years of advocacy by Heart of the City. Our Safety Team continued to operate 24/7, supporting businesses, responding to incidents, and strengthening coordination with Police, Auckland Council and other agencies working in the city centre.

As 2026 approached, we stepped up our longstanding advocacy for a coordinated cross-agency approach to address both economic and social challenges, to ensure tangible results were achieved in time. This played an important role in securing the action needed. In November 2025, the Government and Auckland Council launched the Auckland city centre Action Plan, bringing together central and local government agencies, businesses, and social service providers through a coordinated, cross-agency approach. This has had a meaningful impact, along with the work of our Safety Team and other related groups.

Our advocacy also focused attention on improving access to encourage visitation and, along with others, stimulus for the Auckland economy, such as through additional funding for major events.

Unfortunately spending remained challenging throughout the reporting year, a combination of economic conditions; structural changes over recent years such as people working from home; online shopping; changing travel patterns; and the impact of construction and road works.

However, by the start of 2026 there was positive progress in perceptions of how people view the city centre, foot traffic was trending up, and the overall appeal and experience had improved.

This enabled us to turn our attention back to completing key projects. This was to include upgrading our membership and CRM systems, which had been deferred during the toughest years when our priority was to support businesses that were struggling to survive.

We were also able to upweight our focus on the attraction of new investment from the start of 2026, particularly in the midtown area with the opening of the NZ International Convention Centre (NZICC) and confirmation that the City Rail Link (CRL) would be opening in the second half year.

We highlighted the opportunities arising from Midtown's transformation in a discussion on JLL's podcast alongside the Auckland Business Chamber, which described the area's evolution as part of a broader $10 billion revival. We also outlined the importance of Midtown's renewal and its role in the city centre's future growth as part of NZ Herald's Project Auckland. In addition, I was delighted to join the panel at the first business event at the NZICC - facilitated by Jack Tame, it canvassed Auckland's economic strengths, the importance of infrastructure like the NZICC, and the city's role as the nation's commercial engine.

Further opportunities were in train, but subsequent months did not unfold as planned for Heart of the City and our new team. However, professionalism endured and much of what we had hoped to achieve by 2026 was achieved, albeit with slower progress than expected on some growth initiatives and new systems to support our membership.

Significant retail, hospitality and accommodation announcements reinforced confidence in the city centre during the reporting period. As FY26 came to a close, foot traffic was up year-on-year, cultural, entertainment and business events had attracted thousands of visitors, and more tourists were visible. With the opening of the CRL, the city centre is entering a new era, perfectly poised to leverage the large-scale public and private investment to drive density, growth and vibrancy.

I'd like to thank our team for tremendous work during the year – their passion and dedication to our cause of working for the economic benefit of city centre businesses is outstanding. In turn we thank our members, businesses, property owners and partners who have shown their support throughout the year. We welcome our new Executive Committee and have a sense of excitement about developing a new strategic plan for the next three years that will open up a world of opportunity for the city centre and our businesses.

FINANCIAL REPORT

Heart of the City Incorporated

For the year ended 30 June 2026

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INDEPENDENT AUDITOR'S REPORT

TO THE EXECUTIVE COMMITTEE OF HEART OF THE CITY INCORPORATED

OPINION

We have audited the financial statements and service performance information of Heart of the City Incorporated on pages 8 to 29. The financial statements comprise the Statement of Financial Position as at 30 June 2026, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and Notes to the Financial Statements, including material accounting policy information. The service performance information comprises the Statement of Service Performance for the year ended 30 June 2026.

In our opinion, the accompanying financial statements and service performance information present fairly, in all material respects:

- the service performance of Heart of the City Incorporated for the year ended 30 June 2026, in that the service performance information is appropriate and meaningful and prepared in accordance with the entity's measurement bases or evaluation methods; and
- the financial position of Heart of the City Incorporated as at 30 June 2026, and its financial performance and cash flows for the year then ended,

in accordance with Public Benefit Entity Standards Reduced Disclosure Regime issued by the New Zealand Accounting Standards Board.

BASIS FOR OPINION

We conducted our audit of the financial statements in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and our audit of the service performance information in accordance with New Zealand Auditing Standard 1 (Revised), The Audit of Service Performance Information (NZ AS 1 (Revised)).

Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements and Service Performance Information section of our report. We are independent of Heart of the City Incorporated in accordance with Professional and Ethical Standard 1, International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand), issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Heart of the City Incorporated.

OTHER MATTER - PRIOR YEAR AUDIT

The financial statements and service performance information of Heart of the City Incorporated for the year ended 30 June 2025 were audited by another auditor who expressed an unmodified opinion on them on 16 October 2025.

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THE EXECUTIVE COMMITTEE'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS AND SERVICE PERFORMANCE INFORMATION

The Executive Committee is responsible on behalf of Heart of the City Incorporated for the preparation and fair presentation of the financial statements and service performance information in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.

The Executive Committee's responsibilities for the service performance information include:

(a) selecting elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with PBE FRS 48 Service Performance Reporting;

(b) preparing and fairly presenting the service performance information in accordance with the entity's measurement bases or evaluation methods, in accordance with the applicable financial reporting framework; and

(c) the overall presentation, structure and content of the service performance information in accordance with the applicable financial reporting framework.

The Executive Committee is also responsible for such internal control as it determines is necessary to enable the preparation of financial statements and service performance information that are free from material misstatement, whether due to fraud or error, and for overseeing the entity's financial reporting process.

In preparing the financial statements and service performance information, the Executive Committee is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Committee either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS AND SERVICE PERFORMANCE INFORMATION

Our objectives are to obtain reasonable assurance about whether the financial statements and service performance information, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these financial statements and service performance information.

A further description of our responsibilities for the audit of the financial statements and service performance information is located at the External Reporting Board's website at the link below. This description forms part of our auditor's report. https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/

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RESTRICTIONS ON RESPONSIBILITY

This report is made solely to the Executive Committee of Heart of the City Incorporated, as a body. Our audit work has been undertaken so that we might state to the Executive Committee those matters we are required to state to it in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Executive Committee, as a body, for our audit work, for this report, or for the opinion we have formed.

Blackmore Virtue & Owens

BLACKMORE VIRTUE & OWENS
AUCKLAND
28 OCTOBER 2026

DIRECTORY

Heart of the City Incorporated
For the year ended 30 June 2026

Nature of Business
Supporting the Economic Benefit of City Centre Businesses

Address
L23, 151 Queen Street
Auckland CBD 1010

IRD Number
063-827-452

Incorporation Number
654431

Incorporation Date
4 January 1995

Chartered Accountant
Grant Thornton New Zealand Limited
L4, 152 Fanshawe Street
Auckland 1140

Auditors
BVO Audit
L2, 18 Broadway
Newmarket 1149

Bankers
ASB Bank Limited
138-142 Queen Street
Auckland 1010

Solicitors
Buddle Findlay
PWCTower
188 Quay Street
Auckland 1010

APPROVAL OF FINANCIAL REPORT

Heart of the City Incorporated
For the year ended 30 June 2026

The Executive Committee is pleased to present the approved financial report including the historical financial statements of Heart of the City Incorporated for year ended 30 June 2026.

APPROVED

For and on behalf of the Executive Committee.

J Wright (Oct 28, 2026 14:06:56 GMT+13)

Chairperson

Date 28/10/2026

Steve Shelby (Oct 28, 2026 16:40:34 GMT+13)

Executive Committee Member

Date 28/10/2026

SERVICE PERFORMANCE REPORT

HEART OF THE CITY IS THE BUSINESS ASSOCIATION FOR AUCKLAND'S CITY CENTRE.

We exist to support businesses, attract visitors, and ensure the city centre is a great place to invest and do business, and where people want to spend time.

Our work benefits businesses through increased demand and confidence, while also delivering value to visitors, Aucklanders, and stakeholders through a safe, vibrant, and accessible environment.

2023–2026 STRATEGIC PLAN

OUR VISION
A VIBRANT, 24/7 INTERNATIONAL CITY

OUR PURPOSE
TO CHAMPION A SUCCESSFUL CITY CENTRE

OUR MISSION
TO WORK FOR THE ECONOMIC BENEFIT OF CITY CENTRE BUSINESSES

OUR STRATEGIC PILLARS

A PLACE THAT IS LOVED

People feel positively about the city centre.

VIBRANT PLACES

Welcoming places that foster community. A great place to do business.

MORE PEOPLE

More people, day and night, doing more and spending more.

SAFE, CLEAN & ACCESSIBLE

A well-functioning, connected and safe environment.

FOR THE 2025–2026 YEAR

2025—2026 RESULTS

2025–2026 was the final year of our three-year strategic plan. Over this time, the city centre continued to transition. The New Zealand International Convention Centre opened, new businesses entered the market, and momentum built towards the opening of the City Rail Link on 13 September 2026. There were more people in the city centre than in the previous year; however, this was set against a weak economic climate reflecting national and global conditions which impacted spending.

Against this backdrop, we focused on promoting the experiences that people love, dining, events and the waterfront, while continuing to reduce barriers to visitation, particularly around safety and accessibility.

All four strategic outcomes remain interlinked; however, in 2025–2026 we prioritised two key goals. The following page provides an overview of achievements, deliverables, and the capabilities we leveraged to deliver on these goals.

KEY GOALS

01

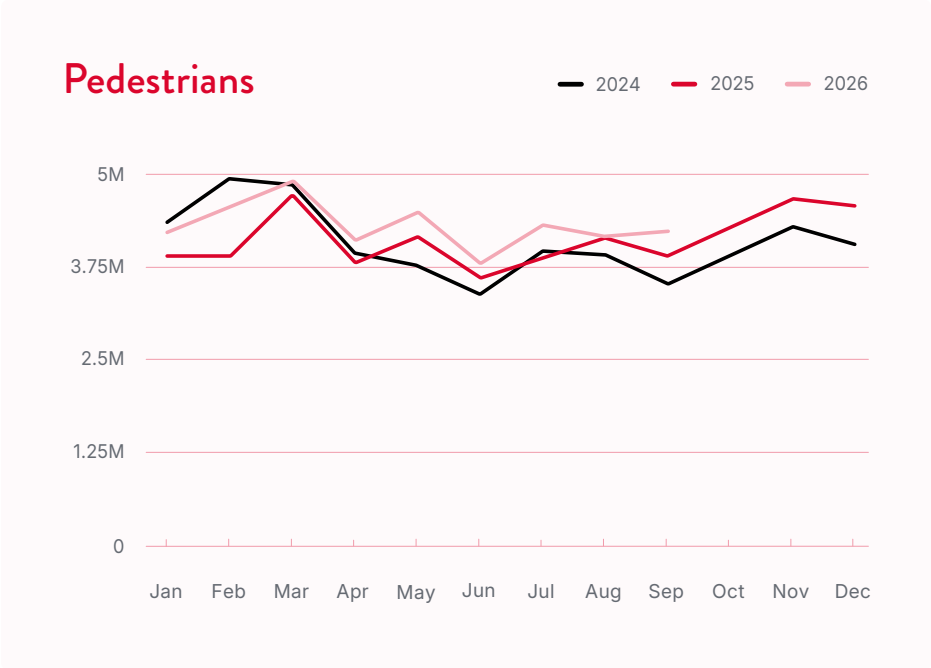
Facilitate growth by attracting more people and investment

02

Create a vibrant place to do business and invest

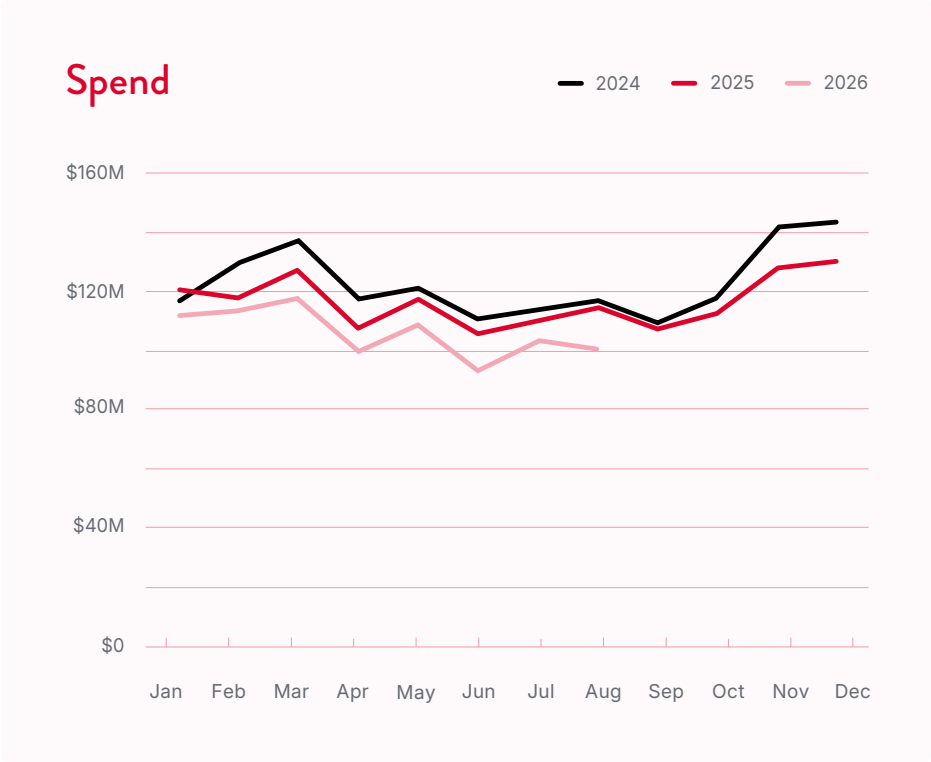
What was achieved

Motivation to visit remains steady among Aucklanders, with 50% reporting high motivation. Dining, events, entertainment and city vibrancy were cited as the key drivers.[3] Weekend daytime visits also increased among Aucklanders from 47% to 52% vs FY25.[4]



Foot traffic increased 5.1% year-on-year to 49.6M.[1]

Source: HOTC Pedestrian Counts



City centre spend declined 8.4% year-on-year to $1.319M, a combination of economic and structural factors driving the decline.[2]

Source: Marketview

What we delivered

Destination marketing and city promotion

Always-on, year-round destination marketing, PR and communications promoting Auckland city centre events, experiences and businesses.

80M

social media views[10] across all consumer social media channels, reflecting a highly engaged audience.

Marketing campaigns

'Straight to the Heart'

Our visitor attraction campaign delivered an estimated 53M impressions.[11]

66% of Aucklanders who saw the campaign felt it made the city centre feel more vibrant[12], while 55% reported feeling more motivated to visit.[13]

Foot traffic grew 1% during campaign period, with strong increases in waterfront area (+20%).[14] This was despite 9 fewer major concerts for this period in 2025 vs 2024.

'Horse & Hongbāo'

We delivered a Lunar New Year campaign, partnering to welcome and introduce international students to local businesses.

68% of business respondents said Horse and Hongbāo helped their business.[15]

Signature events and activations

Restaurant Month

Delivered Restaurant Month 2025, with 86% of event tickets sold (with increased capacity)[16] vs 90% in 2024 and walk-in visitation.[17]

83%

of participating businesses said the event was successful for their business.[18]

Average transaction value in participating restaurants +2%. Spend in participating restaurants -2% vs 2024; non-participating restaurants -8%.[19]

65% of Aucklanders said Restaurant Month makes the city centre more appealing.[20]

Christmas Tree, Te Manaaki & Christmas Campaign


© Sacha Stejko

~10,000 people attended the Te Manaaki tree-lighting event, up from 3,000 in 2024.[21] Foot traffic +55% between 6pm and 9pm compared with the 2024 event.[22]

Increase of 16.7% in foot traffic in and around Te Komititanga in the 6 weeks of operation, compared with Christmas 2023 (when no tree was operational).[22]

81% of Aucklanders planned to undertake other activities in the city centre.[23]

Delivered festive decoration programme through key city centre locations.

Campaign results: Estimated 100M+ total impressions[24], 222k Christmas website sessions, (-6% vs 2024).[25] Total website sessions 653k, (+11% vs 2024).[26]

41% of Aucklanders recall seeing the campaign[27], 62% agreed it made the city centre feel more vibrant[28], 79% said it made the city centre feel packed with things to do.[29]

City Centre foot traffic for campaign period +10% vs 2024, with lower Queen St and Waterfront +26%.[22]

Sales -7% vs same dates in 2024. (Competitor suburbs -10%).[30]

Event sponsorships

Wharf to Wharf Art Trail

Supported Wharf to Wharf Art Trail – attracting an estimated 15,000 visitors to the Wynyard Quarter, Viaduct and Commercial Bay areas.[31]

Auckland Writers Festival

Sponsored Auckland Writers Festival (ticket sales +15% vs 2024)[32] & NZ Fashion Week (attendance +20% versus previous event in 2023).[33]

Farmers Santa Parade

Sponsored the Farmers Santa Parade, which drew 170,000 spectators and resulted in 75% of businesses recording an increase in spending[34] this period in 2025 vs 2024.

Sponsorships supported with dedicated marketing investment across paid search and digital media.

How we delivered

Collaborated with city centre stakeholders to leverage marketing campaigns for maximum benefit for the city centre.

Utilised City Centre Targeted Rate funding to align investment with agreed strategic priorities and measurable city centre outcomes.

76% HOTC brand awareness among Aucklanders (vs 70% FY25). [42]

60% of Aucklanders note HOTC as their leading source of city centre information (vs 53% FY25).[43]

Always On Channels:

841k emails sent (57 individual emails).[44]
28% email open rate (+9.8% vs FY25).[45]

80M social media video views[10]

267K

social media followers
(across Facebook[48], Instagram[46] and TikTok[47])

3.4M

website sessions (+1%)[49],
5.5M page views (-10%).

KEY GOAL 02 CREATE VIBRANCY

What was achieved

Auckland City Centre GDP grew 0.3% in 2025 compared with 2024 (NZ -0.8%).[5]

Retail vacancy rates improved to 8.4% from 9.9%.[6]

Commercial vacancy rates increased from 14.6% to 16.2%, largely driven by new premium developments & tenants relocating; prime vacancy remained relatively stable at 8.5% vs 8.4% in June 2025.[7]

Daytime safety is rated positively by 69% of Aucklanders (vs 67% in 2025).[9]

Overall positive perception of the city centre as a great place to live, work, study in or visit remained stable at 57% among Aucklanders.[9]

Frequent visitation increased, with

31%

visiting four or more times per month (up from 24%).[4]

Victimisations



Reported crime declined by 17% overall; theft declined 27%; assaults decreased by 7% compared with 2025. (Police Victimisation Data).[8]

Source: policedata.nz

What we delivered

Safety & City Management

Heart of the City Safety Team

Operated foot patrols through the city centre, 24/7, 365 days of the year.

76.9% of survey respondents rated the HOTC Safety Team as very or extremely valuable.[35]

Attended 2500 direct calls for assistance from businesses.[36]

Supported property owners with trespass enforcement.

Resolution of antisocial behaviour, aggression and public order issues.

Advocacy: Police & Crime Reduction Initiatives

Achieved a key advocacy milestone with the opening of the permanent city-centre police station in July 2025.

Secured meaningful changes to revised 2026 Auckland City Centre Community Safety Plan, resulting in more business and property focused measures.

City Centre Environment & Wellbeing

Advocacy for coordinated, cross-agency action on economic and social issues, culminating in formation of the Government-Council 'Thriving Auckland City Centre Action Plan' in November 2026 – resulting in significant focus and improvement in safety and cleanliness outcomes.

Street Guardians, an HOTC-initiated programme managed by Auckland City Mission, designed to provide a positive alternative to begging, grew participation by +35.2% vs FY25.[37]

Participated in regular forums with Auckland Council and Council-controlled organisations to address public realm issues, acting as an effective conduit between businesses, property owners and city agencies. This enabled the timely identification and resolution of issues including graffiti, safety hazards, maintenance concerns, and the functionality and appearance of the city centre. 'City Cleanliness' perceptions among HOTC subscribers improved by 6% in FY26, compared with prior year.[9]

Access, Transport & City Transformation

Advocacy to improve access led to:

Nighttime Parking charges delayed until after CRL opening.

Relaxation of the Queen Street 'Authorised Vehicles Only' to allow access 7pm-7am.

Removal of 'Bus Only' stretch in lower Queen Street.

Contributed to advocacy calling for a sustainable, long-term major event funding strategy as well as short-term stimulus resulted in Government's $70 million Major Events and Tourism Package and a $10 million events boost fund, a contestable pool designed to support events that increase international visitation and drive economic growth.

Co-sponsored the Wynyard Quarter Staff Travel Survey which helped generate evidence to inform transport planning, support City Rail Link readiness, and encourage more sustainable travel choices. The survey showed public transport use increasing, private vehicle use declining, and sustainable commuting reaching 69%[38], close to the Auckland Unitary Plan target of 70%.

KEY GOAL 02 CREATE VIBRANCY

Vibrancy & Revitalisation

Supported placemaking initiatives and activations that enhanced the appeal of the city centre, including the Vacant Spaces Programme and cultural events such as Wharf to Wharf, helping boost vibrancy and attract investment.

Showcased city centre's development including CRL, NZICC, midtown regeneration and new retail and hospitality developments.

Contributed to improving confidence by sharing market insights, promoting city centre success stories and supporting initiatives that strengthened the attractiveness of the city centre for businesses, property owners and investors.

Growth & Investment Attraction

Advocacy to provide appropriate environment for retail and corporate investors resulted in significant public realm improvements in and around lower Queen Street.

Participated in JLL podcast on midtown regeneration in conjunction with the Auckland Business Chamber; along with other panels to support economic development.

Leveraged communication channels and contributed to Project Auckland to showcase the city centre's ongoing development with a view to supporting economic activity and encouraging investment.

Achieved strong stakeholder engagement, including 13% LinkedIn audience growth[39], 43% member email open rates[40], and a growing Insights subscriber base of 2,000+.[41]

The Pedestrian Camera (counting) contract with Council was extended through to 30 June 2028 and expanded to include an additional 5 cameras during the year. This information is valued to help guide investment decisions.

How we delivered

Utilised economic, visitation, vacancy, crime, perception and pedestrian data to inform advocacy priorities and measure city centre performance.

Participation in key forums, working groups and planning processes to ensure business interests represented in major city centre decisions.


© Image supplied

Contract HOTC Safety Team to service businesses in core city centre area.

Worked with NZ Police, Auckland Council and other agencies to improve safety outcomes and coordinate responses to city centre issues.

Contributed to collaborative programmes, partnering with Council and/or city centre stakeholders on numerous joint initiatives.

Partnered on initiatives such as the Wynyard Quarter Staff Travel Survey to support transport planning and City Rail Link readiness.

Worked with property owners, retailers and partners to activate vacant shopfronts and public spaces.



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STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

Heart of the City Incorporated
For the year ended 30 June 2026

	NOTES	2026	2025
Revenue from Exchange Transactions			
Partnership Income		216,718	229,193
Investment Income		30,583	61,285
Total Revenue from Exchange Transactions		**247,301**	**290,478**
Revenue from Non-Exchange Transactions			
Auckland Council - Targeted Business Rates Funding		5,122,180	5,021,745
Auckland Council - Other Funding		953,540	779,824
Total Revenue from Non-Exchange Transactions		**6,075,720**	**5,801,569**
Total Revenue		**6,323,021**	**6,092,047**
Expenses			
Accountancy		102,482	84,619
Advocacy		6,334	8,363
Audit Fees	9	23,730	29,333
Committee Expenses		12,751	29,443
Computer & Phone Maintenance		70,975	63,857
Depreciation & Amortisation		53,490	67,303
Events, Sponsorship & Advertising		3,171,751	3,609,109
General Expenses		52,617	69,122
Insurance		25,986	24,812
Legal and Consulting Fees	10	431,554	17,079
Loss on Disposal of Fixed Assets		3,820	12,651
Members Communications		35,108	16,225
Project Costs		30,000	3,480
Recruitment Expenses		40,433	67,672
Rent		171,473	166,435
Personnel Expenses	12	1,402,917	1,559,414
Safety		768,573	859,433
Subscriptions		59,856	51,311
Website and App Costs		20,691	24,080
Total Expenses		**6,484,541**	**6,763,741**
Total Comprehensive Revenue and Expense		**(161,520)**	**(671,694)**



The notes to the financial statements form part of and should be read in conjunction with the financial statements.

STATEMENT OF CHANGES IN NET ASSETS/EQUITY

Heart of the City Incorporated
For the year ended 30 June 2026

	2026	2025
Accumulated comprehensive revenue and expense		
Opening Balance	1,035,619	1,707,313
Comprehensive Revenue and Expense for the Year		
Surplus/(Deficit) for the Year	(161,520)	(671,694)
Total Comprehensive Revenue and Expense for the Year	**(161,520)**	**(671,694)**
Total Accumulated comprehensive revenue and expense	**874,099**	**1,035,619**
Total Equity	**874,099**	**1,035,619**

BVO Chartered Accountants Audit

The notes to the financial statements form part of and should be read in conjunction with the financial statements.

STATEMENT OF FINANCIAL POSITION

Heart of the City Incorporated
For the year ended 30 June 2026

	NOTES	30 JUN 2026	30 JUN 2025
Assets			
Current Assets			
Cash and Cash Equivalents		426,822	2,293,669
Short Term Investments	5	749,480	1,123,433
Receivables from Exchange Transactions	6	39,060	4,385
GST Receivable		178,886	92,870
Total Current Assets		**1,394,248**	**3,514,357**
Non-Current Assets			
Property, Plant and Equipment			
Property, Plant and Equipment	16	84,584	114,342
Total Property, Plant and Equipment		**84,584**	**114,342**
Intangibles			
Intangibles	15	28,855	33,149
Total Intangibles		**28,855**	**33,149**
Total Non-Current Assets		**113,439**	**147,491**
Total Assets		**1,507,687**	**3,661,848**
Liabilities			
Current Liabilities			
Payables from Exchange Transactions		478,993	426,130
Employee Entitlements		86,662	48,729
Income in Advance	13	67,933	2,151,370
Total Current Liabilities		**633,588**	**2,626,229**
Total Liabilities		**633,588**	**2,626,229**
Net Assets		**874,099**	**1,035,619**
Equity			
Accumulated Comprehensive Revenue and Expense		874,099	1,035,619
Total Equity		**874,099**	**1,035,619**

BVO Chartered Accountants Audit

The notes to the financial statements form part of and should be read in conjunction with the financial statements.

STATEMENT OF CASH FLOWS

Heart of the City Incorporated
For the year ended 30 June 2026

	2026	2025
Cash Flows from Operating Activities		
Receipts from Council	4,032,884	7,143,580
Receipts from partners	155,693	192,866
Interest received	30,809	64,531
Payments to suppliers, employees and IRD	(6,439,113)	(6,720,774)
Total Cash Flows from/(applied to) Operating Activities	**(2,219,727)**	**680,203**
Cash Flows from Investing Activities		
Proceeds from/(payment for) short-term investments and deposits	373,953	498,782
Purchase of property, plant & equipment	(21,072)	(83,334)
Total Cash Flows from/(applied to) Investing Activities	**352,881**	**415,448**
Net Cash Flows	**(1,866,846)**	**1,095,651**
Cash Balances		
Cash and cash equivalents at beginning of period	2,293,669	1,198,017
Cash and cash equivalents at end of period	426,822	2,293,669
Net change in cash for period	(1,866,846)	1,095,651

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The notes to the financial statements form part of and should be read in conjunction with the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Heart of the City Incorporated
For the year ended 30 June 2026

1. Reporting Entity

Heart of the City Incorporated is an incorporated society registered under the Incorporated Societies Act 2022, re-registered as of 13 February 2026.

Heart of the City Incorporated works for the economic benefit of city centre businesses.

This is the entity's first set of financial statements presented in accordance with PBE Standards RDR as appropriate for Tier 2 not-for-profit public benefit entities. The effects of the PBE Standards RDR adoption are detailed in Note 17 in line with PBE FRS 47.

2. Statement of Compliance

These financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with the Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR"), as appropriate for Tier 2 not-for-profit public benefit entities.

The entity qualifies as a Tier 2 reporting entity as for the two most recent reporting periods it is not publicly accountable and has had between $5m and $33m of operating expenditure.

The financial statements have been approved and were authorised for issue by the Executive Committee on the date indicated on page 6.

3. Summary of Accounting Policies

The significant accounting policies used in the preparation of these financial statements as set out below have been applied consistently to both years presented in these financial statements.

3.1 Basis of Preparation

These financial statements have been prepared on the basis of historical cost, unless specified in the accounting policies below.

These financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

3.2 Functional and Presentational Currency

The financial statements are presented in New Zealand dollars ($), which is Heart of the City Incorporated's functional currency. All financial information presented in New Zealand dollars has been rounded to the nearest dollar.

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3.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to Heart of the City Incorporated and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable. The following specific recognition criteria must be met before revenue is recognised.

Revenue from Non-Exchange Transactions

Revenue from non-exchange transactions arises from transactions that are not exchange transactions. These are transactions where the entity receives value from another party without giving approximately equal value directly in exchange for the value received.

The following revenue stream is classified as revenue from non-exchange transactions:

Auckland Council Revenue

Revenue from Auckland Council relates to funding provided to Heart of the City Incorporated for the purpose of supporting the economic benefit of city centre businesses. Revenue from non-exchange transactions is recognised when the conditions of funding have been fulfilled.

Revenue from Exchange Transactions

Revenue from exchange transactions arises where the entity provides goods or services to another entity and directly receives approximately equal value (primarily in the form of cash) in exchange.

The following revenue streams are classified as revenue from exchange transactions:

Partnership Income

Marketing and Sponsorship funds are received from business partners in exchange for brand affiliation and exposure to various events throughout the year. These funds are recognised as revenue in the period the partnership agreement relates to, and the services have been delivered.

Interest revenue

Interest revenue is recognised as it accrues, using the effective interest method.

3.4 Cash and Cash Equivalents

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

3.5 Short Term Investments

Short term investments comprise of term deposits and other externally managed deposits which have a term of greater than three months but less than 12 months, and funds managed externally which have a term of less than 12 months which are held for investment purposes rather than meeting short term cash commitments, and therefore do not fall into the category of cash and cash equivalents.

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3.6 Financial Instruments

Financial assets and financial liabilities are recognised when Heart of the City Incorporated becomes a party to the contractual provisions of the financial instrument.

Heart of the City Incorporated derecognises a financial asset when contractual rights to the cash flow expire, or it transfers the rights to receive the contractual rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred.

Heart of the City Incorporated derecognises a financial liability when its contractual obligations are discharged, cancelled or expire.

Financial Assets

Financial assets are classified using the following categories which also determines their subsequent measurement:

- Financial assets at amortised cost;
- Fair value through other comprehensive revenue and expense (FVTOCRE); or
- Fair value through surplus or deficit (FVTSD).

Financial assets are classified to the above categories on the basis of both:

(i) The entity's management model for financial assets; and
(ii) The contractual cash flow characteristics of the financial asset.

Heart of the City Incorporated classifies its financial assets at amortised cost only if both of the following criteria are met:

- The asset is held within a business model with the objective of collecting the contractual cash flows, and
- The contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on principal outstanding.

These assets are subsequently measured at amortised cost using the effective interest method.

Heart of the City Incorporated's financial assets included cash and cash equivalents, receivables from non-exchange transactions, receivables from exchange transactions and short-term investments.

The entity does not have any financial assets at FVTOCRE or FVTSD.

Financial Liabilities

Heart of the City Incorporated's financial liabilities include trade and other creditors (excluding GST and PAYE) and employee entitlements.

All financial liabilities are initially recognised at fair value and are measured subsequently at amortised cost using the effective interest method.

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3.7 Property, Plant, Equipment and Depreciation

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted if there is a change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset.

Depreciation is charged on a diminishing value or straight line basis over the useful life of the assets. Depreciation is charged at rates calculated to allocate the cost or valuation of the asset less any estimated residual value over its remaining useful life:

	Useful Life	Rate	Method
Office Equipment	2 - 6 Years	16% - 67%	DV
Computer Equipment	2 - 4 Years	25% - 67%	DV
Fittings & Furniture	4 - 10 Years	10% - 21.6%	DV
Promotional Assets	2 - 5 Years	0% - 48%	DV

3.8 Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition.

Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised on a diminishing value basis over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits or service potential embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

The amortisation expense on intangible assets with finite lives is recognised in surplus or deficit as the expense category that is consistent with the function of the intangible assets.

The amortisation periods for Heart of the City Incorporated's intangible assets are as follows:

	Useful Life	Rate	Method
Websites	2 Years	50%	DV
Trademarks	Indefinite	0%	-



3.9 Leases

Payments on operating lease agreements, where the lessor retains substantially the risk and rewards of ownership of an asset, are recognised as an expense on a straight-line basis over the lease term.

3.10 Employee Benefits

Wages, salaries, and annual leave

Liabilities for wages and salaries, and annual leave are recognised in surplus or deficit during the period in which the employee provided the related services. Liabilities for the associated benefits are measured at the amounts expected to be paid when the liabilities are settled.

Employee benefits expected to be settled within twelve months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay.

3.11 Income Tax

Due to its status as an Incorporated Society and under section CW40(1) of the Income Tax Act 2007, Heart of the City Incorporated is exempt from income tax.

3.12 Goods and Services Tax (GST)

Revenues,expenses and assets are recognised exclusive of GST except for receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department is included as part of receivables or payables in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the Inland Revenue Department is classified as part of operating cash flows.

3.13 Equity

Equity is the members' interest in Heart of the City Incorporated, measured as the difference between total assets and total liabilities. Equity is made up of the following components:

Accumulated comprehensive revenue and expense

Accumulated comprehensive revenue and expense is Heart of the City Incorporated’s accumulated surplus or deficit since its formation.

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4. Significant Accounting Judgements, Estimates and Assumptions

The preparation of Heart of the City Incorporated's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements

In the process of applying Heart of the City Incorporated's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements:

Operating Lease Commitments

Heart of the City Incorporated has entered into a number of lease commitments.

Heart of the City Incorporated has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a substantial portion of the economic life of the assets, that it does not retain all the significant risks and rewards of ownership of these properties and accounts for the contracts as operating leases.

Estimates and Assumptions

The useful lives and residual values of assets are assessed using the following indicators to determine potential future use and value from disposal:

- The condition of the asset
- The nature of the asset, its susceptibility and adaptability to changes in technology and processes
- The nature of the processes in which the asset is deployed
- Availability of funding to replace the asset
- Changes in the market in relation to the asset

The estimated useful lives of the asset classes held by Heart of the City Incorporated are listed in Note 3.7 and 3.8.

	2026	2025
5. Short Term Investments		
ASB Bank Limited - Term Deposit	89,000	89,000
Private Wealth Advisers - On Call Deposit	660,480	1,034,433
Total Short Term Investments	**749,480**	**1,123,433**

The on-call deposit funds are treated as investments as they are not required for operational cashflow purposes.

The carrying value of the short term investments is their fair value. As at 30 June 2026, the interest on the deposits was 2.4% - 3.6% (2025: 3.4% - 4.4%)

	2026	2025
6. Receivables from Exchange Transactions		
Trade and Other Receivables	39,060	4,385
Total Receivables from Exchange Transactions	**39,060**	**4,385**

BVO Chartered Accountants Audit

7. Categories of Financial Assets and Liabilities

The carrying amounts of financial instruments presented in the statement of financial position relate to the following categories of assets and liabilities:

	2026	2025
Financial Assets at Amortised Cost		
Cash and Cash Equivalents	426,822	2,293,669
Short Term Investments	749,480	1,123,433
Receivables from Exchange Transactions	39,060	4,385
Total Financial Assets at Amortised Cost	**1,215,362**	**3,421,487**

	2026	2025
Financial Liabilities at Amortised Cost		
Payables from Exchange Transactions	477,862	426,130
Employee Entitlements	86,662	48,729
Total Financial Liabilities at Amortised Cost	**564,524**	**474,859**

8. Related Parties

The society has conducted transactions with related parties as follows. There was $696 outstanding at year end (2025: $nil).

Related Party	Description of Transaction	Value	Value
		2026	2025
Brett Sweetman Former Voting Member of Executive Committee	Wynyard Quarter Transport Management Association - Board Member and Treasurer - Sponsorship paid	10,000	Nil
	Park Hyatt Auckland - General Manager - Purchase of vouchers	348	908
Callum Mallett Former Voting Member of Executive Committee	SkyCity Auckland Limited - Chief Operating Officer - Purchase of vouchers - Meeting facilities	3,246	Nil
Les Morgan Former Voting Member of Executive Committee	Hind Management Limited (Sudima Hotels) - Chief Operating Officer - Meeting facilities	696	Nil
Dr. John Peebles Former Voting Member of Executive Committee	Alexander PR - Governance Advisor - Professional services	21,000	Nil

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	2026	2025
9. Audit Fees		
Audit fees paid/accrued to BVO Audit	22,500	-
Other assurance fees paid/accrued to BVO Audit	-	-
Audit fees paid/accrued to RSM Hayes Audit	1,230	29,333
Other assurance fees paid/accrued to RSM Hayes Audit	-	-
Total Audit Fees	**23,730**	**29,333**

10. Legal and Consulting Fees

The increase in legal and consulting fees primarily relates to Board-authorised advice and support. These include matters related to the employment-related claims disclosed in Note 18.

11. Key Management Personnel

Key management personnel are those persons who have the responsibility for planning, directing and controlling the activities of the entity.

For the year ended 30 June 2026 the key management personnel included the Chief Executive, Head of Customer Experience, Head of Marketing and Operations Manager, being the equivalent of 3.14 full-time (FTE) key management personnel during the year (2025: 3.74 FTE), and members of the Executive Committee.

Total remuneration paid to key management personnel excluding members of the Executive Committee during the year ended 30 June 2026 was $610,695 (2025: $829,937).

Total payments to the Chair of the Executive Committee during the year ended 30 June 2026 was $8,333 (2025: $25,000). There were no other payments made to members of the Executive Committee during the year (2025: $nil).

	2026	2025
12. Personnel Expenses		
Salary and Wages	1,326,342	1,405,750
Kiwisaver Contributions	25,304	24,017
Accident Compensation Levies	2,426	2,159
Contractor Wages	48,845	127,488
Total Personnel Expenses	**1,402,917**	**1,559,414**

13. Income in Advance

Income in Advance is related to Other Council Funding of $67,933 not yet applied to specified activities by 30 June 2026 (2025: $2,151,370).



	2026	2025

14. Operating Lease Commitments

Less than one year	276,231	211,304
Later than one year and no later than five years	408,638	509,837
Later than five years	-	-
Total Operating Lease Commitments	**684,869**	**721,141**

Operating leases relate to the following:

Description of Lease	Lessor	End of Commitment
Buildings		
151 Queen Street	Robt. Jones 151 Limited	31/03/2029
Plant and Equipment		
Pedestrian Cameras	Count Culture	05/05/2028
Printer	Ricoh	17/01/2028

	2026	2025

15. Intangibles

Website		
Website	202,025	202,025
Accumulated Amortisation	(197,731)	(193,437)
Total Website	**4,294**	**8,588**
Trademarks	24,561	24,561
Total Intangibles	**28,855**	**33,149**

Reconciliation of the carrying amount at the beginning and the end of the period:

	2026	2025

Intangibles Reconciliation

Website		
Opening Balance	8,588	17,176
Additions	-	-
Disposals	-	-
Amortisation	(4,294)	(8,588)
Total Website	**4,294**	**8,588**
Trademarks		
Opening Balance	24,561	24,561
Additions	-	-
Disposals	-	-
Total Trademarks	**24,561**	**24,561**
Total Intangibles Reconciliation	**28,855**	**33,149**

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	2026	2025
16. Property, Plant & Equipment		
Office Furniture & Fittings		
Cost	88,600	88,600
Accumulated Depreciation	(62,909)	(59,279)
Total Office Furniture & Fittings	**25,691**	**29,321**
Computer & Office Equipment		
Cost	111,998	103,452
Accumulated Depreciation	(89,090)	(82,720)
Total Computer & Office Equipment	**22,908**	**20,732**
Promotional Assets		
Cost	245,766	254,702
Accumulated Depreciation	(209,781)	(190,413)
Total Promotional Assets	**35,985**	**64,289**
Total Property, Plant & Equipment	**84,584**	**114,342**

Reconciliation of the carrying amount at the beginning and end of the period:

	2026	2025
Property, Plant & Equipment Reconciliation		
Office Furniture & Fittings		
Opening Balance	29,321	33,490
Additions	-	-
Disposals	-	-
Depreciation	(3,630)	(4,169)
Total Office Furniture & Fittings	**25,691**	**29,321**
Computer & Office Equipment		
Opening Balance	20,732	23,641
Additions	23,259	14,120
Disposals	(693)	(796)
Depreciation	(20,390)	(16,233)
Total Computer & Office Equipment	**22,908**	**20,732**
Promotional Assets		
Opening Balance	64,289	84,730
Additions	-	50,580
Disposals	(3,128)	(16,638)
Depreciation	(25,176)	(54,383)
Total Promotional Assets	**35,985**	**64,289**
Total Property, Plant & Equipment Reconciliation	**84,584**	**114,342**

BVO Chartered Accountants Audit

	2026	2025

17. Analysis of Cash Reserves within Equity

Equity per Financial Statements		
Opening Equity	1,035,619	1,707,313
Surplus/(Deficit) for the year	(161,520)	(671,694)
Total Equity per Financial Statements	**874,099**	**1,035,619**
Less written down value of organisation assets	(113,439)	(147,491)
Organisation cash reserves	760,660	888,128

Of the cash element of the accumulated funds, the following areas of spending have been earmarked:

Area of spending	Description	2026	2025
OPEX Contingency	This represents 3 months critical expenses in case of an emergency.	400,000	400,000
Lease Guarantee	This is a requirement of the property lease agreement, that these funds are held on term deposit as security for the lease of the premises.	89,000	89,000
Christmas Tree	This represents funds set aside for ongoing maintenance and costs associated with the Christmas Tree.	Nil	200,000
Prospective Future Projects	This represents surplus funds not yet tagged to specific projects, but available as opportunities arise.	271,660	199,128
Total		**760,660**	**888,128**

18. Contingent Liabilities

Lease Guarantee

The bank holds an $89,000 guarantee in respect of the organisation's property leases, in case of default (30 June 2025: $89,000).

Employment-related Claims

As at 30 June 2026, two personal grievance claims had been lodged against the Organisation. The proceedings were ongoing at balance date and remain unresolved. The Organisation may incur legal costs, settlement costs, and reimbursement of certain costs incurred by the claimant(s) depending on the outcome of the matters. As the outcome and any resulting financial effect cannot be reliably measured at the date these financial statements were authorised for issue, no provision has been recognised in these financial statements.

There are no other contingent liabilities at balance date.

19. Capital Commitments

Heart of the City Incorporated had no capital commitments as at 30 June 2026 (30 June 2025: $Nil).



20. Explanation of the transition to PBE Standards RDR

The presented financial statements for the year ended 30 June 2026 are the first annual financial statements prepared in accordance with NZ PBE Standards RDR. The entity's transition date is 1 July 2024.

The previous financial statements voluntarily adopted accounting policies and disclosures that aligned with the Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable financial reporting standards as appropriate that are authorised for use by the External Reporting Board for Not-For-Profit entities, with the exception of the exclusion of presentation of key management personnel disclosures and a Statement of Service Performance.

For the financial statements for the year ended 30 June 2026, key management personnel disclosures have been provided in Note 11. A Statement of Service Performance has been included on page 8 of this report. On adoption of PBE Standards RDR, the entity has also reviewed the extent of related party disclosures presented under PBE IPSAS 20 and has expanded those disclosures in Note 8, including comparative information, for consistency with the reporting framework.

These are the only changes to presentation and disclosure arising from the adoption of PBE Standards RDR. There have been no other changes to the entity's reported financial performance, financial position, cash flows, or accumulated funds.

21. Events After the Reporting Date

The Executive Committee and management are not aware of any other matters or circumstances since the end of the reporting period, that have significantly or may significantly affect these financial statements.



1 HOTC Key Indicators - Annual Pedestrian Counts

2 HOTC Key Indicators - Annual Spend (sourced from Marketview)

3 HOTC Perceptions Survey, Gravitas, 2026 (Slide 53)

4 HOTC Perceptions Survey, Gravitas, 2026 (Slide 6)

5 Regional Economic Profile, Auckland City Centre, 2024-2025 & Economic Profile, New Zealand, 2024-2025

6 Colliers Essentials Auckland Retail 1H 2026 (Page 3)

7 Colliers Essentials Auckland CBD Office 1H 2026 (Page 3)

8 Police Victimisation Data - FY25-FY26 Comparison

9 HOTC Perceptions Survey, Gravitas, 2026 (Slide 30)

10 HOTC Consumer TikTok, Facebook & Instagram Analytics

11 Visitor Attraction Media Agency PCAs

12 Gravitas Survey, Customer Sentiment, Visitor Attraction 2025 (slide 50)

13 Gravitas Survey, Customer Sentiment, Visitor Attraction 2025 (slide 48)

14HOTC Pedestrian Data Visitor Attraction

15 Horse & Hongbāo Post Event Participant Survey (Slide 11)

16 Restaurant Month 2025 Post Analysis (Slide 4)

17 Restaurant Month 2024 Post Analysis (Slide 4)

18 Restaurant Month Participant Survey Results - Raw Data 25-26

19 Restaurant Month 2025 Post Analysis (Slide 46)

20 HOTC Restaurant Month Survey, Gravitas, 2025 (Slide 32)

21 Heart of the City & Precinct - Te Manaaki 2025 PCA Report Pead

22 HOTC Pedestrian Data Christmas 2025

23 Gravitas Survey, Visitation & Christmas Campaign 2025 (slide 87)

24 Christmas Media PCA's (Motion Sickness, OMD, YoungShand)

25 Google Analytics (Sessions) – Combination of 'Christmas', 'Santa' & 'Taxi'

26 Google Analytics (Sessions) Total Website 6 Nov - 25 Dec 2025

27 Gravitas Survey, Visitation & Christmas Campaign 2025 (slide 11)

28 Gravitas Survey, Visitation & Christmas Campaign 2025 (slide 70)

29 Gravitas Survey, Visitation & Christmas Campaign 2025 (slide 71)

30 MarketView Sales 17 Nov - 24 Dec 2025 vs 2024

31 Wharf to Wharf Post Campaign Data

32 AWF Ticket Sales Announcement 2026

33 NZ Fashion Week NZHerald Article Tuesday - 16 September 2025 - attendance

34 Farmers Santa Parade Event Report 2025

35 HOTC Member Survey

36 Absolute Security Group, HOTC Safety Team – Quarterly Report & Value Review (ending 31 July 2026)

37 Auckland City Mission Participation Numbers

38 Wynyard Quarter Staff Travel Survey (Slide 4)

39 LinkedIn Analytics

40 Campaign Monitor – Member Email Analytics

41 HOTC City Centre Quarterly Insights Newsletter Subscribers

42 HOTC Perceptions Survey, Gravitas, 2026 (Slide 59)

43 HOTC Perceptions Survey, Gravitas, 2026 (Slide 57)

44 Email Hubspot Analyse Report Jul 25 - Jun 26

45 Hubspot Analyse Report Jul 25 - Jun 26

46 Instagram Follower Jul 25 – Jun 26

47 TikTok Followers Sep 26

48 Facebook Followers Jul 25 – Jun 26

49 Google Analytics Website Sessions Jul 25 – Jun 26